

Institute of Geological Sciences
Polish Academy of Sciences

ACTION PLAN 2022-2024



Proposed Actions since Gap Analysis 2016/2017
Proposed Actions 2019-2021 (completed, extended, on-going)
Revised Actions 2022-2024 (renewal phase) – new actions

IN GREEN – COMPLETED

IN BLUE – EXTENDED

IN RED – IN PROGRESS

IN BLACK – NEW ACTIONS FOR 2022-2024 (2025)

Action	GAP Principle(s)	Timing (by year's quarter/semester)	Responsible Unit	Indicators/Target(s)
ACTION 1 A1. Changing internal regulations for salaries, wages, awards, and appendages to obtain fair, merit- and performance-based salary level reclassification and equal criteria to all ING PAN employees.	26. Funding and salaries	2Q 2016	Director of the IGS PAS	All the new regulations are published on the internal part of the Institute's website. Remarks: Revised regulation was first introduced in May 2016. In 2017 it was changed so it is compatible with a new statute of the Institute. Though the action is completed according to the Action Plan from 2016, the internal regulations need to be monitored and adjusted to be compliant with changing national law.
ACTION 2 A2. Establishing fair and open criteria for employment, contract extensions, and promotions for research personnel.	11. Evaluation/appraisal systems	3Q 2018	Board of Directors	The criteria were sent to the employees and published in the internal section of the Institute's website (intranet). Remarks: Works on the preparation of criteria have been extended due to changes in national regulations (Constitution for Science). Because the guidelines to a new law presented by the Ministry were changing, it was decided to hold on with the implementation of the criteria.
ACTION 3 A3. Changing internal regulations for public procurements and purchasing procedures to release bureaucratic burden.	4. Professional attitude, 6. Accountability	3Q 2016	Board of Directors	Regulations for public procurements are published on the internal part of the Institute's website. Remarks: 1. The threshold above which purchases must be made after submitting a written application for a public procurement has been increased from 600 to 1500 PLN

				<p>2. The services of external entities responsible for the purchase of airline tickets, reservation of hotels and the purchase of dedicated specialized equipment have been abandoned .</p> <p>Consequently, the purchase procedure was simplified and accelerated, by reducing the administrative burden.</p>
<p>ACTION 4 A4. Organizing periodical legal advisory trainings (on numerous issues) for ING PAN personnel (on-going)</p>	<p>4. Professional attitude, 6. Accountability</p>	<p>3Q 2016</p>	<p>Administrative Unit; Deputy Director for Management</p>	<p>Courses/workshops that employees participate in.</p> <p>Remarks: Scientific Information Office and administration employees regularly take part in courses, seminars on changes and application of national law. Some trainings are organized by IGS PAS in cooperation with other institutes, some employees take part in trainings organized by external entities. It is planned to continue this action, because of changes in national law.</p>
<p>ACTION 5 A5. Organizing periodical internal workshops for junior researchers to present and discuss their studies and obtain feedback from senior staff. (on-going)</p>	<p>39. Access to research training and continuous development, 40. Supervision</p>	<p>3Q 2016</p>	<p>Deputy Director for Research</p>	<p>Number of seminars and workshops</p> <p>Remarks: The heads of research centres organize regular seminars where the researchers present and discuss their work. A larger event where the young scientists and doctoral students present their studies is an annual programme conference where their work is presented in front of the whole Institute. The Scientific Information Office finds trainings and informs scientists about time, place and topics. The researchers, especially young ones, can apply to the director for funding.</p>
<p>ACTION 6 A6. Establishing an ombudsman and a group of career advisors for junior researchers and PhD students</p>	<p>30. Access to career advice 34. Complains/ appeals</p>	<p>4Q of 2022</p>	<p>Deputy Director for Research</p>	<p>Target: young researchers and doctoral students</p> <p>Remarks: In the Institute, there is an ombudsman for all employees. This position was initially vacant, but was eventually filled in spring 2022. The doctoral students</p>

