



**INSTITUTE OF MATHEMATICS  
OF THE POLISH ACADEMY OF SCIENCES**

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***Human Resources Strategy  
for Researchers incorporating***

***the European Charter for Researchers  
and  
the Code of Conduct for the Recruitment of Researchers***

**INTERNAL GAP ANALYSIS AND ACTION PLAN FOR 2022-2024**

Warsaw, January 2022

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# 1. Introduction

The Institute of Mathematics of the Polish Academy of Sciences (IM PAN, or the Institute, for short) was established in 1948.

The mission of IM PAN is to conduct research in various branches of Mathematics at the highest level, to promote mobility in Polish mathematical community and enhance international cooperation.

IM PAN has always been and is one of top mathematical institution in Poland employing the most distinguished Polish mathematicians.

The Stefan Banach International Mathematical Center, a structure within IM PAN was founded in 1972 and has an excellent record in promoting international cooperation, traditionally in the form of semester long meetings. Recently with support from the Simons Foundation and Polish Government, IM PAN intensifies this form of activity with “Simons Semesters in Banach Center”. Moreover, Banach Center coordinates organization of about 30 mathematical conferences and workshops a year in its Conference Center in Będlewo, also about 20 conferences and research meetings at IM PAN in Warsaw.

The Institute is practically the only institution in Poland attracting mathematicians both from Poland and abroad in significant numbers, by offering several research positions a year on various levels.

The annual budget of the Institute is about 28M PLN without grants. Furthermore, IM PAN hosts 46 national and international research grants.

The Institute has one of the best mathematical libraries in Europe, and a publication department, publishing 9 international journals. Furthermore, in collaboration with Birkhäuser IM PAN edits the series Mathematical Monographs.

For more information we refer to IM PAN's web page: [www.impan.pl](http://www.impan.pl)

## **Research**

IM PAN is an active center of scientific life in several branches of modern mathematics. IMPAN employs 86 full-time researchers, 12 of whom are women (data for January 10. 2022), including:

- 23 Full Professors,
- 22 Associate Professors,
- 38 Assistant Professors (including post-docs),
- 3 Assistants (without a Ph.D.).

Total number of foreign scientific employees is 22, i.e. 26% of all researchers.

A growing number of post-docs from outside Poland includes researchers from Brazil, Czech Republic, Finland, France, Germany, Great Britain, India, Italy, Japan, Mexico,

Russia, Thailand, and the United States of America. IM PAN runs Ph.D. studies with 6 students and 11 students from doctoral school established at Warsaw University. IM PAN has always been and is one of top mathematical institution in Poland employing the most distinguished Polish mathematicians.

IM PAN has six external branches in the following Polish cities: Gdańsk, Katowice, Kraków, Poznań, Toruń and Wrocław, making it well equipped to promote in-Poland mobility, something a mathematical community really needs.

There are around 30 regular weekly seminars in the Warsaw headquarters and in local branches. The spectrum of research represented at IM PAN covers a large part of pure mathematics and several applied areas such as biomathematics, cryptography, industrial mathematics, financial mathematics, machine learning and topological data analysis.

IM PAN is organized in 14 divisions, the biggest of which are: Algebra and Algebraic Geometry, Differential Equations, Dynamical Systems, Foundations of Mathematics, Functional Analysis, Mathematical Physics and Differential Geometry, Noncommutative Geometry, Probability Theory, Topology.

### **The recent Awards granted to the Institute**

- In 2012-2017, IM PAN and the Faculty of Mathematics of the University of Warsaw formed together the Warsaw Center of Mathematics and Computer Science (WCMCS). In 2013, this Center won the competition for the prestigious status of a National Leading Research Centre (KNOW). The status of KNOW is awarded for 5 years (extendable for additional 5 years) on the basis of open competition only to one (the best) institution in each of the scientific disciplines, and is followed by a substantial grant which provides financing of the Center for the next five years. This grant has been used for enhancing the research potential of both participating institutions. Main activities encompass, but are not limited to the following: opening post-doctoral positions, supporting PhD studies, organizing conferences, schools and workshops.
- In 2013, the Committee for Evaluation of Scientific Units of the Ministry of Science conducted a comprehensive assessment of the scientific quality of research units in Poland for the period 2009-2012. IMPAN received the top category A+ and therefore belongs to the elite group of the 37 best scientific institutions in Poland and gets additional governmental financial support.
- In 2015, the Institute has been an awardee of the competition: Targeted Grants for Institutes, founded by Simons Foundation. IM PAN has won 5 years grant for the program "Simons Semesters in Banach Center". It was the first Simons Foundation grant that has been awarded to a country in Central and Eastern Europe. The aim of the project is to increase the impact of research on the development of world science carried out at the IM PAN, as well as in other Polish scientific institutions. Moreover, in 2020, the Institute won 3 years grant awarded by Simons Foundation for the program "Simons Semesters in Banach Center".
- In 2017, the Institute again received the top category A+ for the period 2013-2016.

## Grants

IM PAN carries out research in most modern mathematical disciplines at a level recognized on the world wide scale. The presence at one place of actively developing branches of mathematics, e.g. Operator Theory and Noncommutative Geometry, Geometric Group Theory and Algebraic Geometry, guarantees an environment full of intense and synergetic research at the highest level.

The "machine learning" group has been operating at IM PAN for 2 years.

Machine learning is an interdisciplinary field of science that studies algorithms and statistical models, the aim of which is to design systems that carry out established tasks autonomously and based on the collected data.

All of this is reflected in IM PAN's numerous research grants and programs.

IM PAN's mathematicians have had numerous Polish individual and small teams' grants from the Ministry, National Science Center (NCN) and from the Foundation for Polish Science (FNP). See the link for further information:

<https://www.impan.pl/en/activities/grants>

IM PAN runs a number of EU programs ranging from Horizon2020 to Dioscuri Centre of Scientific Excellence. IM PAN also had run Centre of Excellence (FP5) through Transfer of Knowledge (FP6) to IRSES (FP7) (International Research Staff Exchange Scheme) in previous years.

The Dioscuri Centre in Topological Data Analysis was established at IM PAN in 2020 for 5 years and is lead by Dr Paweł Dłotko. This is an extremely important award for IMPAN, as only a few entities in Poland have been given the opportunity to establish the Centre as part of a program initiated by the Max Planck Society, managed jointly with the National Science Center and financed jointly by the Ministry of Education and Science (MEiN) and the German Federal Ministry of Education and Research (BMBF).

Current EU programs include:

1. Dioscuri Centre in Topological Data Analysis, UMO-2019/02/H/ST1/00001, Time: 01.07.2020 – 30.06.2025, Coordinator: Paweł Dłotko,
2. KAPIBARA (Homotopy Theory of Algebraic Varieties and Wild Ramification), 802787-KAPIBARA-ERC-2018-STG, Time: 01.06.2019 – 31.05.2024, Coordinator: Piotr Achinger,
3. INDEX (Rigidity of groups and higher index theory), 677120-INDEX-ERC-2015-STG, Time: 01.08.2016 – 31.07.2022 (after amendment), Coordinator: Piotr Nowak.

Previous EU programs included:

1. IMPACT (IM PAN International Fellowship Programme), FP7-PEOPLE-2012-COFUND, Time: 01.03.2013 - 01.03.2018, Coordinator: Piotr M. Hajac,
2. FLUX (Towards regularity), FP7-PEOPLE-2012-IRSES Marie Curie Actions, Time: 1.1.2013 - 31.12.2016, Coordinator: Wojciech Zajączkowski
3. AOS (Asymptotics of Operator Semigroups), FP7-PEOPLE-2012-IRSES Marie Curie Actions- Time: 1.11.2012 - 31.10.2016, Coordinator: Yuriy Tomilov
4. BREUDS (Brazilian-European partnership in Dynamical Systems) FP7-PEOPLE-2012-IRSES, Time: 01.01.2013 - 31.12.2016, Coordinator: Jeroen S.W. Lamb (Imperial College London), Coordinator of IMPAN node: Feliks Przytycki.
5. GEOGRAL Marie Skłodowska-Curie Individual Fellowship (IF-EF) H2020- MSCA-IF-2014, Time: 01.09.2015 – 31.08.2017, Performer: Giovanni Moreno
6. UNIVERSALITY Universality in Topological Dynamics FP7-PEOPLE-2012-CIG Time: 01.09.2013 – 31.08.2017, Performer: Yonatan Gutman

Earlier, under the European Union’s Framework Programs, FP5 and FP6 , the Institute ran 10 grants. In particular IM PAN was the coordinator of two Transfer of Knowledge programs and the node of two Research Training Networks. The first large EU program in the Institute was Centre of Excellence, International Cooperation (INCO), named “Institute of Mathematics – Stefan Banach International Mathematical Centre as a Centre of Excellence”, run in 2000-2004.

### **Membership in international bodies**

IM PAN, with BC is a member of several international institutions:

1. European Research Centres on Mathematics (ERCOM), a Committee under the European Mathematical Society (EMS) consisting of Directors of 30 European Mathematical Research Centres; since the October 1<sup>st</sup> 2021 the function of the ERCOM Chairman is fulfilled by Adam Skalski from IM PAN.
2. International Mathematical Sciences Institutes (IMSI) consortium.

<http://www.fields.utoronto.ca/aboutus/IMSI.html>

## **2. Methodology**

In order to define high quality Action Plan on the basis of the current level of implementation of C&C rules at IM PAN the following steps have been taken:

Main activities	
	Establishing a special working group
	Review the key IM PAN documents

	Circulate a questionnaire on level of implementation of the Charter & Code Rules in IM PAN
	Analysis of convergences to and deviations from the Charter and Code principles and existing inhouse Charter and practices
	Action plan

After preliminary analysis of received data, survey results were presented to the Working group and thoroughly discussed. Based on that the Working Group has prepared document consisting of the gap analysis and an action plan.

## 2.1 HR Working Group

The Director of IMPAN has established the **HR Working Group**, currently consisting of:

Dr hab. Jarosław Mederski (Associate professor) - chairman,  
 Dr hab. Tomasz Adamowicz (Associate professor) - head of the Council of the Doctoral School,  
 Dr hab. Masha Vlasenko (Associate professor)  
 Magdalena Dobrzyńska (Professional office worker, research projects)  
 Marcin Gryszówka (PhD student)  
 Jakub Skrzeczkowski (PhD student)

Duties of the HR Working Group includes:

- (1) analysis of convergences to and deviations from the Charter and Code principles and existing inhouse procedures
- (2) recommendations on how to improve IM PAN's internal rules and principles in order to make them more suitable to those included in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.
- (3) supervising implementation of the Action Plan.

