

HRS4R Action Plan for IHN PAN

Action 1: Since the Institute's employees are not always fully familiar with the legal framework of their activities (funding mechanisms, labour code, intellectual property regulations, etc.), a survey/consultation will be conducted among the Institute's employees on the type of formal, administrative, and legal questions they are specifically interested in. Based on the input from the survey, a series of seminars will be organized on relevant topics with the help of the Institute's lawyer and the Institute's employees with relevant expertise. These seminars will be turned into regular events (e.g. bimonthly). This action is directly related to actions 5 and 9, as all the seminars will be organized within the same framework.

GAP Principles: Professional attitude (4), Contractual and legal obligations (5), Intellectual Property Rights (31)

Timing: Q2/2024 (survey), Q4/2024 (first seminars)

Responsible Unit: HRS4R Commission and the Directorship of the Institute

Indicator: Usefulness of seminars evaluated by participants.

Target: At least 50% of participants evaluate the seminars as Useful/Very useful (scale 1. Completely useless, 2. Marginally useful, 3. Useful, 4. Very useful).

Action 2: Given the new challenges in research practice, such as the rise of predatory publishers and the proliferation of AI tools, the Institute is committed to contributing to this important debate and raising awareness among its employees and the community about the evolving academic landscape. A one-page guide on good research practices in the digital age will be distributed to employees and published on the Institute's website. Additionally, a seminar (as part of Action 1) may be organized to explore this topic further.

GAP Principles: Good Practice in Research (4)

Timing: Q2/2024 (survey), Q4/2024 (first seminars)

Responsible Unit: HRS4R Commission and the Management of the Institute

Indicator: Increase in awareness about challenges to good practice in research will be evaluated in the follow-up HRS4R survey.

Target: At least 50% of participants should consider their familiarity with new challenges in research as Good/Very Good (scale 1. Very bad, 2. Bad, 3. Good, 4. Very Good).

Action 3: The OTM-R policy will be prepared together with the management and published on the Institute's website. The problems identified in the OTM-R self-assessment will be highlighted in particular. The members of recruitment committees will have to familiarize themselves with the OTM-R policy; this will be a preliminary condition for evaluating candidates. The HRS4R Commission will survey the implementation of the policy.

GAP Principles: Recruitment (12), Recruitment (Code) (13), Selection (Code), Recruitment (12), Recruitment (Code) (13), Selection (Code), Transparency (Code) (15), Judging Merit (Code) (16), Recognition of mobility experience (Code) (18)

Timing: Q3/2024

Responsible Unit: HR Department with the input of the HRS4R Commission.

Indicator: The OTM-R will be published on the Institute's website, and the HR will make sure that the OTM-R policy is understood. The familiarity with the OTM-R will be evaluated in the follow-up survey.

Target: At least 50% of participants should consider themselves at least somewhat familiar with the OTM-R policy (scale: 1. Never heard of the OTM-R, 2. Heard but remains unfamiliar, 3. Somewhat Familiar, 4. Very Familiar).

Action 4: Due to weaknesses relating to the Institute's transparency policy, the appropriate transparency-relevant rules regarding the recruitment procedure will be included in the OTM-R policy. Notably, the selection committees will provide feedback to all applicants for academic positions. Each recruitment should be concluded with a report by a member of the selection committee assessing candidates with identified strong and weak points of their applications.

GAP Principles: GAP Principles: Recruitment (12), Recruitment (Code) (13), Selection (Code), Transparency (Code) (15), Judging Merit (Code) (16), Recognition of mobility experience (Code) (18)

Timing: Until Q4/2025

Responsible Unit: HR Department with the input of the HRS4R Commission.

Indicator: Management, HR Department, and delegates of the HRS4R Commission will evaluate the transparency of the recruitment based on the reports (every 10 recruitment)

Target: *All* reports should be considered fully transparent regarding the justification of the decision taken.

Action 5: The Institute is committed to improving transparency in its employment strategy. New position openings will be established based on the strategy explicitly expressed in its regularly revised Mission Statement (Action 13), OTM-R policy (Action 3), and the feedback received from the Equality Commission (Action 11). This process will be enshrined in the OTM-R strategy, and its implementation will be evaluated by the follow-up HRS4R survey.

GAP Principles: GAP Principles: Recruitment (12), Recruitment (Code) (13), Selection (Code), Transparency (Code) (15), Judging Merit (Code) (16), Recognition of mobility experience (Code) (18)

Timing: Until Q4/2025

Responsible Unit: HR Department with the input of the HRS4R Commission.

Indicator: The follow-up HRS4R survey will evaluate whether the transparency of the recruitment strategy improved.

Target: At least 50% of participants should indicate that transparency has Greatly Improved/Slightly improved (scale: 1. deteriorated, 2. did not improve, 3. slightly improved, 4. greatly improved).