				have their council and representatives in the scientific board. Career counselling will be available via the Scientific Information Office by the end of the year. This is coordinated by the head of the office.
ACTION 7 A7. Providing extensive training on research funding sources and applications procedures to researchers (on-going)	4. Professional attitude	4Q 2016	Board of Directors	Target: scientists – raising awareness of the financing opportunities; administration and accountant unit – knowledge on how to help with managing administrative part of the project Remarks: The Scientific Information Office finds trainings and informs scientists about time, place and topics. The researchers, especially young ones, can apply to the director for funding on a competitive basis. We especially encourage the participation in the meetings organized by the National Contact Point for Research Programs of the European Union.
ACTION 8 A8. Improve communication between administration, directors, and research and supporting staff by presenting quarterly plans and accomplishments, introducing a progressive approach in problem solving as best practices (on-going)	4. Professional attitude	2Q 2017	Board of Directors	All staff Remarks: This action is well advanced and continues. In addition to the information function, it is also a control tool and helps in setting priority tasks.
ACTION 9 A9. Improving the INGPAN server capabilities and website with an anonymous discussion forum, FAQs related to internal procedures and regulations, data protection	5. Contractual and legal obligations 7. Good practice in research 38. Continuing Professional Development 39. Access to research training and continuous development	2Q 2023	Deputy Director for Research	New Institute website Remarks: In March 2017, the company was chosen to create a website in line with the expectations presented in the tender announcement (action in accordance with the public procurement law). The company did not execute the provisions of the contract. Therefore, a

systems, INGPAN research news, opportunities for students and employees, etc.				<p>settlement terminating the contract was concluded in October 2018. Another company was selected, which created the website for the Institute by mid-April 2019.</p> <p>The new website has been fully functional since the beginning of 2020. However, several tools are still under construction, especially regarding data protection systems. Therefore, this action was extended until mid-2023.</p>
<p>ACTION 10 A10. Construction of a lift in in the Research Centre in Cracow and making the Centre's building more disabled-friendly (funding-permitting).</p>	10. Non discrimination 24. Working conditions	2Q 2025	Deputy Director for Management	<p>New stairs lift</p> <p>Remarks: The Institute submitted an application to the Ministry for funding a lift and other renovation works aimed at 1) improving working conditions at the Research Centre in Krakow 2) making the Centre more friendly for disabled people 3) better space management. The application received positive opinion and recommendation from the President of the Polish Academy of Sciences. However, it was not funded by the Ministry. Another application was submitted to Social Committee for the Restoration of Monuments Krakow in spring 2022, but it was also refused funding. The Institute will look for other source of funding since this task far exceeds its own budgetary capabilities. However, taking into account the worsening economic situation due to the Covid-19 pandemic and the war in Ukraine, implementation of this task may take more time than initially expected. What's more, all construction works require a permit from the conservator of monuments, which is a tedious and long-lasting process.</p>
<p>ACTION 11 B1. Improving the researchers</p>	11. Evaluation/ appraisal systems	2Q 2018	Board of Directors, Scientific	Regulations on periodic employee appraisal are published on the internal part

evaluation system by introducing fair scoring for co-authors and adding incentives for research groups.			Council	of the Institute's website Remarks: The regulations beside the acceptance of the Scientific Council required the approval of Vice-President of the Polish Academy of Sciences that was given on 16/04/2018.
ACTION 12 Changing the statutory regulation and organization scheme of ING PAN required to fully implement the communication improvement as well as equality and fairness in employees compensation.	5. Contractual and legal obligations	2 Q 2017	Board of Directors, Scientific Council, Board of the Polish Academy of Sciences	The documents are published on the Institute's website Remarks: The internal regulations require monitoring and adjustments to be compliant with changing national law. Especially important will be changes in the Act on Polish Academy of Sciences.
ACTION 13 Rising salaries (additional, not listed in the Action Plan for 2016-2018)	22. Recognition of the profession 26. Funding and salaries	2Q 2023	Director	Target: young researchers (R1) Remarks: The young researchers (mostly employed as research assistants) received a raise of the salary in 2018. However, since that time the annual governmental subvention for the Institute was significantly below the inflation rate. Under the conditions of accelerating inflation, all previous pay raises became inadequate. As a consequence, the group of young researchers who earn the minimum wage guaranteed by the state is growing. This is an inappropriate situation in the science and research sector. Although the financial situation of the Institute does not allow for more salary increases in 2022, the situation may improve in 2023.
ACTION 14 Introduction of the regulation on teleworking	24. Working conditions	2Q 2019	HR Officer, Board of Directors	Regulation on teleworking is published on the intranet Remarks: This action was not included in the Action Plan for 2016-2018, however, the need to adjust the regulations was noticed, so as to meet the needs of