## 2.2 The key IM PAN documents

IM PAN is functioning on the basis of the following documents:

1. the IM PAN Statute,
2. the Remuneration regulations at IM PAN (in Polish: Regulamin wynagradzania),
3. the Regulations of the IM PAN Social Fund (in Polish: Regulamin Zakładowego Funduszu Świadczeń Socjalnych),
4. the Work Regulations of IM PAN (in Polish: Regulamin Pracy IM PAN),
5. the Regulations of the Scientific Council of IMPAN (in Polish: Regulamin Rady Naukowej IM PAN),

6. the Regulations of PhD studies (in Polish: Regulamin studiów doktoranckich),
7. the Rules of Managing the Authorship and Related Issues at IM PAN (in Polish: Regulamin zarządzania prawami autorskimi i pokrewnymi oraz komercjalizacją wyników badań naukowych i prac rozwojowych w IMPAN),
8. the IM PAN Performance Review Regulations (in Polish: Regulamin Oceny Pracowników Naukowych),
9. the Health and Safety Regulations (in Polish: Zasady BHP),
10. Anti-mobbing and discrimination regulations (in Polish: Regulamin przeciwdziałania mobbingowi i dyskryminacji),
11. Gender Equality Plan (in Polish: Plan Równości Płci).

and on the relevant legislation documents of the Polish Academy of Sciences and the Polish law:

1. the Code of Ethics of Researchers of the Polish Academy of Sciences (in Polish: Kodeks etyki pracownika naukowego PAN)
2. The Act on Academic Degrees and Academic Title, and on Degrees and Title in Art (in Polish: Ustawa o stopniach naukowych i tytule naukowym oraz stopniach i tytule w zakresie sztuki)
3. the Regulation on Nostrification of Academic Degrees, and on Degrees in Art obtained Abroad (in Polish: Rozporządzenie Ministra Nauki i Szkolnictwa Wyższego w sprawie nostryfikacji dyplomów ukończenia studiów wyższych uzyskanych za granicą)
4. the Act of the Polish Academy of Sciences (in Polish: Ustawa o Polskiej Akademii Nauk)
5. The Act on the Law on Higher Education (in Polish: Ustawa Prawo o szkolnictwie wyższym).

### 3. Results of the internal survey

**Gap Analysis and Self-assessment in 2021** gave rise to the strengths and weaknesses of the current HR policy of IM PAN. The Questionnaire was distributed via e-mail among all researchers at IM PAN. There were 38 respondents (R1: 1; R2: 18; R3: 9; R4:10) that returned filled files (i.e. 47,5% of all sent questionnaires).

The staff was asked to answer the following two questions dedicated to each principle of Charter&Code:

- 1) To what extent you agree with those statements of “Charter & Code”? Please answer using following responses encircling the right one in each box below
  - a. I totally agree
  - b. I rather agree



- c. neither agree, nor disagree
- d. I disagree
- e. I totally disagree

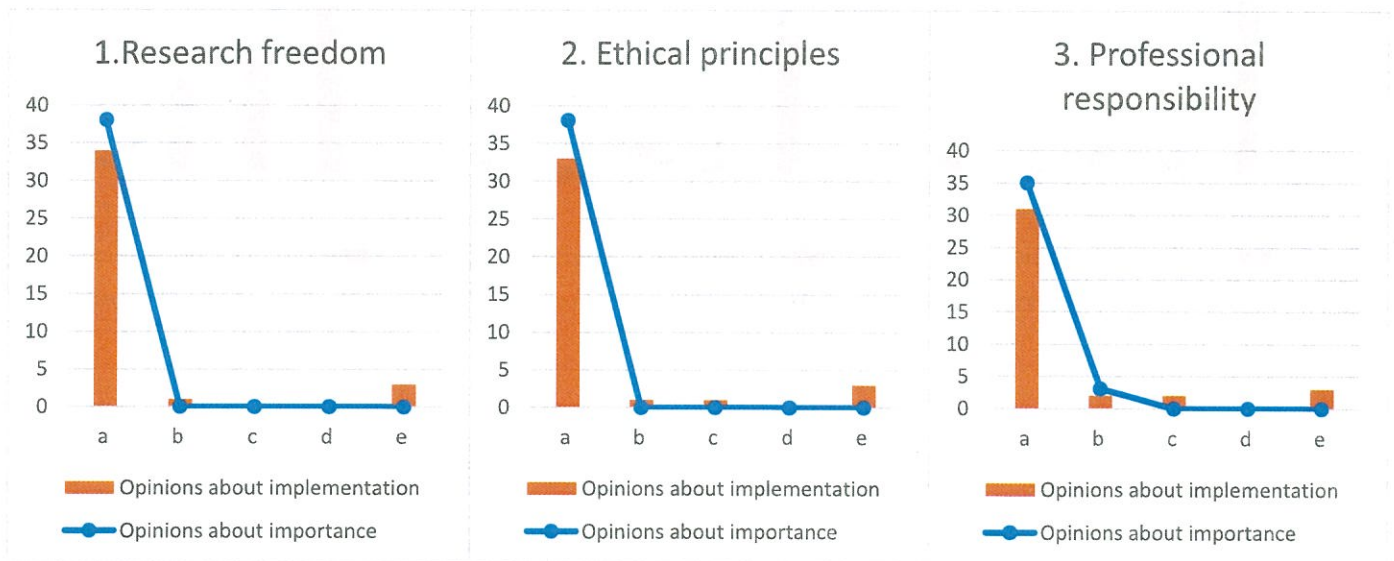
2) What is your knowledge and opinion on the level of implementation of the Charter & Code Rules in IMPAN? Please answer using following responses encircling the right one in each box below

- a. Fully implemented and respected
- b. Implemented but executed irregularly
- c. I don't know
- d. It is known but still out of formal regulation
- e. New to the Institute (unknown).

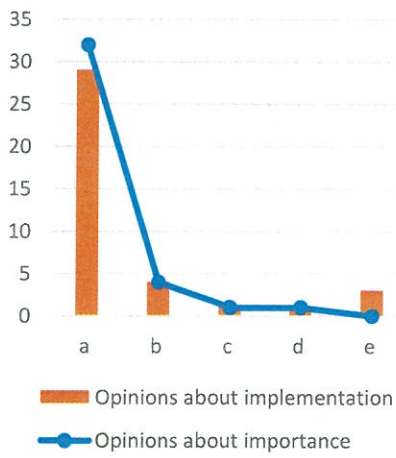
The received feedback about importance and implementation of Charter & Code principles were taken into account in preparation a gap analysis and a revised action plan for 2022-2024.

The answers are presented in graphs below.

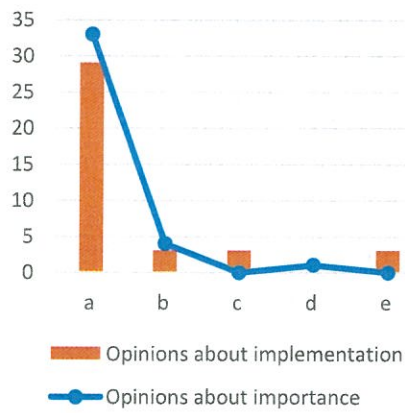
### I Ethical and professional responsibility of researchers



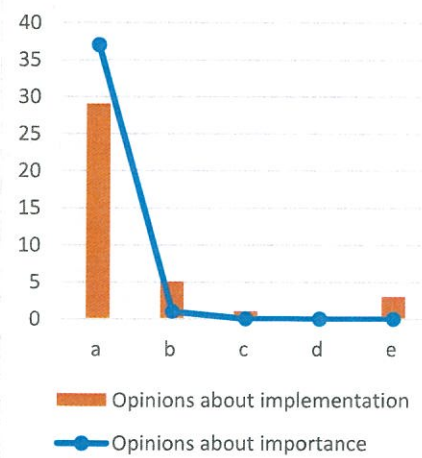
#### 4. Professional attitude



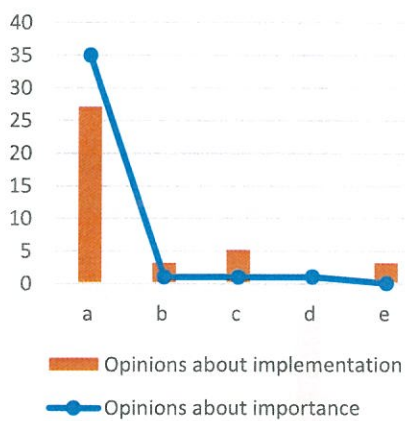
#### 5. Contractual and legal obligations