Action 6: The Institute is underfunded and does not provide adequate funding, salaries or equipment. Therefore, the Institute should provide information on existing funding mechanisms as well as encourage training in writing and applying for new grants. An appropriate memo/manual can be written to explore funding opportunities within our areas. Information on funding will be covered by the newsletter (Action 7). Moreover, seminars will be organized in the framework of Action 1, focusing on sharing experiences about grant-writing, application procedures, and best practices. The trainings can cover the national and international funding landscape and can be carried out by employees with relevant expertise or external experts. Depending on feedback, a permanent Funding Support Commission for evaluating research proposals will be envisaged.

Timing: Periodic seminars starting from Q3 or Q4/2024

GAP Principles: Research environment (23), Funding and salaries (26)

Responsible Unit: Management with the help of the HRS4R Commission and the HR Department.

Indicator: The Institute should take some tangible actions regarding funding: 1) regular information on funding opportunities in the newsletter, 2) at least one seminar on the topic 3) a new support unit on funding and grants is established, 4) an instruction/manual regarding funding published on the Institute's website.

Target: At least two of these actions have been implemented before the follow-up HRS4R survey.

Action 7: The Institute will establish a periodic newsletter publishing information on funding calls, dissemination and public engagement activities of its employees, key highlights of their research, and other important events regarding the life of the Institute.

Timing: Starting from Q2 or Q3/2024

GAP Principles: Research Environment (23), Funding and Salaries (26), Dissemination, exploitation of results (8)

Responsible Unit: Administrative office with the help of the HRS4R Commission and the HR Department.

Indicator: The newsletter should be published on a regular basis.

Target: At least one issue should be published every quarter. Ideally, every month.

Action 8: The Institute will continue lobbying to improve its material situation with the national policy-makers and with the help of non-governmental public organizations. The employees will be informed about unionization and collective action opportunities that could be leveraged for this purpose. An appropriate working group can be formed to discuss this question further alongside the labour union representatives.

Timing: permanent action

GAP Principles: Research Environment (23), Funding and Salaries (26),

Responsible Unit: HRS4R Commission with labour unions

Indicator: Actions taken in favour of the betterment of the economic situation of employees should be considered satisfactory by the staff.

Target: The effects of the new policy will be evaluated in the follow-up HRS4R Survey. At least 50% of participants evaluate the actions taken by the Institute as Satisfactory/Very satisfactory (scale 1. Completely unsatisfactory, 2. Unsatisfactory, 3. Satisfactory, 4. Very satisfactory).

Action 9: The Institute should draw up a specific career development/advice strategy for researchers at all stages of their career, regardless of their contractual situation, for researchers both on permanent and fixed-term contracts. It should comprise the availability of mentors involved in providing support and guidance for researchers' personal and professional development, thus motivating them and contributing to reducing any insecurity in their professional future.

Timing: Q2 or Q3/2024

GAP Principles: Recognition of qualifications (19), Career development (28), access to career advice (30), continuing professional development (38), supervision (40)

Responsible Unit: Directorship, HR Department, and HRS4R Commission

Indicator: The strategy and its implementation will be evaluated by the Institute's researchers within the follow-up HRS4R survey.

Proposed Target: At least 50% of researchers evaluate the strategy as Useful/Very useful (scale 1. Completely useless, 2. Marginally useful, 3. Useful, 4. Very useful).

Action 10: To address the deficiencies in the existing training and professional development opportunities, the Institute will organize a survey on topics that its employees would like to learn more about. Whereas Action 1 focuses on gaps in formal aspects of researchers' lives (IP, funding opportunities, legal framework), this action is about broader, more general trainings, e.g. on the situation of our discipline on the international level, on how to publish articles in English, on the knowledge dissemination strategies, on public engagement, on book publishing etc. The idea is to get input to think about the topics that could become the subject of regular methodological seminars.

Special attention should be paid to the expectations and needs of young researchers less familiar with the history of science as a discipline.

Timing: Q2 or Q3/2024

GAP Principles: Continuing professional development (38), Access to training and continuous development (39)

Responsible Unit: Directorship, HR Department, and HRS4R Commission

Indicator: Usefulness of training courses evaluated by the participants

Target: At least 50% of participants evaluate the training courses as Useful/Very useful (scale 1. Completely useless, 2. Marginally useful, 3. Useful, 4. Very useful).

Action 11: The public dissemination activities (mostly popular science articles, but also radio podcasts/broadcasts, book fairs, workshops etc.) will be highlighted on the Institute's website, in the newsletter, on social media, and encouraged in the periodic performance assessment of employees. The collaboration with the national public broadcaster will be strengthened and the contributions of the Institute's authors will be featured prominently on

the website in a separate column. The Institute will also consider establishing a stand at the annual Science Picnic in Warsaw.