				employees, and, at the same time, remain consistent with the national law.
ACTION 15 Rising awareness on ethical aspects (on-going)	2. Ethical principles	2Q 2019	Deputy Director for Research, Scientific Information Office	Target: researchers on all stages of career Remarks: Code of Ethics for Researchers, approved by the General Assembly of the Polish Academy of Sciences was sent to all researchers and the link has been published on the Institute's website.
ACTION 16 Revision of the regulation on competitions for research positions so that it is in line with new national law and with OTM-R policy.	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)	3Q 2023	Scientific Council, Board of Directors	Publication of revised regulation on the Institute's website Remarks: Although the recruitment process is already compatible with the OTM-R policy, there are still some issues to resolve. This concerns, among others, current employees promotions and ensuring equal opportunities for applicants from outside the EU.
ACTION 17 Development of a uniform form of job advertisement so that all necessary information needed for publication on various portals is provided.	12. Recruitment 13. Recruitment (Code)	1Q 2023	HR Officer, Scientific Information Office	Creating of a new form and its publication on the Institute's website. Remarks: This task requires further refining to provide full compatibility between job adverts related to various sources of funding.
ACTION 18 Organizing regular workshops improving qualifications and skills	38. Continuing Professional Development	2Q 2024	Deputy Director for Research, Heads of Research Centres, Scientific Information Office	Target: research and supporting staff Remarks: This task is still ongoing and will continue as needed. More workshops are planned in the future as the Covid-19 pandemic hindered their organization in recent years.

<p>ACTION 19 Implementation of a mechanism for conflict solving.</p>	<p>34. Complains/ appeals</p>	<p>4Q 2023</p>	<p>Director, Deputy for Research, Heads of Research Centres, Council of Doctoral Students</p>	<p>Procedure on conflict solving published on the institute's website</p> <p>Remarks: This action is intended to create a "soft" conciliatory mechanism functioning alongside standard disciplinary procedures. The earlier attempts to create such a mechanism proved to be unsatisfactory. Currently, having a position of ombudsman filled, the Institute is in a better position to cope with this task.</p>
<p>ACTION 20 Developing good practices on the recognition of co-authorship of supporting employees taking active and creative part in the research.</p>	<p>31. Intellectual Property Rights 32. Co-authorship</p>	<p>1Q 2023</p>	<p>Deputy Director for Research, Heads of Research Centres, Heads of Research Groups</p>	<p>Increased number of supporting staff recognized as co-authors of publications</p> <p>Remarks: In the beginning of 2019, there were several meetings with researchers to raise awareness of the problem. However, a coherent approach is needed to solve it. The Institute has extensive laboratories where a large number of staff is employed. It often remains unclear whether their work can be counted as scientific or technical being performed in the ordinary course of their duties. Some regulations imposed by the Polish Ministry of Education and Science force including supporting staff as co-authors of scientific publications. This is not always consistent with policy of international journals and requires further attention and discussion.</p>
<p>ACTION 21 Introduction of a system of monitoring a student-mentor relationship. This way potential problems can be solved amicably and will not adversely affect further cooperation</p>	<p>36. Relation with supervisors 40. Supervision</p>	<p>1Q 2024</p>	<p>Deputy Director for Research, Head of the Doctoral Studies</p>	<p>Target: young researchers and doctoral students</p> <p>Remarks: This action is not meant exclusively as a control tool but also as a help for senior researchers who do not have much experience with mentoring young scientists. The aim of this action is to assist both supervisor and students in smooth cooperation. This action is inspired by the fact</p>