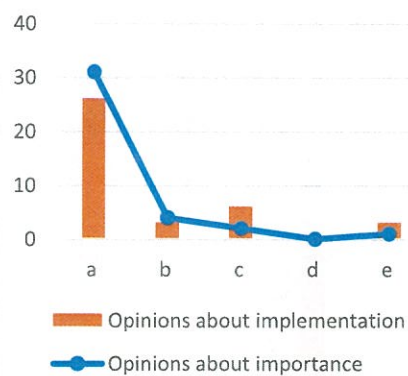
#### 6. Accountability



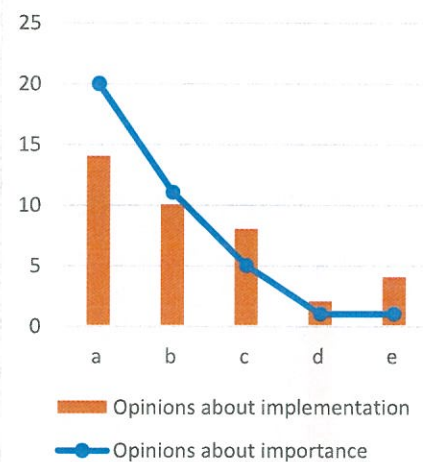
#### 7. Good practice in research



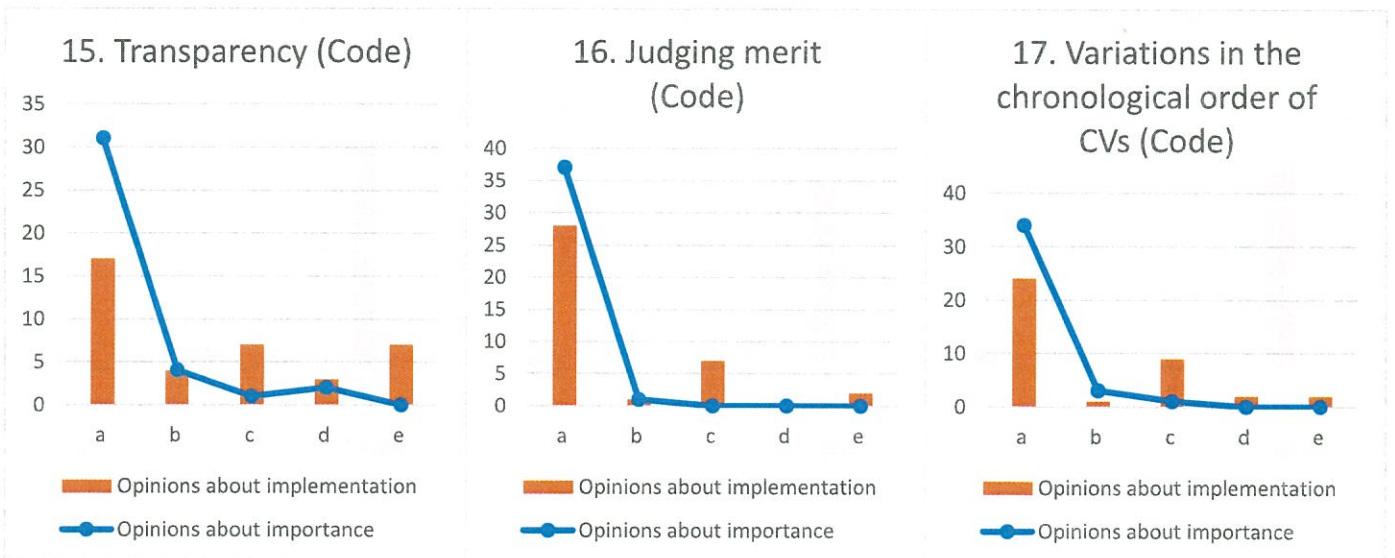
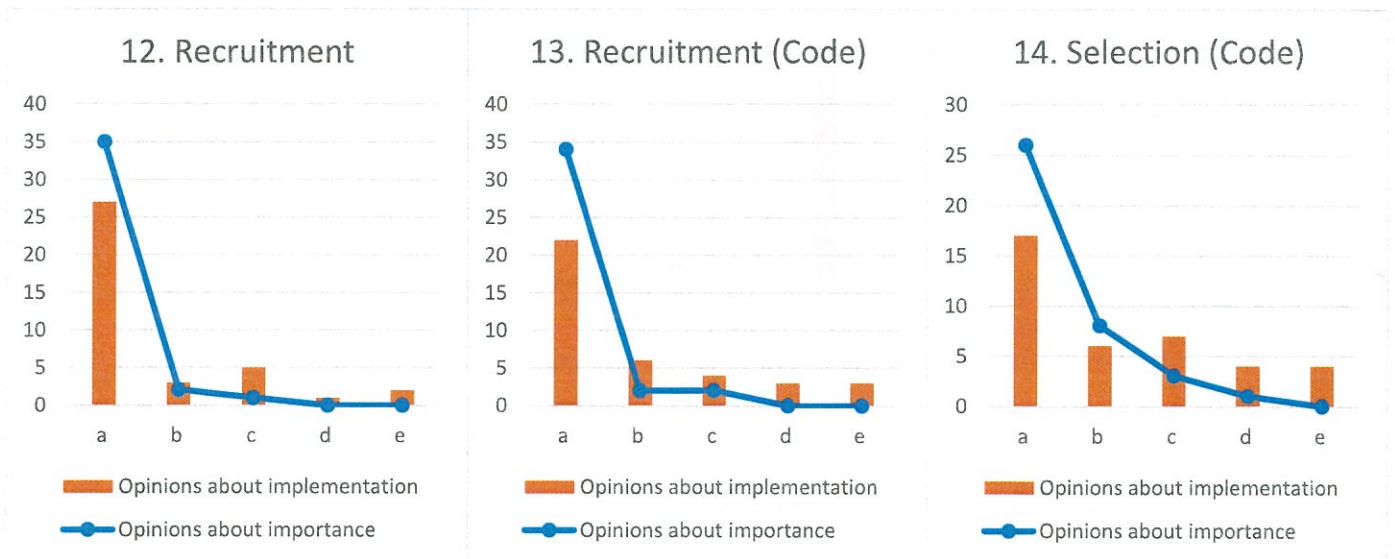
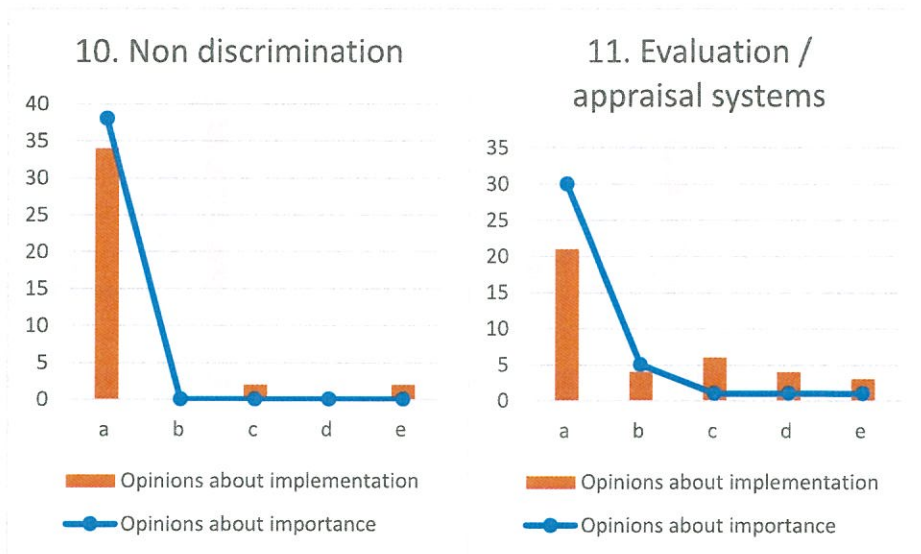
#### 8. Dissemination, exploitation of results



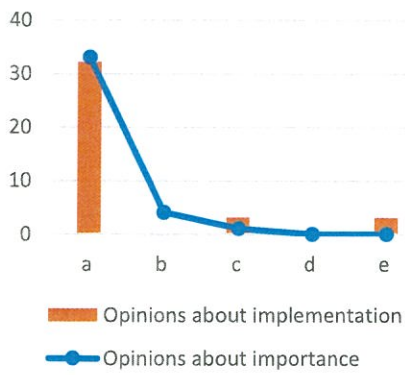
#### 9. Public engagement



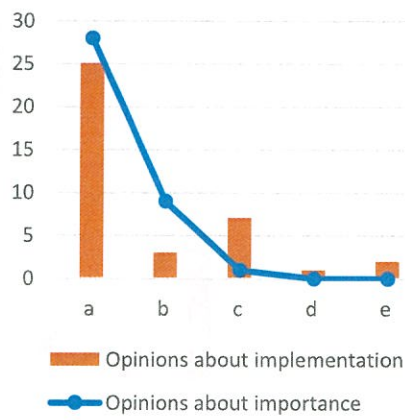
## II Recruitment



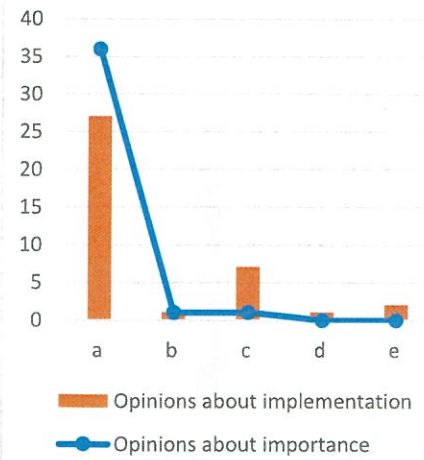
18. Recognition of mobility experience (Code)



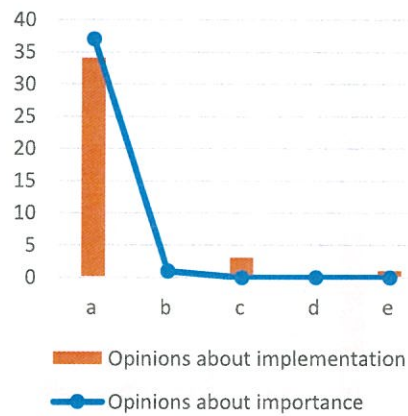
19. Recognition of qualifications (Code)