Timing: Q2 or Q3/2024

GAP Principles: Dissemination, exploitation of results (8), Evaluation/appraisal system (11)

Responsible Unit: Administrative office, Scientific Council

Indicator: Improvement of dissemination activities will be evaluated by the participants of the follow-up survey.

Target: At least 50% of participants evaluate the Institute's public engagement activities as having Greatly Improved/Improved (scale 1. Deteriorated, 2. Did not improve, 3. Improved, 4. Greatly Improved).

Action 12: The Institute will establish a strategy for public engagement, building upon the idea of the social relevance of the history of science in order to better anchor it in the public consciousness. This engagement strategy will reflect on the possibility of involving citizens in collaborative projects on the local and national scientific and technological heritage (e.g. using private collections or advancing oral memory initiatives). Special attention will be paid to the role of the history of science in countering fake news and misinformation.

Timing: Q2 or Q3/2024

GAP Principles: Public engagement (9)

Responsible Unit: Administrative office, Scientific Council, HRS4R Committee

Indicator: Improvement of the Institute's public engagement strategy will be evaluated by the participants of the follow-up survey.

Target: At least 50% of participants evaluate the engagement strategy Greatly Improved/Improved (scale 1. Deteriorated, 2. Did not improve, 3. Improved, 4. Greatly Improved) relations with the general public.

Action 13: A clear policy will be formulated to help solve internal conflicts and complaints. The policy will provide guidelines on handling complaints. If the complaints concern discrimination and mobbing-related issues, they will be dealt with by the Equality Commission (soon to be established). Other complaints will be dealt with by the Complaints and Conflicts Commission (planned to be established in 2024). Gross violations and misconduct will be dealt with by the Disciplinary Commission (already existing). The policy will explain the exact procedures regarding possible conflicts and will be published on the Institute's website.

Timing: Q2 or Q3/2023

GAP Principles: Complains/appeals (34)

Responsible Unit: Anti-Discrimination and Gender Equality Commission, Complaints and Conflicts Commission, Disciplinary Commission

Indicator: Improvement of how the Institute deals with complaints will be evaluated by the participants of the follow-up survey.

Target: At least 50% of participants should evaluate the situation regarding complaints and conflicts as Greatly Improved/Improved (scale 1. Deteriorated, 2. Did not improve, 3. Improved, 4. Greatly Improved).

Action 14: The employees' assessment will be realigned to better value and recognize teaching activities and mobility. The topic will be discussed by the HRS4R Committee in order to establish new ways of thinking in terms of employee assessment.

Timing: Q2 or Q3/2024

GAP Principles: Value of mobility (34), Teaching (33)

Responsible Unit: HRS4R Committee and Scientific Council

Indicator: Improvement of the assessment policy will be evaluated by the participants of the follow-up survey.

Target: At least 50% of participants should consider the assessment policy to have Greatly Improved/Improved (scale 1. Deteriorated, 2. Did not improve, 3. Improved, 4. Greatly Improved).

Action 15: The Equality Commission will prepare a report on the situation of women and underprivileged groups within the Institute, especially in comparison with other similar institutions. Special attention will be paid to the situation of researchers from neighbouring countries forced to emigrate due to war or political difficulties. Appropriate recommendations will be established and presented to the Institute's Director if necessary.

Timing: Q4/2025

GAP Principles: 10. Non-discrimination, 27. Gender balanced

Responsible Unit: Equality Commission

Indicator: The report will be presented to the director, and, if necessary, appropriate policies will be discussed and then implemented.

Target: To consider this action successful, the Institute should reach at least phase 3 on the 4-level scale (1 – Anti-Discrimination and Gender Equality Commission not established, 2 – Commission established but the report not prepared, 3 – Report prepared and presented to director, 4 – report and recommendations written, discussed with the director, and appropriate measures implemented or at least discussed)

Action 16: The Institute will develop a clearer mission statement expressing its key priorities and the development strategy for the upcoming years. This will be done with the participation and input of all interested scholars. The Institute's Scientific Council will vote on and revise the mission statement every two years. It will be featured on the Institute's website. The mission statement will notably capitalize on the Institute's major strengths identified in the GAP Analysis by building its brand of an inclusive and passion-driven workplace.

Timing: Q2/2024

GAP Principles: 1. Research Freedom, 2. Ethical Principles, 3. Professional Responsibility, 4. Professional attitude, 10. Non-discrimination, 27. Gender balance

Responsible Unit: Scientific Council with the input of the HRS4R Commission

Indicator: The mission statement/strategy will be published on the Institute's website. The follow-up HRS4R survey will ask the employees to evaluate it and make suggestions.

