

## 5. ACTION PLAN

After analysing internal documents and survey results, necessary milestones have been identified, which will mark a significant change in a development of HR objectives and will improve working conditions at IB PAS (Table 8). The survey has evidenced that the most important milestones including several activities to be taken are:

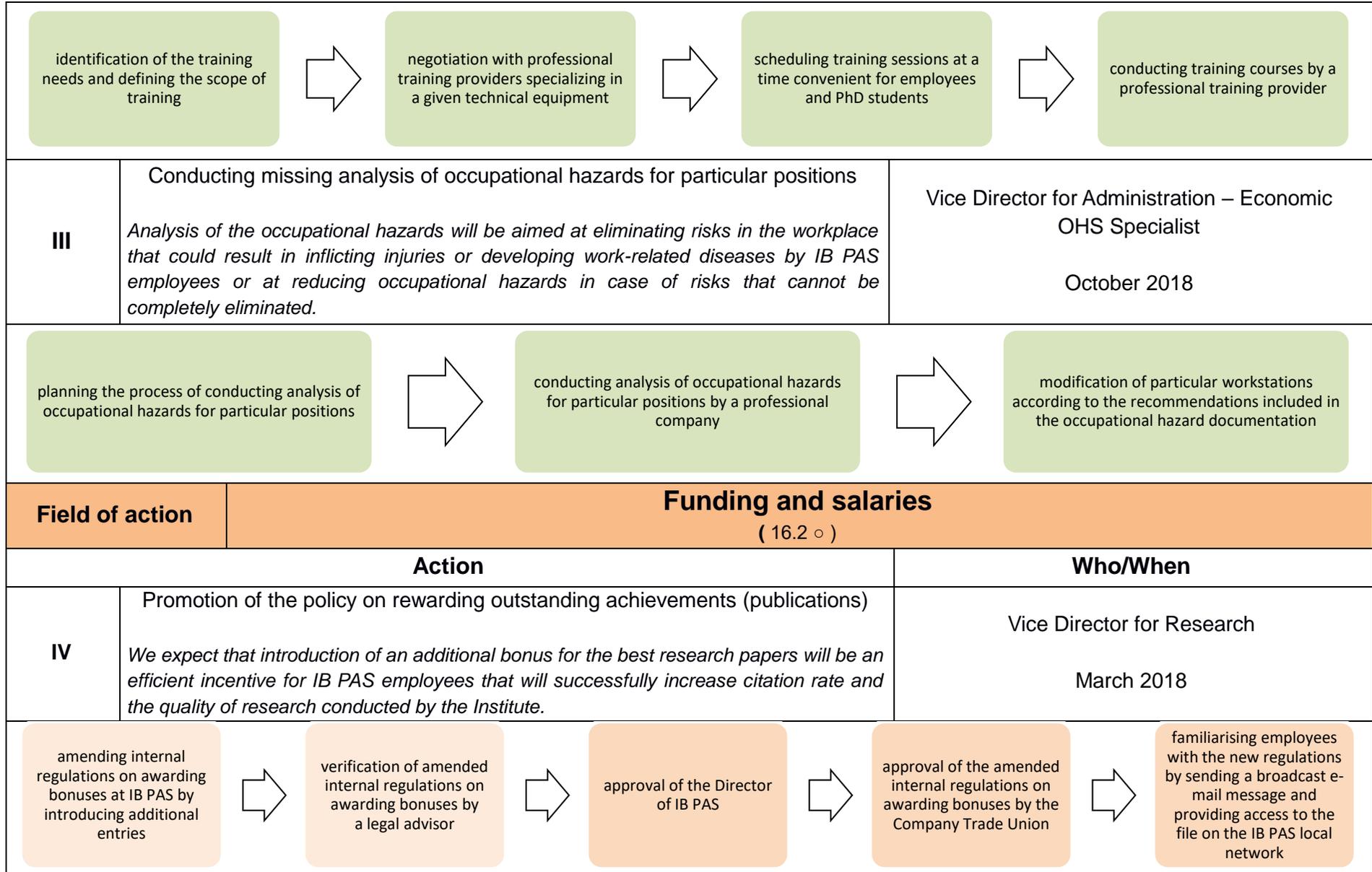
- improvement of the research environment at IB PAS (Actions I-III),
- enhancement of the remuneration system for researchers at IB PAS (Actions IV-V),
- improvement of the evaluation and appraisal system (Actions XVI-XVII),
- amendment and dissemination of recruitment strategies adopted by IB PAS (Actions VII-IX).

