

5. Action plan

The results of the present analysis became the basis for the drawing up of a reform plan for the years 2016–2020 by the appointed team. The table below contains a description of the current situation in the Institute of Slavic Studies in the respective areas and outlines the activities which aim to improve the situation.

ACTION 1	<i>The Charter and Code principles: PUBLIC ENGAGEMENT</i>
<p>Existing regulations and practices</p> <p>The employees of the ISS PAS are actively engaged in the activities whose purpose is to promote science and make it available to society in a comprehensible way, which is manifested by the annual reports. Dissemination and popularisation of research results are inherent elements of the policy of the Polish Academy of Sciences, as provided by Article 50.1 of the Polish Academy of Sciences Act of 30 April 2010. They are also included among the duties and responsibilities of the staff of the Institute.</p> <p>The Institute cooperates with foundations, including the Slavic Foundation (Fundacja Slavistyczna), which was established in order to disseminate the results of research on Slavic countries (see the Slavic Foundation Statute, Chapter 2 Article 8).</p> <p>In the years 2014-2015 the employees took part in the 18th Festival of Science in Warsaw, in the Lublin Festival of Science, in the series of popular lectures entitled “Biesiada słowiańska”, organised to commemorate the Institute’s 60th anniversary, in the Bukovina Festival of Arts and Sciences, and in a series of discussion sessions about books and films in café-clubs, community centres, cultural institutions (the National Theatre in Warsaw, the Polish Theatre in Bydgoszcz, the Pushkin Krasnojerski Drama Theatre); they appeared on TV (<i>inter alia</i> on TVP2, Belsat TV) and on the radio (<i>inter alia</i> Polskie Radio, Radio Lublin, TOK FM, Radio eR, Kampus); they voiced their opinions in the press (e.g. <i>Polityka, Tygodnik Powszechny, Gazeta Wyborcza, Gazeta Bretońska, Dwutygodnik, Krytyka Polityczna</i>). In this way, the staff of the ISS PAS are engaged in a continuous dialogue with society, facilitating comprehension of the fundamental questions associated with the current existential, social and political situation. In addition, the Institute publishes research results on its website, which is edited also in the English version. The ISS PAS digital repository and the e-journals platform make the publications of staff members available to the public on open access.</p> <p>The reform Action Plan aims not only to increase the Institute’s public engagement, but also raise the profile of such activities among the staff of the Institute.</p>	

Actions to be carried out	Who?	When?
<p>It was decided that activities connected with the promotion of Public Engagement will develop in two directions: increasing the participation of the Institute in events aiming to popularise and disseminate science, and promoting such activities in a separate tab on the ISS PAS website (a new website, including a full English version, will be launched in 2017), and among the staff.</p> <p>The ISS PAS staff members will continue to participate, or will become involved, in the following events and activities:</p> <ul style="list-style-type: none"> ▪ Book fairs (activity within the group “Świadomi Wydawcy” [Socially Conscious Publishers] as of 2016; ▪ Science Picnic; ▪ Lectures for secondary school students organised as part of educational grants (at present secondary school students can take part in conference sessions organised by doctoral students; we plan to enhance promotion of such events by sending out details to the best secondary schools in the city); ▪ cooperation with non-governmental organisations. <p>In addition, a new tab “Dissemination of science” will be introduced on the ISS PAS website, to be updated on a regular basis. We also plan to issue a quarterly newsletter for the staff, carrying information about the Institute’s participation in events promoting science and communicating it to the general public.</p>	<p>Manager of the Institute Publishing House</p> <p>Deputy Director for Scientific Affairs Main Investigator of the “Patterns Lectures” grant, Secretary of the Doctoral Department, Website Editor</p> <p>Deputy Director for Scientific Affairs</p> <p>Research Support Office</p>	<p>May 2017 (to be continued in future)</p> <p>May 2017 (to be continued in future) Dates of lectures in the academic year 2016/2017: 17.10, 7.11, 5.12, 19.12, 9.1., 23.1, 6.2. November 2017</p> <p>January 2017</p> <p>(every quarter as of July 2017)</p>

TIMELINE – ACTION 1

January 2017	April 2017	May 2017	July 2017	September 2017	October 2017	December 2017
<p>Planning activities for the Science Picnic and Book Fair; the introduction of the “Dissemination of science” tab; sending out information about the conference session held by doctoral students and about lectures for secondary school students organised as part of the educational grant.</p>	<p>Conference session organised by doctoral candidates with the participation of secondary school students.</p>	<p>Participation in both events (Science Picnic and Book Fair)</p>	<p>Collecting materials on social engagement on the basis of annual activity reports; starting a newsletter; the first edition of the newsletter.</p>	<p>Establishing relations with the chosen NGOs.</p>	<p>The second edition of the newsletter. Beginning the series of lectures of secondary school students.</p>	<p>The third edition of the newsletter.</p>

