IMDiK Polska Akademia Nauk

hr HR EXCELLENCE IN RESEARCH

ACTION PLAN FOR YEARS 2025-2027

#	Activity	Goal	Responsible	Start date	Metrics	Target value	Accepted /Rejected	Comments/Remarks
INTERNAL COMMUNICATION / HR								
1	Preparation of a meeting schedule between Management and employees	Improving communication, introduction of regular meetings	Secretariat	Q1 2026	Number of meetings per year	4	Accepted	
2	Organisation of integration-information meeting for all employees	Presenting the scope of duties of individual departments; identifying points requiring cooperation. Improving morale and communication; building relationships	HR Specialist	Q2 2026	Number of meetings per year	1	Accepted	
3	Gathering regulations regarding Institutes' functioning on the website	Improving organization functioning	Communication & Promotion Dept / HR Specialist	Q1 2026	Publication of the dataset	1	Accepted	
4	Organisation of meeting: "Ethics in science in the era of Internet, AI, and disinformation"	Raising awareness of ethical aspects of scientific work (from publishing to team cooperation)	HRS4R Team / HR Specialist	Q2 2026	Number of events	1	Accepted	
5	Designating a person responsible for employee competency development and employer branding (appointing an HR Specialist)	Caring for organizational culture, employees motivation, developing competencies, internal communication, and conflict	Director/HR Specialist	Q4 2025	Number of positions	1	Accepted	Recruitment completed. HR Specialist to started on March 1st 2026

		prevention. Organizing training, supporting recruitment process.						
6	Introducing mandatory bilingual communication (PL/EN)	Counteracting discrimination against foreign employees	Director	Q1 2026	Procedure publication	1	Accepted	Bilingual documents/communication are being defined - partly done, others in progress
WORK ORGANIZATION								
7	Creating thematic guides regarding procedures (recruitment, purchasing, project proposals, business trips, etc.) with sample documents	Improving document flow	Relevant Departments	Q2 2026	Publication of guide(s)	1	Accepted	Procedures are being updated. Recommendation: start work on the guide after updates are finished
8	Adding a task-based work system to the work regulations	Increasing work efficiency and improving work-life balance	Director	Q2 2026	TBD	1	Accepted	
9	Preparation of anti-discrimination procedure in Polish and English	Counteracting discrimination	Director Personnel Dep.	Q3 2025	Publication of procedure	1	Accepted	Procedure launched
TRAININGS & PROFESSIONAL DEVELOPMENT								
10	Collecting information on training needs (survey) and preparing a training schedule	Increasing employee competencies	HR Specialist	Q1 2026	Annual survey & training schedule	1	Accepted	Training needs analysis required
11	Establishing a training budget within the first two months of the new year and including it in the financial plan	Increasing employee competencies	Deputy Dir. For Finance	Q1 2026	Included in the financial plan	1	TBD	Following the training needs analysis

12	Organization of a mentoring program for employees	Assistance in conscious career path shaping, personal development, increasing efficiency, satisfaction, networking	HR Specialist	2026	Continuous program	1	Details TBD	Following the training needs analysis
13	Establishing an international advisory board	Supporting scientific development	Deputy Dir. For Scientific Research	Q3 2026	Publication of Directive	1	Details TBD	
14	Restoring the "Fund for Young Scientists"	Supporting scientific development of PhD students and young employees	Deputy Directors For Finance & For Scientific Research	Q1 2026	Publication of Directive	1	Accepted	
SALARIES & OTHER FINANCIAL ISSUES							
15	Updating remuneration regulations containing the pay scale/functions and salary ranges for specific positions	Understandable remuneration conditions	Board of Directors	Q2 2026	Publication of updated regulations	1	Accepted	In progress
16	Updating remuneration rules within grants	Understandable remuneration conditions	Deputy Director For Finance/ Payroll Dep.	Q1 2026	Publication of updated regulations	1	Accepted	In progress
17	Introducing clear employment conditions for people extending their doctorate into the regulations	Understandable for PhD students	Board of Directors	Q4 2025	Publication of updated regulations	1	Rejected	Tradition at MMRI PAS is to allow completion of the PhD; no refusals so far
18	Update of the evaluation system for scientists	Adjusting of the evaluation system to the standard of European Charter for Researchers	Deputy Director For Scientific Research	Q2 2025	Publication of regulations	1	Accepted	Launched - June 2025

19	Extension of motivational tools based on objective employee evaluation criteria	Introducing additional incentives for employees	Board of Directora/ HR Specialist	Q1 2026	Publication of updated regulations	1	Accepted	Criteria for the evaluation of research staff (publications/grant prepared and awarded). Criteria for the evaluation of administrative staff – assessed by the manager in consultation with Board of Directors. Work in progress to standardize the bonus system at the Polish Academy of Sciences level.
				ANTI-DISCRIMINATION MEASURES				
20	Organization of training regarding: discrimination, verbal violence, mobbing, unequal treatment	Transfer of knowledge for early detection of negative phenomena; improving atmosphere URGENT	HR Specialist	Q1 2026	Training	1	Accepted	
			IMPROVEMENT OF ADMINISTRATIVE PROCESSES RELATED TO PROJECT IMPLEMENTATION					
21	Developing project implementation regulations	Clear definition of duties for administration and project managers	Deputy Directors: For Development & Cooperation and For Finance	Q1 2026	Publication of Directive	1	Accepted	To be done after the Project Dept reorganization process is completed
22	Supplementing public procurement regulations with timeframes for stages of proceedings	Process improvement	Deputy Director for Finance	Q1 2026	Publication of Directive	1	Accepted	To be done when the Public Procurement Dept reorganization is completed

23	Improving support for scientists and PhD students in grants – approvals, results monitoring and reporting	Improving the quality of administrative support for projects	Deputy Directors according to competence	Q2 2026	Annual stakeholder survey (360 assessment)	1	Accepted	In progress: Project Dept reorganization and searching for a source of financing for the purchase of electronic project support system in progress
24	Introducing administrative procedures into the SYKOF system (or alternative)	Clear, accelerated document flow with defined responsibilities	Digitalization team	Q3 2026	Launch of system/additional modules	1	Accepted	Digitalization team establishment in progress
25	Introducing the "Administrative Coordinator" role for large consortium projects into regulations	Supervision of correct and efficient project flow	Deputy Directors: For Development & Cooperation	Q3 2025	Publication of Directive	1	Accepted	In progress
26	Optimization of administrative processes requiring improvement.	Simplifying document flow and reducing processing time	Team appointed	Q3 2026	Publication of Directive	1	Approved	Digitalization team establishment in progress