Other important actions are related to professional career development of young and senior staff researchers, which highlight the value of mobility (Action XVIII) and will promote the access to research training and continuous development (Actions XIX-XXI). Several activities concerning promotion of the importance of ethical and professional aspects will be undertaken (Actions X-XV). In addition, arrangements aiming at encouraging scientific staff to take part in decision-making bodies will be made (Action VI).

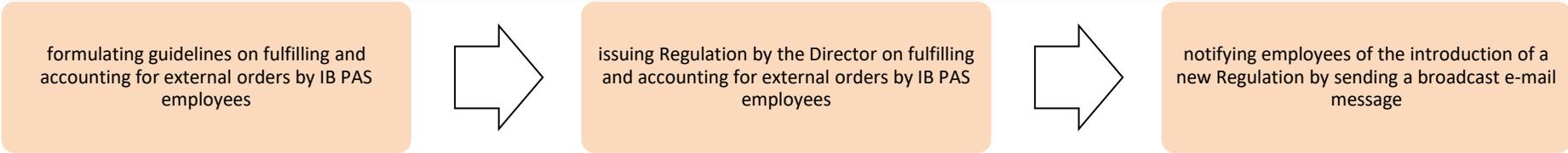
Implementation procedure is provided in Table 8, while a detailed schedule is given in Table 9. Performance of each corrective action will be supervised by a coordinator, as indicated in the Table 8. Corrective actions have been divided into long-term or short-term activities. Long-term activities will be implemented during the period of 4 years, short-term – 2 years. The Committee for implementing the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers at IB PAS will be responsible for keeping deadlines, implementation of planned actions and forwarding reports to the European Commission.

Table 8. Corrective action plan. **Legend:** ○ – action planned on the basis of survey results  
● – action planned on the basis of document analysis

Field of action		Research environment ( 13.2 ○, 23 ● )	
		Action	Who/When
<b>I</b>	Implementation of internal rules on access to laboratories and research equipment  <i>We expect that the internal rules will provide IB PAS employees with clear and easy to follow guidelines on the use of laboratories and research equipment. These rules will streamline the access to research facilities available at IB PAS and create equal opportunities to carry out planned laboratory work for employees at all levels. Moreover, additional funds will be allocated to purchase basic, commonly used equipment.</i>	Vice Director for Administration – Economic  December 2018	
<pre> graph LR     A[the process of drawing up internal rules on access to laboratories and research equipment at IB PAS] --&gt; B[consultation with Heads of Departments and laboratory managers]     B --&gt; C[approval of the Director of IB PAS]     C --&gt; D[sending a broadcast e-mail message to employees of the implementation of internal rules and providing access to the file on the IB PAS local network]             </pre>			
<b>II</b>	Training for research staff and PhD students in the operation of modern research equipment and software  <i>The training organised by IB PAS will extend employees knowledge on the technical capabilities of the research equipment, what will translate into more efficient use of the laboratory facilities as well as increase research productivity. The training will also be used to promote the idea of being up-to-date with the latest technical innovations and new products that can be applied in conducting research in a given field.</i>	Vice Director for Research  December 2020	