				that some supervisors are too focused on their own scientific career allocating not enough time to aiding their students and junior researchers.
ACTION 22 Increase involvement of the Institute in popular science events increasing the social awareness of sustainable development.	8. Dissemination, exploitation of results 9. Public engagement	2Q 2025	Scientific Information Office, Heads of Research Centres	Target: engaging a wider group of researchers in popularizing science Remarks: There are several cyclic popular science events popularizing natural sciences among the society. The Institute has already participated in a number of them. We are planning not only to maintain our presence at this type of events but also increase our involvement in the coming years.
ACTION 23 Increasing the accessibility to career counselling	28. Career development 30. Access to career advice	2Q 2023	Heads of Research Centres, Scientific Information Office	Target: young researchers Remarks: In connection with Action 6, career counselling will be available via the Scientific Information Office. This will be coordinated by the head of the office but particular solutions are still to be discussed. As the institute does not provide undergraduate education, career advice for PhD students and junior researchers is also available from heads of research groups.
ACTION 24 Thermo-modernization of the building in Warsaw in cooperation with other institutes residing there.	24. Working conditions	4Q 2020	Deputy Director for Management, Public procurements unit	Comprehensive renovation works in the Research Centre in Warsaw Remarks: The thermo-modernization of the building has been successfully completed.
ACTION 25 Dissemination of information on mobility offers (on-going)	29. Value of mobility	2Q 2025	Scientific Information Office	Target: researchers on all stages of career Remarks: Scientific Information office every month sends information on various mobility offers and scholarships as well as ongoing or upcoming competitions for research grants. The Institute intends to expand this action in upcoming years.
ACTION 26 Providing English	10. Non discrimination	1Q 2023	Scientific Information	Translated documents published on the intranet

version of all necessary regulations and forms			Office, Deputy Director for Management	Remarks: Due to the growing number of foreigners employed at the Institute, it is necessary to prepare all documents, regulations and forms, in English. This action has already commenced but its full implementation will take time until the 1st quarter of 2023.
ACTION 27 Refurbishment and replacement of used equipment in the Research Centre in Krakow along with expansion of laboratories.	23. Research environment 24. Working conditions	2Q 2025	Administration Unit, Head of Research Centre in Kraków,	New equipment and furniture Target: improving work conditions, better space management Remarks: In connection with Action 10, the Institute plans to gradually renew the Research Centre in Krakow. Since acquiring funds for a general renovation is uncertain this action includes gradual conducting of repair works according to the resources at the Institute's disposal.
ACTION 28 Providing young scientists with advice on the preparation of grant applications	3. Professional responsibility 4. Professional attitude 37. Supervision and managerial duties	4Q 2025	Deputy Director for Research, Scientific Information Office	Target: young researchers and doctoral students Remarks: The young researchers receive assistance in creating a grant application (including work schedule and cost estimation) as well as they can consult doubts regarding regulations issued by granting institutions and formalities regarding the submission of applications and reporting.
ACTION 29 Implementation of gender equality plan	10. Non discrimination 27. Gender balance 35. Participation in decision-making bodies	1Q 2023	Director and the Management	All staff Remarks: This action commenced from an anonymous employee survey. Based on the results, appropriate actions will be planned focused on securing a balance representation of males and females among research staff and management as well as providing protection to all minorities.
ACTION 30 Introducing solutions that allow research workers	25. Stability and permanence of employment	4Q 2023	Director and the Management	Research staff Remarks: Based on experiences from the time of

to work from home				coronavirus pandemic, the Institute is planning to give research staff an opportunity to work from home. This solution will be primarily addressed to people taking care of small children or disabled people or commuting a large distance to work.
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