ACTION 2*The Charter and Code principles: SUPERVISION AND MANAGERIAL DUTIES***Existing regulations and practices**

It is the usual practice in the Institute that prospective staff members apply to join particular research teams, led by experienced professors. In addition, young researchers are supported by their heads of department. Doctoral students, in turn, usually work under the guidance of the person whom they indicated as their potential academic supervisor during the admission interview. In those cases where the doctoral students do not specify who they would like to work with, it is the Director of the Doctoral Department that suggests the academic supervisor on the basis of the student's proposed research project. All these issues are regulated by the provisions of the Doctoral Department Regulations at the ISS PAS. The survey did not reveal any dissatisfaction with academic relations in the groups of research assistants and assistant professors. Since complaints were voiced by the doctoral students, the Action Plan aims to address their grievances.

Actions to be carried out**Who?****When?**

The following actions are planned in order to enhance the level of satisfaction of doctoral students with the quality of their cooperation with academic tutors/supervisors:

- consultation with doctoral students concerning their relations with academic supervisors;
- holding meetings with doctoral students to discuss possible changes;
- undertaking mediation between a doctoral candidate and the supervisor in cases of dissatisfaction of either party.

Director of the Doctoral
Department

June 2017

October 2017

As required

TIMELINE – ACTION 2

June 2017	July 2017	October 2017
Consultations with doctoral students.	Analysis of collected data.	Meetings with doctoral students who express the wish to change their academic supervisor.

ACTION 3		
<p><i>The Charter and Code principles: COMPLAINTS/APPEALS</i></p>		
<p>Existing regulations and practices</p> <p>The Institute has four bodies which mediate between the staff and Directors and in cases of conflict: the Disciplinary Committees (separate for the staff and doctoral students), the Staff Council and the Disciplinary Spokesman. In addition, the ISS PAS Mobbing Prevention Policy has recently been adopted. The working conditions are thus progressively democratised. This process is facilitated by the fact that all the applicable legal and institutional regulations can be openly accessed; in addition, all the internal documents are available to the staff and doctoral students on login at the Institute website. The Doctoral Students' Union, currently chaired by a student of the ISS PAS, is also a party in matters pertaining to doctoral students.</p>		
Actions to be carried out	Who?	When?
<p>The Institute plans to:</p> <ul style="list-style-type: none"> review and specify the duties and responsibilities of all existing bodies in consultation with staff members, and to conduct an information campaign among the staff informing them about the measures taken. 	Director	June 2017

TIMELINE – ACTION 3

May 2017	September 2017	October 2017
Consultations with the staff and doctoral students.	Issuing a document stating the duties and responsibilities of all bodies.	Information campaign.

ACTION 4*The Charter and Code principles: RESEARCH ENVIRONMENT***Existing regulations and practices**

The Institute occupies two small premises in the centre of Warsaw, one of which houses the administrative department, while the other serves as an office for all the researchers, and is equipped with facilities for individual and team work. In accordance with the scholarly model adopted by the Polish Academy of Sciences, the Institute also has offices in Poznan and Cracow. All three have libraries; the Warsaw Zdzislaw Stieber Library, located on the main campus of Warsaw University, houses one of the largest collections of books devoted to Slavic Studies. The Library reading room is equipped to meet the needs of researchers and has access to electronic databases (Cambridge University Press, Web of Science, Elsevier, Springer, Wiley and others). Both premises were partly refurbished in June 2016. All members of the staff have laptops or access to stationary computers on the Institute premises. Consequently, the staff are not required to work in the Institute premises; according to employment contracts, they may work from home, or, if they wish, in the Institute premises or the library. The Institute promotes mobility of the staff by signing cooperation agreements and participating in exchange programmes with academic centres abroad, through the Erasmus+ programme, mobility grants and other scholarships (e.g. Marie Curie), the funding of conference expenses (each member of staff is entitled to reimbursement of the costs of three conferences per year), special internal grants for young scholars, and covering the expenses of travelling between the branches of the Institute.