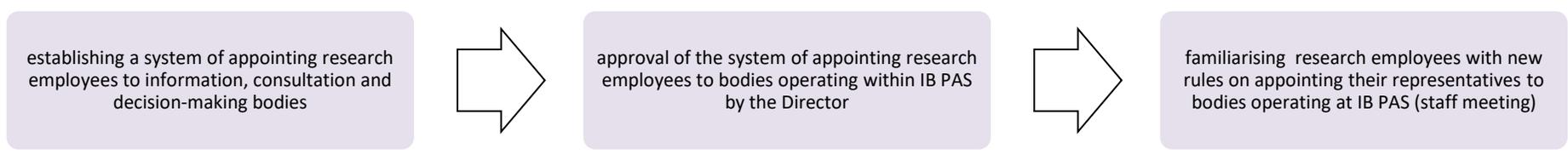


<b>V</b>	<p>Implementation of the internal regulations on fulfilling and accounting for external orders placed by other research institutes and business entities</p> <p><i>Research employees by realizing external orders share their knowledge and professional experience with scientific and other communities and get an opportunity to receive additional remuneration for their work. Implementation of the rules on fulfilling and accounting for external orders will enable IB PAS employees to combine cooperation with other entities with obligations arising from the employment agreement concluded with IB PAS.</i></p>	<p>Vice Director Administration and Economics</p> <p>April 2019</p>
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<b>Field of action</b>	<b>Participation in decision-making bodies</b> (24.1 ○ )
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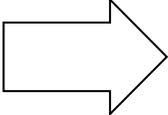
	Action	Who/When
<b>VI</b>	<p>Implementation of a system of appointing research employees to information, consultation and decision-making bodies</p> <p><i>Open system of appointing research employees to take part in fulfilling tasks undertaken by information, consultation and decision-making bodies at IB PAS will increase employees awareness of their influence on the operations and decisions taken by these bodies. What is more, it will enable active participation in the decision-making process.</i></p>	<p>Vice Director for Research</p> <p>October 2018</p>



Field of action	<b>Recruitment Recruitment (Code)</b> ( 30.2 ◦, 13 • )	
Action		Who/When
<b>VII</b>	Dissemination of information on recruitment process adopted by the IB PAS  <i>Popularising knowledge about recruitment processes adopted by IB PAS will enable employees to familiarise with each stage of the recruitment process, admission standards and required documents.</i>	Human Resources Department  June 2018
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #e6f2ff;">             creating a quick reference on recruitment process at IB PAS           </div> <div style="font-size: 2em;">➔</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #e6f2ff;">             introduction of a new tab on the IB PAS website regarding recruitment process           </div> <div style="font-size: 2em;">➔</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #e6f2ff;">             notifying employees of the possibility to learn more about recruitment process adopted by IB PAS by sending a broadcast e-mail message           </div> </div>		
<b>VIII</b>	Introduction of an obligation for applicants for research positions with respect to familiarising with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers  <i>Such actions are aimed at implementing and popularising principles set forth in the above-mentioned documents. Future employees will be more aware of rights and duties established in the spirit of the Charter and the Code.</i>	Human Resources Department  November 2017
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #e6f2ff;">             introduction of a proper entry with regard to recruitment for research positions           </div> <div style="font-size: 2em;">➔</div> <div style="border: 1px solid #ccc; border-radius: 10px; padding: 5px; background-color: #e6f2ff;">             extending the list of documents required to conclude employment agreement with a statement on familiarising with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers           </div> </div>		

<b>IX</b>	<p>Modification of the content of the job advertisement on available research positions with the aim of incorporating principles included in the Code of Conduct for the Recruitment of Researchers</p> <p><i>Modification will regard the module describing working conditions offered by IB PAS at a given research position. It will enable candidates to gain better understanding of the working environment before commencing employment. What is more, the length of time between advertising vacancy and the deadline for applying will be extended.</i></p>	<p>Human Resources Department</p> <p>December 2017</p>
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drawing up a new job advertisement template



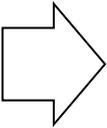
approval of the new job advertisement template by the Director of IB PAS

<b>Field of action</b>	<b>Ethical principles</b> ( 2 • )
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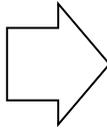
<b>Action</b>	<b>Who/When</b>
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<b>X</b>	<p>Popularising ethical guidelines for conducting research included in the Code of Ethics for Researchers</p> <p><i>We expect that the action taken will increase researchers' awareness of the established and recognised rules of professional conduct.</i></p>	<p>Human Resources Department LAN Administrator</p> <p>November 2017</p>
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providing access to the Code of Ethics for Researchers on IB PAS website



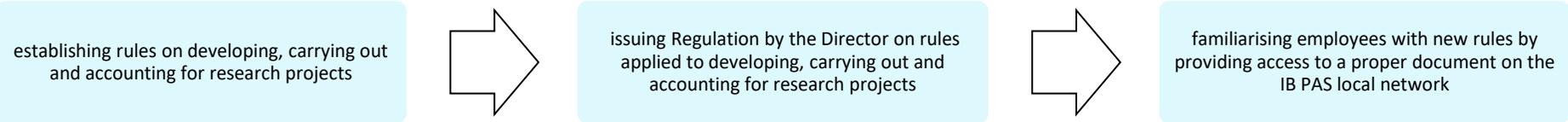
notifying employees by a broadcast e-mail message



including the Code of Ethics for Researchers in the set of documents that applicants are obliged to familiarise with at concluding employment agreement