20. Seniority (Code)

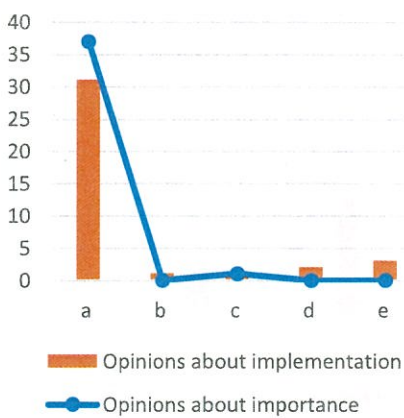


21. Postdoctoral appointments (Code)

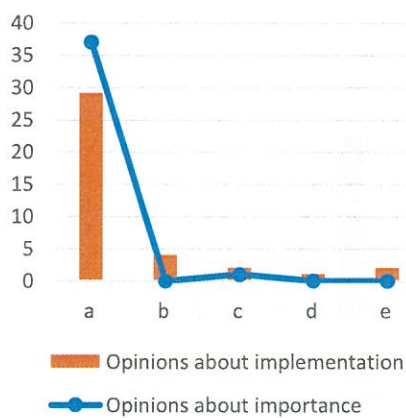


### III Working conditions and social security

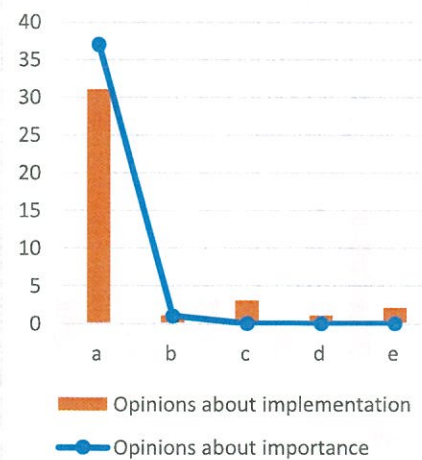
22. Recognition of the profession



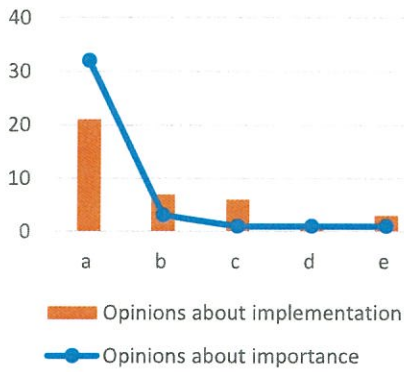
23. Research environment



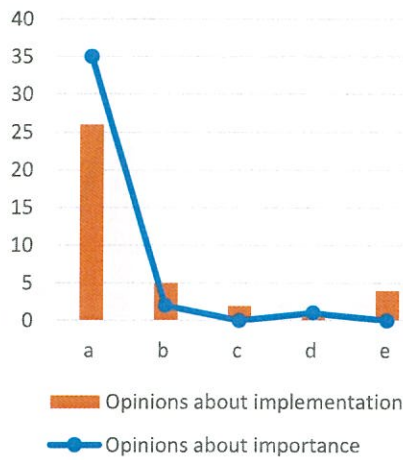
24. Working conditions



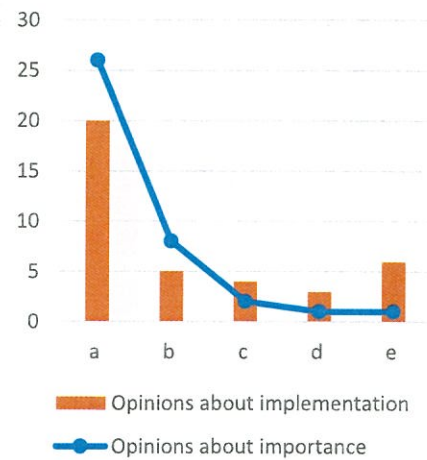
25. Stability and performance of employment



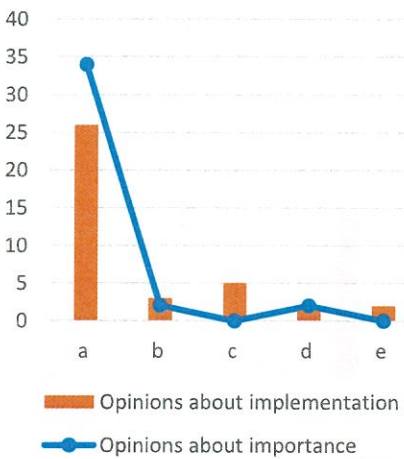
26. Funding and salaries



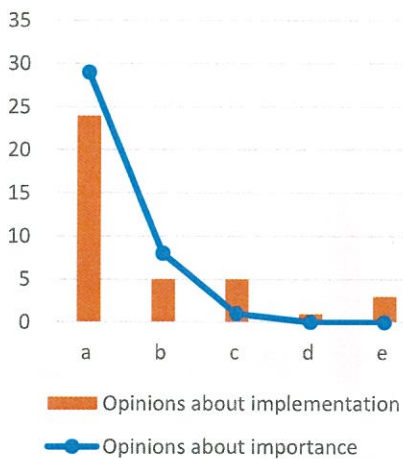
27. Gender balance



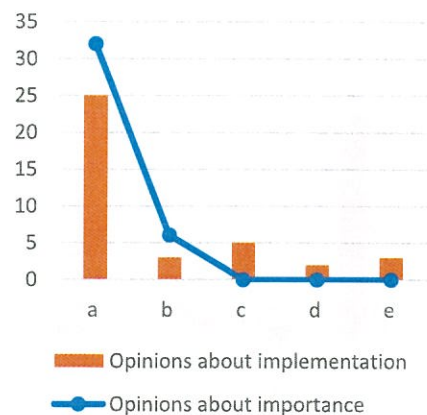
28. Career development



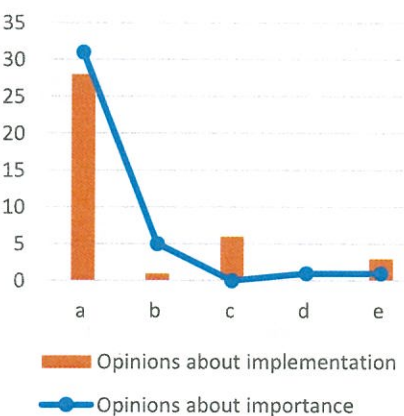
29. Value of mobility



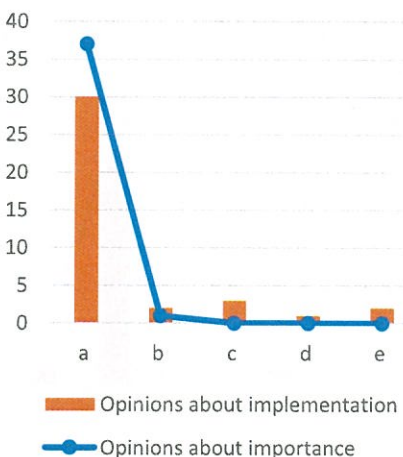
30. Access to career advice



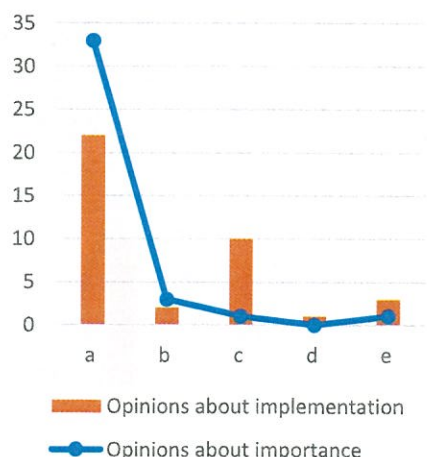
31. Intellectual Property Rights



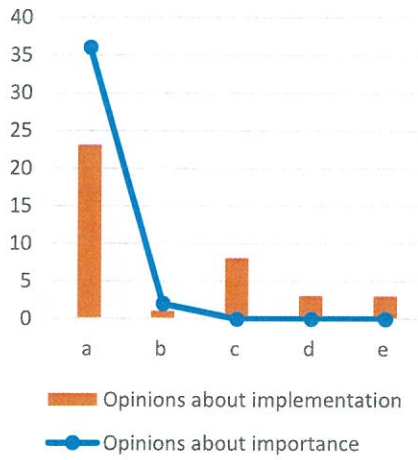
32. Co-authorship



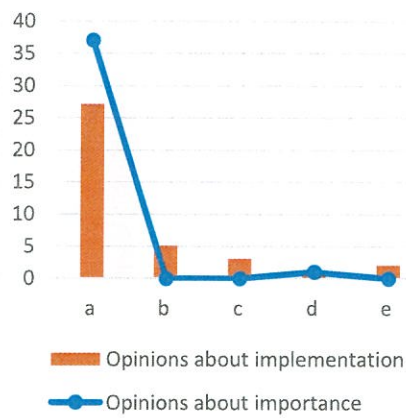
33. Teaching



34. Complains / appeals

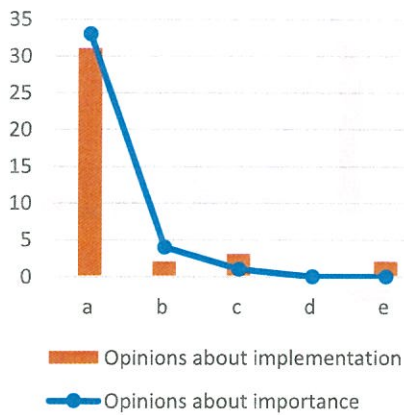


35. Participation in decision-making bodies

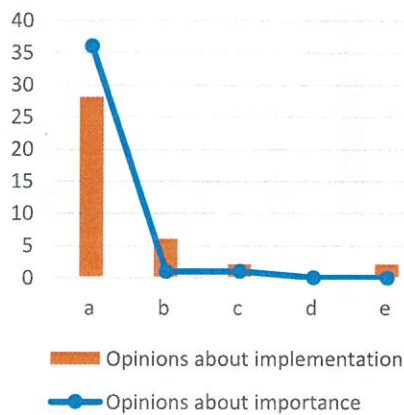


IV. Training

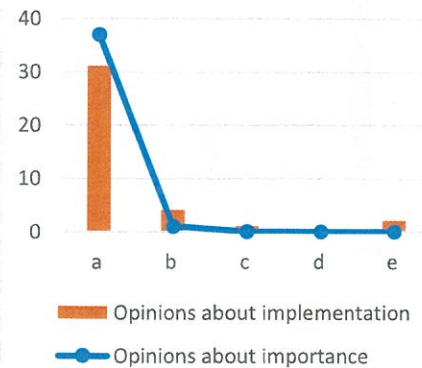
36. Relation with supervisors



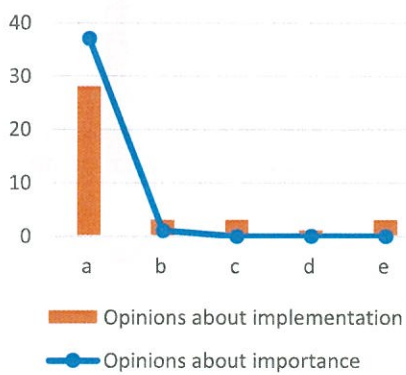
37. Supervision and managerial duties



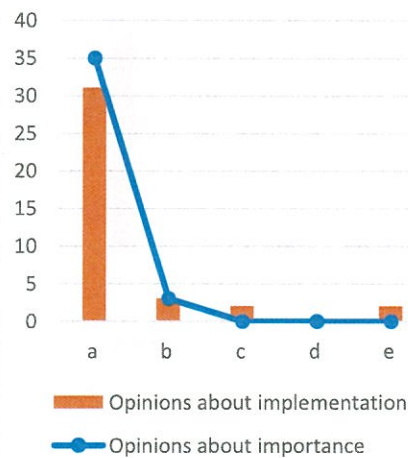
38. Continuing professional development



39. Access to research training and continous development



40. Supervision



# 4. Internal Gap Analysis and self-assessment in 2021

## I. Ethical and professional aspects

Under Ethical and professional aspects thematic area almost all principles (except “Public engagement” and “Evaluation/appraisal systems”) were assessed positively and in comparison to the Gap Analysis in 2015, a higher percentage of respondents totally agree with the statements of “Charter & Code” and think that the level of its implementation is satisfactory and the principle is respected.