Actions to be carried out**Who?****When?**

The Institute plans to:

- continue the development of digital research infrastructure:
 - the terminological database of Slavic linguistics
 - the bibliographical database and the digital repository
- develop the text repository

Deputy Director for Scientific
Affairs, DIGITAL SLAVIC
STUDIES work group

until December 2018

TIMELINE – ACTION 4

December 2016	June 2017	December 2017	June 2018	December 2018
<p>Preparing and filing an application for the development of digital infrastructure.</p>	<p>Announcement of competition results.</p> <p>Filing an application for the development of text repository.</p>	<p>Development of iReteslaw repository: stage one.</p> <p>Announcement of competition results.</p>	<p>Development of the iSybislaw database: stage one.</p> <p>Beginning digitalisation (depending on the results of the competition).</p>	<p>Development of iReteslaw repository: stage two.</p> <p>Development of the iSybislaw database: stage two.</p>

ACTION 5*The Charter and Code principles: **WORKING CONDITIONS*****Existing regulations and practices**

The ISS PAS ensures that the working conditions allow the staff to combine family and work; flexible working hours and tele-working are the norm (which is facilitated by project-based type of work). The Institute supports staff mobility and research leaves. Most of these aspects are governed by the ISS PAS Labour Regulations (Article 5 and 10.1, 10.2 and 10.3), available on the Institute website on login. The working conditions also include aspects covered in the “Research environment” section, i.e. the library facilities (book collections, periodical subscriptions, access, also remote, to the databases of Cambridge University Press, Web of Science, Elsevier, Springer, Wiley and others), the use of own laptop computers provided by the Institute, and, in the case of research teams, the use of stationary computers in the Warsaw office at Jaracza Street.

It should also be added that the management of the ISS PAS continues to draw attention to the inadequacy of the Institute’s premises in activity reports submitted to the relevant governing bodies.

Actions to be carried out**Who?****When?**

The actions planned will primarily aim to:

- find out which areas the staff find unsatisfactory;
- draw up an action plan in accordance with the survey results.

Director

September 2017

Director

Grudzień 2017

TIMELINE – ACTION 5

March 2016	June 2017	December 2017	June 2018
Developing and conducting an opinion survey in order to identify problems and formulate expectations adequate to the financial resources of the ISS PAS.	Analysis of collected data.	Drawing up the action plan.	Repeating the survey in order to check progress.

ACTION 6	<i>The Charter and Code principles: STABILITY AND PERMANENCE OF EMPLOYMENT</i>	
<p>Existing regulations and practices</p> <p>Employment procedures in the Institute of Slavic Studies are governed by the provisions of the Polish Academy of Sciences Act of 30 April 2010 and the ISS PAS Rules of Procedure developed on basis of the aforementioned legislation. The document is published on the Institute website. New staff members are offered one-year contracts; subsequently, if their work meets the expectations, they receive three-year contracts. If their research results continue to meet the required standards, they are usually offered open-ended contracts.</p>		
Actions to be carried out	Who?	When?
<p>It is planned to:</p> <ul style="list-style-type: none"> review employment contracts of all the staff of the ISS PAS and offer open-ended contracts to those employees who meet the requirements. 	Director	December 2017

TIMELINE – ACTION 6

June 2016	December 2017	December 2018
Review of staff employment contracts.	Prolonging employment contracts with those staff members whose work during the probation period meets the required standards	Repetition of the procedure.

ACTION 7*The Charter and Code principles: FUNDING AND SALARIES***Existing regulations and practices**

The staff of all ranks of the Institute of Slavic Studies expressed distinctively negative opinions about the financial situation of the Institute and their own as well. They claimed that the salaries were below the Polish average and that they were lower in comparison with the analogous positions in institutions of higher education engaged in teaching. It was emphasised that the salaries that the staff receive do not allow them to support themselves independently, to buy scholarly works and acquire other means which are necessary to practise their profession. However, the opportunities for manoeuvre in this field are limited because the Institute is funded by subsidies from the Ministry of Science and Higher Education, therefore the salaries of the Institute staff are dependent upon the subsidies for science in Poland. The activities aiming to improve the financial situation of the employees of the Institute of Slavic Studies will be a continuation on a greater scale of the activities which were undertaken heretofore i.e. the attempts to gain resources beyond the subsidies furnished by the Ministry. In 2012 the Institute established the Research Support Office, which supports the staff in securing and managing grants, including ones which provide for salaries and remuneration for the employees. Members of the Research Support Office team keep in contact with funding agencies in Poland and abroad: with the representatives of the National Science Centre, persons responsible for the implementation of the National Programme for the Development of Humanities and for European grants (the National Contact Point for Research Programmes of the European Union). The Research Support Office organises regular training sessions on the available funding opportunities. Staff members are also encouraged to apply for scholarships and kept informed about the possibilities of applying for academic posts abroad.