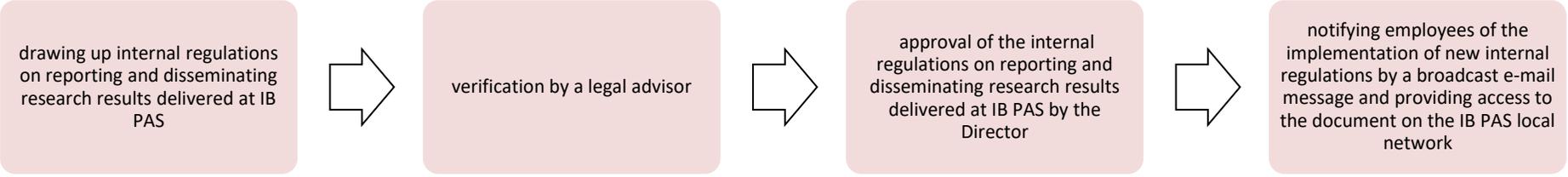
<b>Field of action</b>	<b>Professional attitude</b> <b>Accountability</b> ( 4 •, 6 • )
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Action		Who/When
<b>XI</b>	<p>Adopting procedure on developing, carrying out and accounting for research projects financed or co-financed from funds designated for financing scientific work or other domestic and foreign sources</p> <p><i>Formal rules on developing, carrying out and accounting for research projects that will provide research employees at IB PAS with easy-to-follow guidelines on planning tasks from the stage of developing to completing the project.</i></p>	<p>Vice Director Administration and Economics</p> <p>March 2019</p>

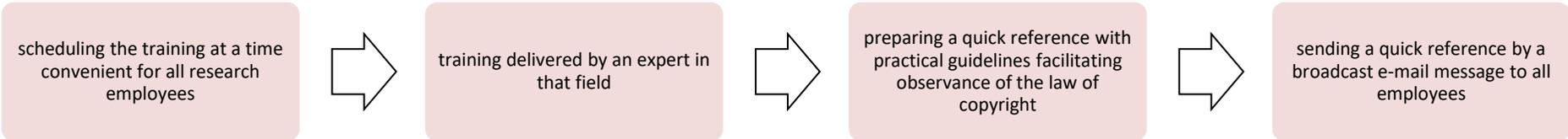


<b>Field of action</b>	<b>Contractual and legal obligations</b> ( 5 • )
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Action		Who/When
<b>XII</b>	<p>Implementation of the rules on reporting and disseminating research results delivered at IB PAS</p> <p><i>Drawing up and instructing employees on the rules applicable to reporting and disseminating research results that will ensure proper recording (archiving) of the research data and settle the issue of disseminating research results.</i></p>	<p>Vice Director for Research</p> <p>December 2019</p>