In our surveys of scientists carried out within the Gap Analysis in 2015 and 2021 we observed the growth from about 75% to 81% of the answers ‘very important’ for the “Dissemination, exploitation of results” principle. In the same time the level of full implementation dropped from 78% to 68%.

Furthermore, the “Public engagement” principle was judged as very important by about 53% of respondents in 2021 and 49% in 2015. The level of implementation and compliance remained almost unchanged according to the respondents, who reported a moderate level of satisfaction about IM PAN activities in the public sphere.

“Evaluation/appraisal systems” were judged as very important by more than 72% of respondents in 2021 and in 2015. However, the level of the full implementation and compliance with these rules were assessed lower in 2021, i.e. 55% in 2021 vs. 64% in 2015.

### **New actions required:**

Actions in Public engagement: Promotional campaign of the science festival “Festiwal Nauki” in Warsaw and encouraging scientists to actively participate in this annual event. The mission of the “Festiwal Nauki” is to disseminate science. The festival gives everyone the opportunity to interact with science, learn about its methods and achievements, encourages them to deepen their knowledge.

Furthermore, the Institute supports the Polish Mathematical Society (PTM), Mathematical Olympiads and teachers training. Moreover, the institute organizes meetings of the so-called mathematical circles for gifted secondary school students in order to kindle the interest and passion for mathematics and to prepare students to Mathematical Olympiads (currently suspended due to the pandemic situation – we plan to restart meetings as soon as it will be possible). The Institute organizes also similar meetings for secondary school teachers in order to inspire them and help in coaching the corresponding mathematical circles in their schools (also suspended due to the COVID pandemic). Such a solution is unique in Poland, making IM PAN one of the leaders in professional education of mathematically gifted students nationwide. Our researchers will also be encouraged to publish the general audience mathematical articles in the nationwide science devoted journal “Delta”, mainly dedicated to high school students and teachers. Moreover, the proliferation of our results via the modern media such as e.g. You Tube will be encouraged. The first step toward this action has already been made by the Banach Center (part of IM PAN) which publishes online lectures delivered during the conferences, seminars and events organized at IM PAN

(including, but not limited to the Będlewo conference center, see Banach Center at YouTube) .

Actions for the “Dissemination, exploitation of results” principle: increase efforts to prepare new website of the Institute, where information about the research conducted at IM PAN, awards and prizes given to employees of the Institute and further information supporting the dissemination and exploitation of results will be presented in a better manner than currently. Moreover, especially the senior researchers will be encouraged to participate in the aforementioned “Festiwal Nauki” in order to increase the public presence of the Institute.

New actions in Evaluation/appraisal systems: A greater participation of people not employed in IM PAN and women in the Committee on Employment and Evaluation of Scientific Activities of Employees is planned.

IM PAN will increase efforts to explain the evaluation and appraisal systems to the researchers in the Institute. The evaluation is based on annual reports and in case of the negative result, the outcome of the evaluation is communicated to the employee with a detailed justification.

The Institute will ensure that IM PAN's Performance Review Regulations, including the detailed description of the points assessed by the Performance Review Committee will be communicated clearly to the researchers already at the beginning of the employment, and recalled when the employees are preparing annual reports.

## II. Recruitment

The internal recruitment rules were highly appreciated by Institute’s respondents in both questionnaires organized so far at IM PAN within HRS4R process (Gap Analysis in 2015 and in 2021). Since 2016, IM PAN has managed open, transparent and merit-based competitions and our OTM-R policy was updated on our website in 2018 <https://www.impan.pl/en/insitute/hr-strategy>

Our Institute offers jobs at all levels of scientific career (from R1 to R4). The admission and entry standards for all researchers are clearly stated in the advertisements posted on IM PAN's webpage. Our job advertisements are published on IM PAN's webpage

<https://www.impan.pl/en/events/competitions>,

on Euraxess, on the webpage of the European Mathematical Society as well as on the website of European Women in Mathematics. We are aware that the female researchers are underrepresented at the Institute and we have already taken steps in this direction in order to improve this situation. In addition, in 2022, we will complete the work on the Gender Equality Plan.

The duration and the type of a position, general requirements on completed studies and scientific degrees, and in some cases also the scientific specialization, are stated in our job advertisements. Time allowed between the appearance of job advertisements and the deadline for reply is realistic, usually two months.

IM PAN accepts candidates on the basis of submitted applications in a format specified by job advertisements. Since 2021 we clearly state in our calls that



*"we encourage qualified candidates to apply, regardless of sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation".*

The Commission for Employment and Assessment of Scientific Activity of Employees screens applications of the candidates and chooses top ones about which further information is sometimes solicited from external experts.

The researchers at IM PAN fully agree with the importance of the transparency of the selection and recruitment procedures and are aware about such procedures adopted in the Institute. However, more information about the recruitment and selection procedures should be provided, as revealed by the Questionnaire in 2021 (Questions 13 and 15) and by the self-assessment. For instance, the gross salary at the institute for individual positions depends on the base salary and a 20-40% bonus depending on candidate's academic achievements. The net salary depends also on changing tax and insurance laws that are beyond our control. The number of vacancies for a given position may also vary and depends on institute's budget, which also varies from year to year. In job advertisements financed from stable external sources (e.g. grants), there are detailed data on remuneration. As far as possible, we provided detailed information to candidates on each of their inquiries in accordance with the legal status as of the present day.

#### **New actions required:**

The job advertisements will specify whenever possible additional information such as salaries, entitlements, etc. We will prepare a separate document concerning salary, tax and entitlements which will be monitored and updated according to the changing tax rules, insurance premiums and institute's budget.

We also plan to advertise job positions on Internet portals, e.g. [www.researchgate.net](http://www.researchgate.net), [linkedin.com](https://www.linkedin.com) and Facebook.

In the job competitions concerning the long term and permanent positions candidates will receive on request information about the strengths and weaknesses of their applications.

### III. Working conditions and social security

The IM PAN research conditions and research environment are the best among mathematical centres in Poland. The stimulating conditions and opportunities are created and the scientific collaboration flourishes both between researchers within the Institute and between IM PAN and several national and international research institutes and universities. Moreover, our research environment is attractive also for foreign mathematicians as confirmed by a high number of employees from abroad.

In 2020, the ground floor of the Institute building was put into use, consisting of 11 new offices for 27 employees and 3 additional seminar rooms. We are currently preparing 4 new rooms with 10 workplaces on the second floor. A new room for working with a child has recently been prepared at the fifth floor.

The working conditions are governed by several national and sectional acts and regulations, such as the Act on the Polish Academy of Sciences, The Act on Academic Degrees and Academic Title, and on Degrees and Title in Art, Labour Law.

Furthermore, the lack of teaching duties allows flexible working hours. The Institute supports its employees in several other ways, e.g. by organizing Polish language classes for foreign employees, providing financial support for accommodation costs and by offering help in renting apartments, also by co-payment in additional health insurances. In terms of the facilities the building of IM PAN has lifts and toilets adapted for persons with disabilities. Additionally, IM PAN has number of hotel rooms available for guests and researchers participating in our scientific events, including PhD students attending courses given by the Institute.

**Gender balance** – most of respondents are aware of the importance of gender balance and that female researchers are underrepresented. In our surveys of scientists carried out within the Gap Analysis in 2015 and 2021 we observed the growth from about 57% to 68% of the answers ‘very important’ for the Gender balance. This is due to our information campaign on this problem since 2019.

Recently IM PAN has prepared the first version of the Gender Equality Plan (GEP) which is already available (in Polish):<https://www.impan.pl/pl/dzialania-prorownosciowe/plan-rownosci-plci>

Our aim is to

- raise awareness of the importance of gender equality issues and strengthening positive attitudes towards diversity,
- support the development of scientific careers of women,
- making efforts to increase the gender balance in recruitment for scientific positions and doctoral schools,
- facilitating the combination of work and family life,
- increasing the balanced gender representation in chairing institute, institute’s commissions, in management, in expert and review teams, and in chairing scientific and popularizing events.

As mentioned above, we already publish job offers on portals for female mathematicians since 2019, e.g. European Women in Mathematics. In September 2020, a children's corner was created, enabling employees to come to work with a child. Unfortunately, due to epidemiological reasons, it was not used intensively, but we plan to expand the corner and encourage employees to take advantage of this opportunity. In May 2021, we conducted a survey of female scientists who expressed the need to create the GEP. In addition, during the Scientific Councils in 2021, discussions were held on increasing the participation of women in the Scientific Council and the Commission for Employment and Assessment of Scientific Activity of Employees. According to the Statute of IM PAN Statute, the Employment Committee is elected by the Scientific Council and it is planned to increase the proportion of women in the Scientific Council.

## IV. Training

It is a good practice at IM PAN that PhD students and young researchers have structured and regular relationships with their advisers and mentors, respectively. The catalogue of advisors/mentors duties contains: expressing feedbacks on written reports and preprints, seminar and conference presentations, supporting participations in conferences and workshops, designing the schedule of work, help in establishing scientific connections and collaborations. Moreover, IM PAN runs the mentoring program since 2017 as a part of its Human Resources strategy. The program strives to create a space in which early career mathematicians can develop their capacities to the fullest. Mentor at IMPAN can be a scientist employed at IM PAN satisfying at least one of the two conditions: has a habilitation, or has a PhD degree and is a principal investigator of a research project that engages master students, PhD students or postdocs. Mentee is any scientific employee at IM PAN who fulfils neither of the above conditions. For instance, a scientific employee with PhD (regardless of habilitation) who leads a grant and employs at IM PAN investigators like master students, PhD students or postdocs is a natural candidate for a mentor for the grant employees. Once a year, a mentor and mentee arrange a meeting to fill and discuss answers to the IMPAN Mentoring Questionnaire:

<https://www.impan.pl/instytut/strategia/ankieta-mentoring-2021.pdf>

The Mentoring program at IM PAN is described in detail and provided for all employees:

<https://www.impan.pl/instytut/strategia/report2018/mentoring4.pdf>

IM PAN is strongly supporting the professional development of all its researchers and other employees. This is achieved by a variety of means including, but not restricted to, workshops, conferences, formal training, exchange programs, travel support, organization of semesters and schools.