Actions to be carried out**Who?****When?**

In order to enhance the level of staff satisfaction with the salaries that they receive, it is planned:

- to expand the Research Support Office team and to ensure the steady development of its members as well as their access to training programmes organised in Poland and abroad;

Director

Constant implementation

<ul style="list-style-type: none"> ▪ to continue the procedure of individual consultations with each of the researchers on the grant application in which he or she is interested; ▪ to continue the organisation of biannual training programmes for all staff members about the preparation of applications for various types of competitions. The schedule of the training programmes and their content will be prepared each year by the employees of the Research Support Office team. 	<p>Research Support Office</p> <p>Research Support Office</p>	<p>Four times per year (March, June, September, December)</p> <p>Once a month from October 2016 to February 2017 (continued each year)</p>
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TIMELINE – ACTION 7

January 2017	March 2017	June 2017	September 2017	December 2017	January 2018
<p>The beginning of the staff training course on how to prepare applications in 2017.</p>	<p>Completion of the course</p> <p>Individual work with staff members: stage one.</p>	<p>Individual work with staff members: stage two.</p>	<p>Individual work with staff members: stage three.</p>	<p>Individual work with staff members: stage four.</p>	<p>Collecting the necessary information and materials for the next edition of the course.</p>

ACTION 8*The Charter and Code principles: **RECRUITMENT*****Existing regulations and practices**

Recruitment procedures in the Institute are transparent, as provided by the Recruitment Panel Rules of Procedure. The ISS PAS publishes all job vacancies on its website (in the Current Affairs tab; it is planned to introduce a separate tab “Current Vacancies”) and the European Commission EURAXESS portal (in English). The vacancies published include detailed job descriptions, specify the required documents and terms and conditions of the contract, as well as the career opportunities and benefits offered by the Institute.

Actions to be carried out**Who?****When?**

The following measures are planned in order to make the recruitment procedures for academic posts in the ISS PAS even more specific :

- preparation of a feedback form on the candidates’ strong and weak points,
- introduction of a new tab “Current Vacancies” on the Institute website,
- implementation and observance of the rules of open, transparent and merit-based recruitment of researchers according to the provisions of the European Commission “OTM-R Package” (http://ec.europa.eu/euraxess/pdf/research_policies/OTM-R-finaldoc.pdf), which will be thoroughly analysed.

Deputy Director for Scientific Affairs

September 2016

Website editor

August 2016

Director, Academic Council

January 2017

TIMELINE – ACTION 8

August 2016	September 2016	January 2017
Introduction of a new tab “Current Vacancies” on the Institute website.	Preparation of the form for candidates.	Continuation of work on recruitment regulations commenced in 2016, based on prior analysis of the European Commission “OTM-R Package”, and the implementation of changes in the recruitment procedures.

CONCLUSION

The Institute of Slavic Studies has a tradition of over sixty years but, at the same time, it is a very modern institution which keeps abreast of developments in the modern world and is engaged in the most recent discussions in the field of expertise and popularising knowledge. One of the strong points of the Institute is its openness to the world and the challenges of modern science, which is manifested in the participation in innovative projects associated with digital humanities, conducted by multipersonal, interdisciplinary teams of researchers from Poland and abroad. The unit enjoys unwavering prestige; it is a “brand” which is recognised in Poland and in the world.

The measures taken in the Institute during the last two years to receive the “HR Excellence in Research” certificate of the European Commission and to disseminate the ideas embraced in the *European Charter for Researchers* and the *Code of Conduct for the Recruitment of Researchers* among the staff have stimulated a discussion about working conditions and regulations concerning the functioning of science in Poland in a general context. The fact that all internal policies and procedures of the Institute have been found to be compatible with the rules contained in the *Charter* and the *Code of Conduct*, coupled with the results of the survey, in which as many as 13 aspects were evaluated very highly by the staff, are a source of great satisfaction. This made the interested parties even more eager to improve the performance in the eight areas which received unsatisfactory marks. The activity of the team engaged in the implementation of the rules of the *Charter* and the *Code of Conduct* has also advantageously influenced communication between the staff and the Directors of the Institute, and raised awareness of the multifaceted activity of the Institute among staff members. This makes one believe that the Institute will become an even friendlier workplace which continues to attract the best Polish and foreign researchers.

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