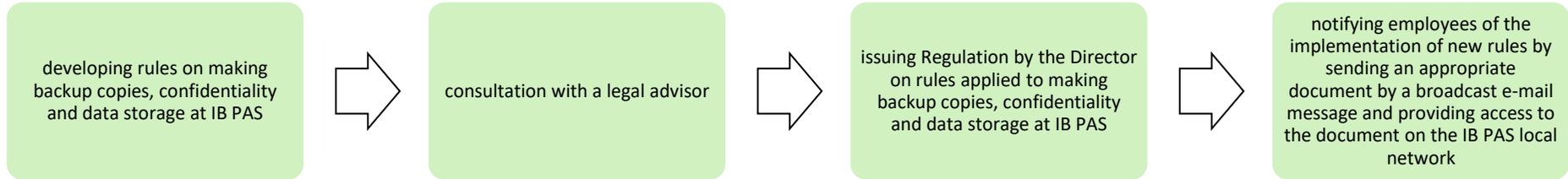


<b>XIII</b>	<p>Organising training for employees on the law of copyright and related rights</p> <p><i>The training will increase employees' awareness with regard to regulations on copyright and related rights and the necessity to follow it.</i></p>	<p>Vice Director for Research</p> <p>March 2020</p>
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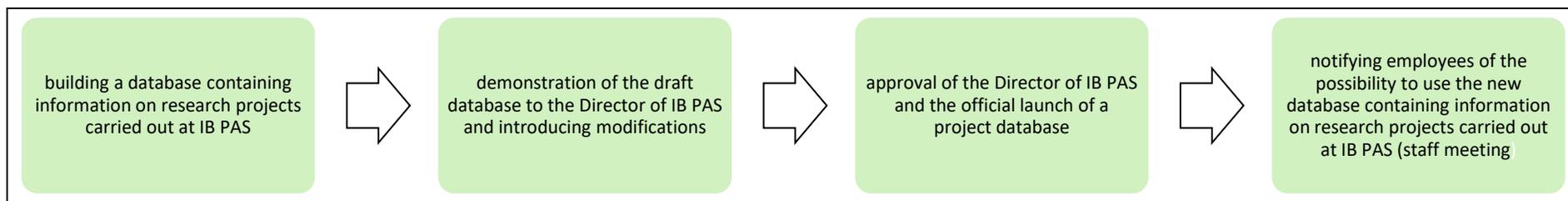


<b>Field of action</b>	<b>Good practice in research</b> ( 7 • )
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<b>Action</b>		<b>Who/When</b>
<b>XIV</b>	<p>Implementation of the rules on making backup copies, confidentiality and data storage at IB PAS</p> <p><i>Implemented rules will ensure that all data and documents will be stored, used and protected in a proper manner.</i></p>	<p>Vice Director for Research</p> <p>January 2020</p>

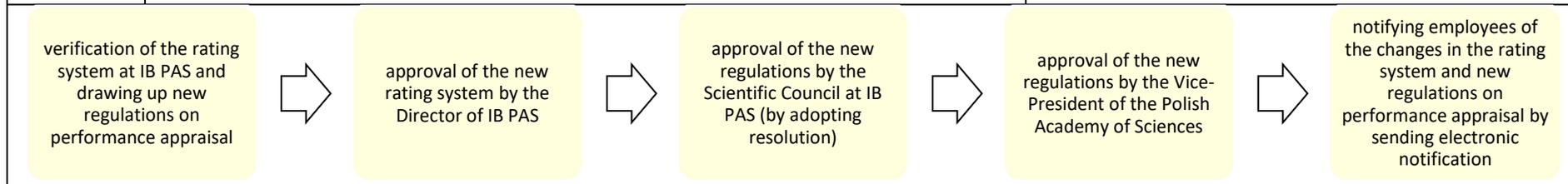


<b>XV</b>	<p>Creating an internal database containing information on research projects carried out at IB PAS</p> <p><i>The database (containing project title, financing sources, deadline, short description of the project) will improve the flow of information and expand employees' knowledge on research projects undertaken at IB PAS.</i></p>	<p>LAN Administrator</p> <p>December 2018</p>
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<b>Field of action</b>	<b>Evaluation/appraisal systems</b> <b>Teaching</b> ( 11.2 ◦, 11 •, 22.1 ◦, 22.2 ◦ )
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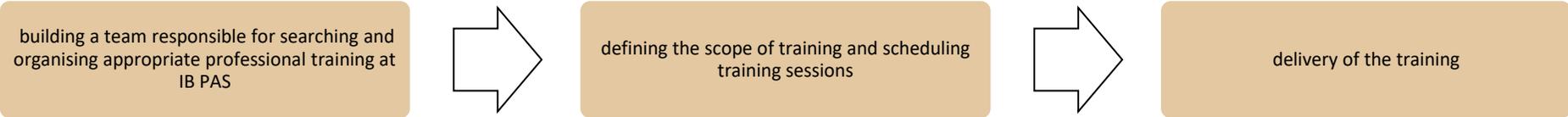
	<b>Action</b>	<b>Who/When</b>
<b>XVI</b>	Modification of the scope of performance appraisal by introducing new criteria for research staff evaluation and employee rating system that will allow for recognising mobility and teaching activity  <i>Introducing new criteria such as mobility and teaching activity will expand the scope of performance appraisal by key elements reflecting professional activity of research employees. This will enable the Institute to reward employees properly.</i>	Ranking Committee at IB PAS Committee on the Staff Appraisal operating within Scientific Council  December 2017