## 5. Revised Action Plan

We recall a list of administrative and organizational units of IMPAN, which may occur as responsible units in the plan below:

- Board of Directors
- Secretarial Office,
- Administrative Department,
- HR Department,
- IT Team,
- HR Working Group,

- HR Steering Committee,
- Committee for Employment and Assessment of Scientific Activities of the Employees,
- Doctoral School, joint with the University of Warsaw.
- Research Projects Office

## **Completed actions**

### **1a A document on duties of mentors and supervisors: discussions and preparation, circulation, implementation.**

*GAP Principles: Postdoctoral appointments, Career development, Access to career advice, Complains/appeals, Relation with supervisor, Supervision and managerial duties*

*Timing: DNA (action completed)*

*Responsible Units: Board of Directors*

*Indicators: questionnaire for mentor and mentee, documents on the IMPAN website.*

*Targets: all researchers (working at IM PAN).*

*Current Status: COMPLETED*

*Remarks: Completed, the document was prepared and has been used since then.*

### **1b An additional employee in the Secretarial office: improvement of management services**

*GAP Principles: Professional attitude*

*Timing: DNA (action completed)*

*Responsible Units: Board of Directors, Research Projects Office*

*Indicators: new person employed, number of new employees*

*Targets: Institute's administration, all researchers (working at IM PAN).*

*Current Status: COMPLETED*

*Remarks: Completed.*

### **1c Creation of the Mediation Committee**

*GAP Principles: Complains/appeals*

*Timing: DNA (action completed)*

*Responsible Units: Board of Directors*

*Indicators: documents on the IMPAN website, protocols of the meetings of the Mediation Committee*

*Targets: Institute's administration, all researchers.*

*Current Status: COMPLETED*

*Remarks:* The Mediation Committee has been created.

### **1d Creation of the Equal Treatment Committee**

*GAP Principles:* Gender balance

*Timing:* DNA (action completed)

*Responsible Units:* Board of Directors, SD office

*Indicators:* documents on the IMPAN website, number of introduced IMPAN regulations involving gender balance policies/aspects, protocols of the meetings of the the Equal Treatment Committee

*Targets:* Institute's administration, all researchers.

*Current Status:* COMPLETED

*Remarks:* The Committee shall seek to gather information relating to percentage share of women in the activity of IMPAN and Banach International Mathematical Centre, propose activities aiming to increase the participation of underrepresented groups (particularly women) in scientific activity share, solve conflicts arising from discrimination of employees on grounds such as sex, origin, religion, etc. The committee has already prepared the GEP and will be working on its updates.

### **2a Separated documents on rights, duties and prerogatives of mentors**

*GAP Principles:* Career development, Access to career advice, Relation with supervisor

*Timing:* DNA (action completed)

*Responsible Units:* Board of Directors

*Indicators:* documents on the IMPAN website

*Targets:* all researchers

*Current Status:* COMPLETED

*Remarks:* Documents are available on IMPAN's webpage under the "HR STRATEGY" bookmark.

### **2b Preparation of information on ethical and professional aspects of the profession**

*GAP Principles:* Supervision and managerial duties, Supervision

*Timing:* DNA (action completed)

*Responsible Units:* Board of Directors

*Indicators:* documents on the IMPAN website

*Targets:* all researchers

*Current Status:* COMPLETED

*Remarks:* Documents are available on IMPAN's webpage under the "HR

STRATEGY” bookmark.

**2c Information related to researchers’ rights and their obligations to IMPAN (on webpage)**

*GAP Principles: Intellectual property rights*  
*Timing: DNA (action completed)*  
*Responsible Units: HR Department, IT Team*  
*Indicators: documents on the IMPAN website*  
*Targets: all researchers*  
*Current Status: COMPLETED*

**Remarks:** Documents are available on IMPAN’s webpage under the “HR STRATEGY” bookmark.

**3e Preparation of documents on selection procedures and evaluation systems, further updates**

*GAP Principles: Evaluation/appraisal system, Judging merit*  
*Timing: DNA (action completed)*  
*Responsible Units: Board of Directors, Research projects office*  
*Indicators: documents on the IMPAN website, future surveys of satisfaction, job advertisements*  
*Targets: all researchers*  
*Current Status: COMPLETED*

**Remarks:** Documents are available on IMPAN’s webpage under the “HR STRATEGY” bookmark.

**Continued and regular actions from the initial plan (2016)**

**2d Organization and schedule of regular meetings of the Directors Board with researchers and PhD students.**

*GAP Principles: Supervision and managerial duties, Participation in decision-making bodies, Supervision and managerial duties*  
*Timing: continuous action (approximately once a week)*  
*Responsible Units: Board of Directors, Secretarial Office*  
*Indicators: number of participants of the Institute’s regular tea breaks*  
*Targets: all researchers (working at IM PAN)*  
*Current Status: EXTENDED*

*Remarks:* Researchers working at IMPAN are welcomed to talk to members of the Board of Directors during the Institute's regular tea. Currently a time is reserved for such meeting once a week.

## **2e Preparation of more detailed instructions for conversations about further career development of employees.**

*GAP Principles:* Postdoctoral appointments (Code), Access to career advice,

*Timing:* once a year

*Responsible Units:* Board of Directors, Mentors, Heads of the Departments

*Indicators:* questionnaire for mentor and mentee. Collecting data on available positions in the area of scientific interest of Departments in Polish and foreign scientific institutions and monitoring the next employment of the researchers who end their employment at the IM PAN

*Targets:* all researchers

*Current Status:* EXTENDED

*Remarks:* In order to provide more help in career development the questionnaire for a meeting of a young scientific employee and his/her mentor (with mentor's questions to the mentee) has been distributed. The detailed instructions for conversations about further career development with employees has been already prepared.

Moreover, a request and instructions will be sent to the heads of the Departments to inform employees who end their employment at the IM PAN about the possibility of working in various Polish and foreign scientific institutions, if they know about such possibilities.

## **2f Creation of a recruitment calendar for employment at IMPAN, description of employment procedures.**

*GAP Principle:* Recruitment, Selection (Code), Transparency (Code)

*Timing:* once a year

*Responsible Units:* Board of Directors, Committee for Employment and Assessment of Scientific Activities of the Employees

*Indicators:* number of job advertisements, number job applications

*Targets:* Institute's administration, candidates applying for jobs and researchers working at IMPAN

*Current Status:* IN PROGRESS

*Remarks:* updated and continued as Action 4c.

## **3a Updates of "Welcome Package" for newly employed researchers.**

*GAP Principles: Professional attitude, Recognition of mobility experience (Code), Recognition of qualifications (Code), Stability and permanence of employment, Value of mobility, Teaching*

*Timing: continuous action*

*Responsible Units: Secretarial Office, Research Projects Office, HR Working Group*

*Indicators: recording and analysing of statistics on new employees, protocols of the meetings of HR Working*

*Targets: new scientific employees of IMPAN*

*Current Status: EXTENDED*

*Remarks: The document named "Welcome Package" has been created. New scientific employees of IMPAN receive it by email. The document is being updated with the new information regularly.*

### **3b Updates of the Institute's web page with news about grants and job opportunities.**

*GAP Principles: Professional attitude*

*Timing: continuous action*

*Responsible Units: Secretarial Office, Research Projects Office*

*Indicators: recording and analysing of statistics on grants at IM PAN*

*Targets: researchers worldwide, researchers employed at IM PAN*

*Current Status: EXTENDED*

*Remarks: We regularly update the webpage*

<https://www.impan.pl/en/activities/grants>

*containing information about all grant at IM PAN. Moreover we provide information about new grant and job opportunities, however regular updating is necessary. A responsible person is appointed.*

### **3c Translation of all the necessary incoming documents and making them easily accessible.**

*GAP Principles: Contractual and legal obligations, Dissemination, exploitation of results, Stability and permanence of employment*

*Timing: continuous action*

*Responsible Units: Secretarial Office, IT team, Doctoral School, HR Department*

*Indicators: number of translated IM PAN documents*

*Targets: all researchers*

*Current Status: EXTENDED*



*Remarks:* English translations of new acts, regulations and documents are being posted on the IMPAN webpage. The most important documents and instructions are sent to the employees of our Institute by email.

**3d Extending the job advertisements with to include description of the job application process, working conditions and entitlements at IMPAN.**

*GAP Principles:* Recruitment, Variations in the chronological order of CVs (Code)

*Timing:* twice a year

*Responsible Units:* Board of Directors, Secretarial Office, Research Projects Office

*Indicators:* recording and analysing of statistics on new job applicants and new employees, number of job advertisements, number job applications

*Targets:* Institute's administration, candidates applying for jobs and researchers working at IMPAN

*Current Status:* EXTENDED

*Remarks:* updated and continued as Action 5e.

**3f Presentation of the C&C implementation during the annual meetings of employees and preparing posters on C&C.**

*GAP Principles:* Professional attitude, Contractual and legal obligations

*Timing:* once a year

*Responsible Units:* Board of directors, HR Steering Committee, HR Working Group

*Indicators:* protocols of the meetings of Board of Directors, HR Steering Committee and HR Working Group, number of persons participating in the annual meetings of employees.

*Targets:* all researchers

*Current Status:* EXTENDED

*Remarks:* Informational posters are prepared by HR Working Group and updated regularly. The information of the posters and presentations are discussed with the Board of Directors and HR Steering Committee.

**Continued actions concerning OTM-R (2018)**

**4a Reviewing and updating of the OTM-R policy.**

*GAP Principles:* Recruitment (Code), Selection (Code)

*Timing:* quarterly

*Responsible Units:* HR Working Group, HR Steering Committee, Board of Directors

*Indicators:* recording and analysing of statistics on candidates applying for jobs and all researchers working at IM PAN, documents on the IM PAN website, protocols of the meetings of HR Working Group, protocols of the meetings of Board of Directors, protocols of the meetings of HR Working Group with the HR Steering Committee,

number of introduced IMPAN regulations involving gender balance policies/aspects, number of participants in each event/seminar/conference, number of trainings, number of persons participating in the trainings, questionnaires, surveys of satisfaction  
*Targets:* Candidates applying for jobs and all researchers working at IM PAN.  
*Current Status:* EXTENDED

*Remarks:* OTM-R policy is reviewed on a regular basis and, where necessary, adapted accordingly.

#### **4b Constitute a committee to monitor the quality of OTM-R.**

*GAP Principles: Recruitment*

*Timing: once a year*

*Responsible Units:* HR Working Group, HR Steering Committee, Board of Directors

*Indicators:* protocols of the meetings of HR Working Group, protocols of the meetings of Board of Directors, protocols of the meetings of HR Working Group with the Steering Committee

*Targets:* candidates applying for jobs and all researchers working at IM PAN.