Target: To consider the implementations of the mission statement successful, at least 50% of participants should evaluate it as Useful/Very useful (scale 1. Completely useless, 2. Marginally useful, 3. Useful, 4. Very useful).

Implementation

The gap analysis revealed many strengths and weaknesses in the current functioning of the Institute. The action plan was calibrated to address the identified challenges and help the Institute implement the principles of the Code and the Charter in the upcoming years. Two preliminary remarks are necessary at this point to explain the philosophy adopted by the Commission in designing the action plan.

First, while the main goal of the action plan is to confront deficiencies and problems pointed out in the survey, the plan should also strive to maintain the Institute's major strengths. It is worthwhile underlining that areas such as research freedom, ethical principles, professional responsibility, non-discrimination, gender balance, or variations in the chronological order of CVs have all scored very well in their respective categories in the Gap Analysis. These successes should be cherished, and they may be reformed into the Institute's core identity: an inclusive work environment for researchers pursuing passion-driven projects responsibly and ethically.

The second remark is that the problem areas identified in the gap analysis do not necessarily pertain to individual questions but express broader overarching and overlapping concerns. Therefore, our action plan is not a mere checklist enumerating violated principles of the Code and the Charter, but an attempt to construct a more general strategy to address all the pressing issues. This approach is also motivated by our methodology in which we tried to think about the Code and the Charter as if it was an interconnected system divided into four big 'families' of challenges that each should be evaluated on its own merit. The challenges are then based on both qualitative and quantitative input from the Gap Analysis.

Overall, some actions overlap or are directly connected to one another. Their implementation will then be done by establishing a number of common practices or 'institutions' within the Institute. We mean here notably: 1) a comprehensive mission statement outlining strategic goals and the core values of the Institute; 2) A wide range of professional trainings and seminars (focused on funding, legal landscape, research methodology etc.) preceded by surveys among employees to identify relevant topics; 3) a comprehensive OTM-R policy, including notably a section on the career development plan; 4) A newsletter with the information on public engagement and the implementation of the HRS4R; 5) Focused Policies (e.g. complains/appeals, public engagement).

The implementation will be conducted by the HRS4R Commission in its current composition (at least 1 representative for each Research Unit + administration + Ph.D. candidates + library), so around 10 people led by a narrower 3-people Executive Committee chosen from the Commission. This does not include the directorship and the HR, which are not part of the Commission but are kept up to date on its activities. Since

the Institute counts less than 50 employees in total (including administration and Ph.D. candidates), around 20%-25% of the workforce will be directly engaged in the implementation of the HRS4R strategy at any given moment. Because the position in the Commission is not permanent and will regularly change, the number of people involved in the process at some stage will be even higher. The Commission will be divided into surveillance/implementation working groups responsible for different actions and monitoring their progress.

Because of the small number of employees, developing and implementing the action plan will be a collegial and organic activity driven bottom-up by researchers themselves.

How will the implementation Commission and/or steering group regularly oversee progress? (500 words max)

The Executive Committee will be a permanent entity whose members will be in direct contact with one another. They will be surveying the Commission's working groups and their involvement in implementing and monitoring various actions of the action plan. The Commission will meet at least once every three months, but in 2024 monthly meetings will probably be necessary to coordinate the priority activities, such as the organization surveys, and the meetings will be much more frequent.

Again, because of the small size of the Institute, interpersonal contact with all employees on an everyday basis will facilitate the monitoring process.

How do you intend to involve the research community, your main stakeholders, in the implementation process?

The entire process will be driven bottom-up by the research community. The HR department counts one person and they will have a consulting vote. As previously explained, we count that around 25% of all Institute's employees, the vast majority of them active researchers, will be directly involved in the process (including Ph.D. candidates).

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.

The Institute does not have any other major organisational strategy or policy. The HRS4R will provide the framework for their development and, by definition, will be a starting point for any reflection on the topic in the future.

How will you ensure that the proposed actions are implemented?

As explained before, the HRS4R Commission will meet on a regular basis to assess the implementation of different actions, and the Executive Committee will continue the supervision through personal interactions with the Institute's employees responsible for their implementation. Most importantly, the importance of the HRS4R for the Institute's future will be communicated clearly in the newsletter and on the Institute's website to raise awareness among all employees.

How will you monitor progress (timeline)?

The timeline is specified for every action, and the Commission's working groups will directly carry them out; therefore, the Commission, in its entirety, and the Executive Committee will monitor the progress in real time at each meeting.

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

Most of the actions have tangible results and clearly define outputs (publication of policies and strategies, organization of surveys and seminars). Whether they are satisfying and whether they respond to the challenges identified in the Gap Analysis will be assessed through a complementary survey in 2025/2026 organized by the HRS4R Commission. The survey input will help us deploy the new revised strategy after the upcoming assessment.