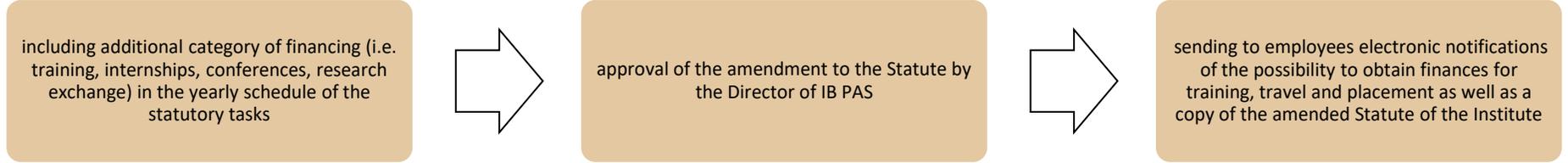
<b>XVII</b>	Training aimed at raising teaching qualifications of research employees  <i>The training will be aimed at developing competencies of the research staff and preparing them to undertake more extended teaching activities.</i>	Vice Director for Research  October 2020
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<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="background-color: #ffffcc; padding: 5px; border: 1px solid black;">defining the scope of training and scheduling training sessions for research employees</div> <div style="font-size: 2em;">➔</div> <div style="background-color: #ffffcc; padding: 5px; border: 1px solid black;">finding specialists/professional companies to provide the training sessions</div> <div style="font-size: 2em;">➔</div> <div style="background-color: #ffffcc; padding: 5px; border: 1px solid black;">delivery of the training sessions</div> </div>		
<b>Field of action</b>	<b>Value of mobility</b> ( 19.2 ◦, 29 • )	
<b>Action</b>		<b>Who/When</b>
<b>XVIII</b>	Amendment of the regulations on domestic and foreign travel taken by research employees and PhD students  <i>Introduction of clear rules that encourage domestic and foreign business travel and open up a possibility of planning trips within research projects and grants in accordance with national legislation. This action is also clearly related to the evaluation/appraisal systems as it is aimed at rewarding scientific staff for mobility.</i>	Vice Director for Research  April 2017
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="background-color: #c1e1c1; padding: 5px; border: 1px solid black;">verification of the rules on domestic and foreign business travel for research employees and PhD students</div> <div style="font-size: 2em;">➔</div> <div style="background-color: #c1e1c1; padding: 5px; border: 1px solid black;">issuing Regulation by the Director of IB PAS of implementing new rules on domestic and foreign business travel for research employees and PhD students</div> <div style="font-size: 2em;">➔</div> <div style="background-color: #c1e1c1; padding: 5px; border: 1px solid black;">notifying employees of the amendment to the regulations by sending a broadcast e-mail message and providing access to the document on the IB PAS local network</div> </div>		
<b>Field of action</b>	<b>Continuing Professional Development</b> <b>Access to research training and continuous development</b> ( 38 •, 28.1 ◦, 39 • )	
<b>Action</b>		<b>Who/When</b>

<b>XIX</b>	<p>Organizing open-access training for research employees and PhD students focused on research topics conducted by the Institute</p> <p><i>Open-access training at IB PAS for research employees will improve their qualifications and ensure continuous development.</i></p>	<p>Vice Director for Research</p> <p>December 2020</p>
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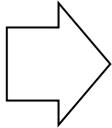
<b>XX</b>	<p>Providing additional funds for business travel within the scope of the statutory activities</p> <p><i>Allocating additional funds by the Director of IB PAS to cover the cost of business travel (training, internships and conferences) within the scope of research defined by the statutory activity of the Institute will motivate employees to take advantage of all available means of continuing their professional development.</i></p>	<p>Vice Director for Research</p> <p>March 2018</p>
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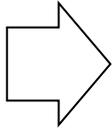
<b>Field of action</b>	<p><b>Access to career advice</b></p> <p>(30 – the questionnaire did not cover the aspects concerned with career advice as IB PAS does not have any special unit providing such assistance; according to national regulations IB PAS is not obliged to have such unit)</p> <p>However, the issue of access to career advice has been raised by the reviewers. IB PAS is willing to provide young researchers and PhD students with professional assistance in developing their research careers and thus has decided to undertake proper corrective actions.</p>
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Action		Who/When
XXI	<p>Ensuring access to career advice for young researchers by involving senior research staff</p> <p><i>Experienced researchers (mentors) will provide young researchers and PhD students with continuing informal support and guidelines on planning and developing their professional career.</i></p>	<p>Vice Director for Research</p> <p>March 2018</p>

appointment of mentors who will provide young researchers and PhD students with guidance on career planning and development



drawing up a schedule of consultations with a given mentor



disseminating information on the possibility of having consultation by a broadcast e-mail message and placing a notice on the bulletin board