*Current Status:* IN PROGRESS

*Remarks:* Currently HR Working Group is responsible for the quality control system, but we are aware that this should be improved. We will study practices of OTM-R control performed by other institutions and develop a mechanism which suits IM PAN.

#### **4c Establishing the guide to recruitment process.**

*GAP Principles: Recruitment, Selection (Code), Transparency (Code), Judging merit (Code), Variations in the chronological order of CVs (Code), Recognition of mobility experience (Code), Recognition of qualifications (Code), Seniority (Code), Postdoctoral appointments (Code)*

*Timing: once a year*

*Responsible Units:* Board of Directors, Committee for Employment and Assessment of Scientific Activities of the Employees

*Indicators:* number of job advertisements, number job applications

*Targets:* Institute's administration, candidates applying for jobs and all researchers working at IMPAN

*Current Status:* IN PROGRESS

*Remarks:* The first version was created and posted at the Institute's web page in two documents: "[Rules of the competitions for research positions](#)" and "[The rules of choosing winners of the competitions](#)". In the future we are going to create a detailed internal guide setting out clear OTM-R procedures and practices for all types of positions. Moreover a recruitment calendar for employment at IMPAN, description of employment procedures will be available on the Institute's website.

#### **4d Training of new persons involved in the recruitment process.**

*GAP Principles: Selection (Code)*

*Timing: twice a year*

*Responsible Units: Board of Directors, Committee for Employment and Assessment of Scientific Activities of the Employees*

*Indicators: protocols of the meetings of Board of Directors, protocols of the meetings of Committee for Employment and Assessment of Scientific Activities of the Employees, the list of researchers involved in the in the recruitment process*

*Targets: Institute's administration and researchers involved in the recruitment process*

*Current Status: EXTENDED*

*Remarks: New persons involved in the recruitment process are trained successively by the Board of Directors, Committee for Employment and Assessment of Scientific Activities of the Employees, as needed.*

#### **4e Online submission system.**

*GAP Principles: Recruitment (Code)*

*Timing: in 2023 and 2024*

*Responsible Units: IT Team, HR Steering Committee, Research Projects Office*

*Indicators: number of candidates applying for jobs*

*Targets: candidates applying for jobs at IMPAN*

*Current Status: IN PROGRESS*

*Remarks: Applications for positions in IMPAN can now be sent by email. We intend to introduce and develop the online submission system for the job applications. According to the expertise of the IT team and external reviewers, a new web platform is required and IM PAN has already applied for funds to create a new website. Unfortunately, due to the lack of funds, the construction of the online submission system is delayed.*

#### **4f Developing a complaints mechanism.**

*GAP Principles: Recruitment (Code), Selection (Code), Transparency (Code)*

*Timing: in 2023*

*Responsible Units: IT Team, HR Steering Committee, Research Projects Office*

*Indicators: number of complaints*

*Targets: candidates applying for jobs*

*Current Status: IN PROGRESS*

*Remarks:* We have not a separate complaints mechanism dedicated to the recruitment process. The complaints can be addressed to the director, but there have been no complaints so far. We intend to develop the appropriate mechanism.

## **New actions (2022)**

### **5a Increasing public engagement of IM PAN.**

*GAP Principles:* Public engagement.

*Timing:* once a year

*Responsible Units:* Board of Directors, Secretarial Office

*Indicators:* number of actions carried out, number of teachers trained, number of participants of mathematical circles, the pupils who took part in popularization activities of IM PAN, future surveys of satisfaction

*Targets:* all researchers, children, teenagers, students, teachers, general public

*Current Status:* NEW

*Remarks:* IMPAN shall make efforts to resume the work of mathematical circles and to organize teachers' training. We also plan a promotional campaign of the science festival "Festiwal Nauki" in Warsaw and encouraging scientists to actively participate in this annual event. The mission of the "Festiwal Nauki" is to disseminate science. The festival gives everyone the opportunity to communicate with science, learn about its methods and achievements, encourages them to deepen their knowledge. Researchers working at IMPAN, especially senior researchers, will be encouraged to participate in this event in order to increase the public presence of the Institute. Our researchers will also be encouraged to publish the general audience mathematical articles in the nationwide science devoted journal "Delta", mainly targeted to high school students and teachers. We will also encourage publication of lectures held at IMPAN on modern media such as You Tube.

### **5b Dissemination of results of research conducted at IM PAN, particularly through the Institute web page.**

*GAP Principles:* Dissemination, Exploitation of results.

*Timing:* continuous action

*Responsible Units:* Board of Directors, Secretarial Office, IT Team

*Indicators:* number of actions and events carried out

*Targets:* researchers worldwide, Polish mathematicians, society in general.

*Current Status:* NEW

*Remarks:* Recently our Institute devotes more effort to posting at the Institute web page information about the events happening at IMPAN, awards and prizes given to employees of the Institute. We will increase efforts in dissemination of results of research conducted at the Institute. This information should be presented at the web page of IM PAN.

### **5c Increasing the number of people not employed at IM PAN and women in the Committee on Employment and Evaluation of Scientific Activities of Employees.**

*GAP Principles: Recruitment, Transparency, Selection, Gender balance, Non-discrimination.*

*Timing: once a year*

*Responsible Units: Board of Directors*

*Indicators: Protocols of the meetings of Board of Directors, number of people not employed at IMPAN and women in the Committee on Employment and Evaluation of Scientific Activities of Employees*

*Targets: All researchers*

*Current Status: NEW*

*Remarks: The competitions and evaluation are conducted by the Committee for Employment and Assessment of Scientific Activities of the Employees, which is elected by the Scientific Council and consists of its members. We encourage extending the Scientific Council's Committee for Employment and Assessment of Scientific Activities of the Employees by members of the Scientific Council with non-IMPAN affiliation, in particular female scientists. The Committee will also be encouraged to solicit for external opinions about the applicants from world-renowned researchers.*

### **5d Explaining the principles of evaluation and appraisal to the researchers working at IM PAN.**

*GAP Principles: Recognition of qualifications, Judging merit, Transparency, Evaluation/appraisal systems*

*Timing: once a year*

*Responsible Units: Board of Directors*

*Indicators: number of positive and negative evaluations, number of introduced IMPAN regulations concerning the principles of evaluation and appraisal.*

*Targets: all researchers*

*Current Status: NEW*

*Remarks: The evaluation at IM PAN is based on annual reports. So far, its results have been communicated to the employee only in the case of a negative evaluation result. IM PAN will increase efforts to explain the evaluation and appraisal systems to the researchers in the Institute. The Institute will ensure that IMPAN's Performance Review Regulations, including the detailed description of the points assessed by the Performance Review Committee will be communicated clearly to the researchers already at the beginning of the employment, and recalled when the employees are preparing annual reports.*

### **5e Improving the quality of our job advertisements.**

*GAP Principles: Recruitment, Variations in the chronological order of CVs (Code), Stability and permanence of employment, Career development, Working conditions, Funding and salaries.*

*Timing: twice a year*

*Responsible Units: Board of Directors, Secretarial Office, Research projects office*

*Indicators: Recording and analysing of statistics on new job applicants and new employees, number of job advertisements, number job applications*

*Targets: Institute's administration, candidates applying for jobs and researchers working at IMPAN.*

*Current Status: NEW*

*Remarks: Since recently our job advertisements contain a sentence encouraging suitable candidates to apply "regardless of their gender, ethnical belonging, religion, level of disability, age or sexual orientation". The IMPAN web page with job advertisements contains a link to the document describing the general working conditions at IM PAN. In the future the job advertisements will specify additional information such as salaries, entitlements, etc. We will prepare a separate document concerning salary, tax and entitlements which will be monitored and updated according to the changing tax rules, insurance premiums, the institute's budget. In the job competitions concerning the long term and permanent positions candidates will receive on request information about the strengths and weaknesses of their applications.*

## **5f Improving the quality of our workspace.**

*GAP Principles: Working conditions*

*Timing: in 2022 and 2023*

*Responsible Units: Board of Directors, Secretarial Office, Research projects office*

*Indicators: number of rooms and workspaces, budget and spending concerning the financial support for researchers, number of days of using the room for work with the child, number of remote conferences*

*Targets: all researchers*

*Current Status: NEW*

*Remarks: The Institute supports its employees in several other ways, e.g. by organizing Polish language classes for foreign employees, providing financial support for accommodation costs and by offering help in renting apartments, also by co-payment in additional health insurances. In terms of the facilities the building of IM PAN has lifts and toilets adapted for people with disabilities. Additionally, IM PAN has number of hotel rooms available for guests and researchers who would like to participate in scientific events organized by the Institute, including PhD students attending courses given by the Institute. In 2020, the ground floor of the building was put into use, consisting of 11 new offices for 27 employees and 3 additional seminar rooms. Several conference rooms were equipped with devices for remote lecturing and collaboration, which is especially important during the pandemics. We are currently preparing 4 new rooms with 10 workplaces on the second floor. We also plan to create a room for working with a child. Further improvement of facilities for remote conferences is planned.*

**5g Collecting and recording the statistics on job applications and composition of Institute's committees.**

*GAP Principles: Non-discrimination, Value of mobility, Career development, Gender balance.*

*Timing: twice a year*

*Responsible Units: Committee for Employment and Assessment of Scientific Activities of the Employees, Secretarial Office*

*Indicators: protocols of the meetings of Committee for Employment and Assessment of Scientific Activities of the Employees, number of job applications.*

*Targets: candidates applying for jobs*

*Current Status: NEW*

*Remarks: Statistical information about job applications can be prepared by the Institute administration on request. We shall organize more systematically collecting and recording the statistics of % of external candidates, foreigners and female scientists that IMPAN receives every year in its regular job contests as well as the statistics on the composition of panels in the Committee for Employment and Assessment of Scientific Activities of the Employees. Analysis of such statistical data would be helpful in analysing strong and weak points of our HR strategy in the future.*

**5h Developing a detailed document describing the working conditions at IMPAN for the applicants and new employees.**

*GAP Principles: Working conditions, Value of mobility.*

*Timing: once a year*

*Responsible Units: Board of Directors, Committee for Employment and Assessment of Scientific Activities of the Employees, Secretarial Office*

*Indicators: protocols of the meetings of Committee for Employment and Assessment of Scientific Activities of the Employees, number of introduced IM PAN regulations involving the general working conditions*

*Targets: candidates applying for jobs and all researchers working at IMPAN*

*Current Status: NEW*

*Remarks: A draft of a document describing the general working conditions at IMPAN was created and linked at the Institute's page with job advertisements. We will prepare a detailed document concerning salary, tax and entitlements which will be monitored and updated according to the changing tax rules, insurance premiums and the Institute's budget.*

## 6. OTM-R: questions and answers

### 1. Have we published a version of our OTM-R policy online (in the national language and in English)? YES

IMPAN created a web page dedicated to its HR strategy:

<https://www.impan.pl/en/insitute/hr-strategy>

There we published two documents dedicated to the implementation of the OTM-R procedures in our Institute:

[I] "[Rules of the competitions for research positions](#)" (English) / "[regulamin konkursów](#) (Polish)"

[II] "[The rules of choosing winners of the competitions](#)" (English) / "[zasady wyboru zwycięzców konkursów](#)" (Polish)

Apart from that our web page contains a link to the document

[III] "[Report of the Working Group of the Steering group of HR management under the European research area on Open, Transparent and Merit-Based Recruitment Policy](#)"

which contains the set of major recommendation of the European Commission related to OTM-R practices.

### 2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions? YES PARTIALLY

Document [I] describes the basis of such procedures and practices, however there is a need for a detailed internal guide.

### 3. Is everyone involved in the process sufficiently trained in the area of OTM-R? YES PARTIALLY

Implementation of OTM-R principles is regularly reviewed by the HR Working Group. New practices are proposed by the Group and discussed with the Steering Committee. Decisions are subsequently approved by the Scientific Council and implemented by the Institute administration. As the deputy director of IM PAN is a member of the HR Working Group and the Board of Directors is involved in the Steering Committee, they are aware of OTM-R principles. It is one of our goals (see Action plan, 4d) that the recruitment process is sufficiently formalized to allow training of the staff involved.

### 4. Do we make (sufficient) use of e-recruitment tools? YES

At the moment applications are sent by email. We consider introducing online submission of applications in the future (see Action plan, 4e).



**5. Do we have a quality control system for OTM-R in place? YES PARTIALLY**

For the moment this function is covered by the HR Working Group. We plan to study practices of OTM-R control performed by other institutions and develop a mechanism which suits IMPAN (see Action plan, 4 b).

**6. Does our current OTM-R policy encourage external candidates to apply? YES SUBSTANTIALLY**

IMPAN is the leading research Institution in mathematics in Poland, and we are constantly working on increasing its attractiveness to researchers worldwide. To the benefit of external applicants, the major job contests at IMPAN take place regularly at the same time of the year.

According to the document [II], one of the principles of choosing candidates is the following:

*“In case of fixed term employment, the Committee gives higher priority to candidates who have not been employed at the Institute so far, or who have been employed for a short time.”*

Recently our Institute started implementation of a series of practices aimed to attract more external candidates, underrepresented minorities and foreigners. In particular, contests at IMPAN should be announced at least two months before the deadline (see [I], paragraph 2.3). This period was chosen in accordance with the recommendation of the European Commission, paragraph 4.1.1 in [III]. The respective advertisements should be placed on international recruitment portals for researchers, such as Euraxess (see [I], paragraph 2.2) and should contain a sentence encouraging suitable candidates to apply *“regardless of their gender, ethnical belonging, religion, level of disability, age or sexual orientation”* (see [I], paragraph 2.4). The above rules were recently proposed by the HR Working Group together with a group of employees of Department of algebra and algebraic geometry. They were adapted by the Scientific Council of IMPAN on November 17, 2021. In addition to that a special commission called by the Scientific Council recommended the following practices for implementation:

- When a new job advertisement is posted at the Institute web page, all scientific employees receive an email with a link to it; employees are encouraged to disseminate information about job openings in their scientific environment.

- the Committee for Employment and Assessment of Scientific Activities of the Employees should contain external members and aim to be gender balanced.

The first of the above practices was successfully implemented during the last series of job advertisements and caused an increase in the number and quality of applications. The second recommendation is an important step which we plan to implement in the future (see Action plan, 5c).

**7. Is our current OTM-R policy in line with policies to attract researchers from abroad? YES SUBSTANTIALLY**

Contests at IMPAN are advertised on international recruitment portals for researchers, for instance on EMS jobs. The working language at the Institute is Polish and English, all documentation is translated to English.

Our Institute has an ambition to become one of the most attractive mathematical research centers in Europe. This is one of our long term goals, and we are aware that development of good OTM-R practices is one of the key steps to achieve it. In particular, one may expect that the presence of external members in the Committee for Employment and Assessment of Scientific Activities of the Employees (see Action plan, 5c) could improve our outreach in the European research community. Recall that 26% of all researchers are foreign scientific employees and IM PAN has always been and is one of top mathematical institution in Poland employing the most distinguished Polish mathematicians.

**8. Is our current OTM-R policy in line with policies to attract underrepresented groups? YES PARTIALLY**

Female researchers are underrepresented at IMPAN. Some efforts have been made recently to improve this situation, such as publishing our job advertisements at the European Women in Mathematics portal, creating a room for a and adding a non-discrimination statement to our job advertisements. The number of female researchers employed at IMPAN in 2016-2021 ranges from 12.61 to 17.06%, with the highest percentage of women employed achieved at the end of 2020. In 2018-2021, on average, 15.44% of women have applied for a research position, but in the last two years from 2020, IMPAN has offered employment to 17% of female researchers, those who accepted our offer account for over 20% of all newly hired employees. Our Institute has few female researchers at advanced stages of their career (levels R3-R4 according to the definition of [III], paragraph 4.2.5). We are conscious of this problem, and solving it is one of our long term goals. We are in the process of creating the Gender Equality Plan and the first version (in Polish) is already available <https://www.impan.pl/pl/dzialania-prorownosciowe/plan-rownosci-plci> IMPAN aims for gender balance in its Scientific Council's Committee for Employment and Assessment of Scientific Activities of the Employees. The difficulty comes from the fact that at present the Scientific Council has very few female members. We are hoping to increase participation of women in the Scientific Council through its external members, which would be a step towards gender balance in the Committee for Employment and Assessment of Scientific Activities of the Employees (see Action plan, 5c).

**9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers? YES SUBSTANTIALLY**

We are working on that. IMPAN is a pure research center with no teaching obligations and minimal administrative obligations for scientific employees, which makes it into an extremely attractive working environment for researchers. We would like to further improve and modernize this environment through the general transformation of the HR policy that our Institute is undergoing in the framework of the HR Excellence in Research Award.

**10. Do we have means to monitor whether the most suitable researchers apply? YES PARTIALLY**

It is planned to that IMPAN will collect statistics of applications in its regular job contests (Action plan, 5g). Some requirements for the desired job candidates are set in the job advertisements. Moreover, information about the advertisements are spread through the private communications of the Institute's researchers and thus partially targeted to the most suitable candidates.

## **Advertising and application phase**

### **11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions? YES SUBSTANTIALLY**

At present the major document regarding job advertisements at IMPAN is [I]. In the future we plan to create an internal guide devoted to the routine of OTM-R procedures (Action plan, 4c).

### **12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? [see Chapter 4.4.1 a)]**

YES SUBSTANTIALLY

The IMPAN web page with job advertisements contains links to the document [I] and also document

[IV] "[General working conditions at IMPAN](#)" (English) / "[Ogólne warunki pracy w IMPAN](#)" (Polish)

describing the general conditions of employment. In the future we plan to extend [IV] with more detailed information (Action plan 5h).

### **13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience? YES**

### **14. Do we make use of other job advertising tools? YES**

Our job advertisements are posted on the website of the Ministry of Science and Higher Education of Poland and on Euro math jobs. To have a better outreach in the mathematical community, IMPAN asks its employees to disseminate information about job advertisements among their colleagues. This way our advertisements are posted on more specialized pages, such as *EAGER* (European *algebraic geometry* research training network), Number Theory Web, etc.

### **15. Do we keep the administrative burden to a minimum for the candidate? [see Chapter 4.4.1 b)] YES**

Traditionally our Institute was doing its best to create the conditions in which scientists could devote most of their time to research. While our HR strategy is undergoing transformations to align with the recommendations of the European Commission, keeping the administrative burden for the candidate to a minimum remains one of our priorities.

## **Selection and evaluation phase**

**16. Do we have clear rules governing the appointment of selection committees?**  
[see Chapter 4.4.2 a)] YES SUBSTANTIALLY

The competitions and evaluation are conducted by the Committee for Employment and Assessment of Scientific Activities of the Employees, which is elected by the Scientific Council and consists of its members. In the future we plan to collect the statistics on the composition of panels (see Action plan, 5g).

**17. Do we have clear rules concerning the composition of selection committees?**  
YES PARTIALLY

The rules for composing the selection committees for job advertisements in grants are set clearly: the PI of a grant is the head of such a committee and there must be at least two other experts in the topic of the grant serving in such a committee. As for the job competitions announced and funded by IM PAN, the selection committee consists of representatives of departments at the Institute. Moreover, IMPAN plans to create a document with further more detailed guidelines on the composition of selection committees (see Action plan, 5c).

**18. Are the committees sufficiently gender-balanced?** NO

Reducing the gender imbalance in the committees is one of our long term goals, see Action plan 5c. The major problem in this direction is that female scientists are underrepresented at advanced career levels in our Institute, see our answer to Q6 above.

**19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected?**  
YES SUBSTANTIALLY

Document [II] contains such guidelines. Further improvements in this direction are planned in the process of transformation of our HR strategy (see Action plan, 4c).

## **Appointment phase**

**20. Do we inform all applicants at the end of the selection process?** YES

Responses are sent by email to all applicants.

**21. Do we provide adequate feedback to interviewees?** NO

The possibility of such feedback should be a part of the planned internal guide for OTM-R procedures and practices (see Action plan, 4c).

## 22. Do we have an appropriate complaints mechanism in place? NO

A complaints mechanism should be a part of the planned internal guide for OTM-R procedures and practices (see Action plan, 4c).

### Overall assessment

## 23. Do we have a system in place to assess whether OTM-R delivers on its objectives? YES SUBSTANTIALLY

The major bodies which provide such assessment at the moment are the HR Working Group and the Steering Committee. To achieve an adequate and versatile assessment, these structures include representatives of scientific employees of all levels, representatives of the Director Board and administrative employees. Further development of the assessment system is planned, see Action plan 4b, 5g.

# 7. Acceptance

The Director of the Institute of Mathematics of the Polish Academy of Sciences accepts the Human Resources Strategy for Researchers.

Place/date

Warsaw 24.01.2022

Signature

DYREKTOR  
Instytutu Matematycznego PAN

Prof. dr hab. Łukasz Stettner

