



THE INSTITUTE OF SLAVIC STUDIES
POLISH ACADEMY OF SCIENCES

*The implementation of the rules
of the European Charter for Researchers and the Code
of Conduct for the Recruitment of Researchers
in the Institute of Slavic Studies
of the Polish Academy of Sciences*

THE INTERNAL GAP ANALYSIS AND ACTION PLAN FOR 2016–2020

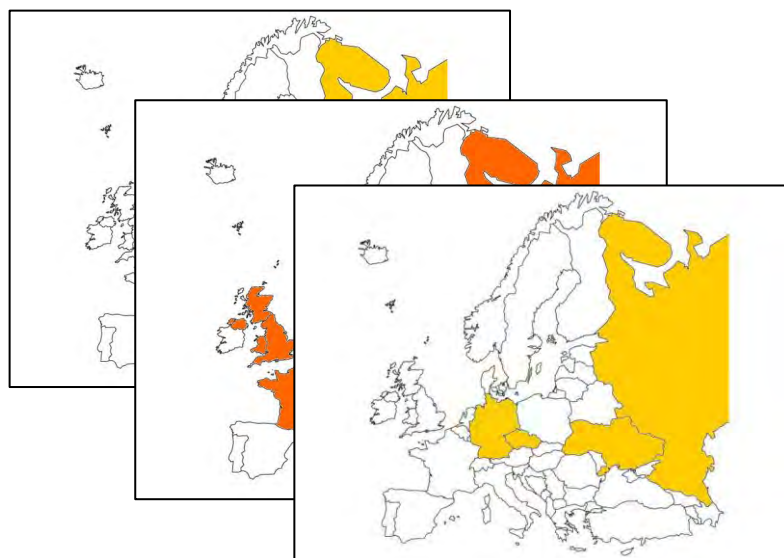


TABLE OF CONTENTS

Introduction	3
The internal analysis of the unit	8
1. Procedure and methodology	8
2. The results of the study	12
3. The strong points of the ISS PAS	14
4. Challenges	18
5. Action plan	22
Conclusions	37

INTRODUCTION

The Institute of Slavic Studies of the Polish Academy of Sciences (ISS PAS) was established in 1954 and is a scholarly and didactic institution which conducts research in the fields of linguistics, literary studies, cultural studies, history, ethnology, sociology as well as interdisciplinary studies. The Institute also educates students of the humanities within the framework of the Doctoral Department [Studium Doktoranckie]. The Institute of Slavic Studies houses the Zdzisław Stieber Library, the Slavic Academic Information Centre and the Slavic Publishing Centre (founded in 1990), which publishes eight scholarly periodicals highly rated in the ranking of the Polish Ministry of Science and Higher Education (all the periodicals are published in open access and feature on the ERIH Plus list), as well as authorial and joint publications. The activities of the Institute and its academic programme is focused on areas whose research corresponds with the contemporary challenges of the humanities, is crucial for the development of social consciousness as well as the protection of national, material and non-material culture. In view of the overall achievements of the Institute and its staff, the ISS PAS received Category A in the field of humanities and social sciences (the highest category conferred by the Polish Ministry of Science and Higher Education in the ranking of academic institutions).

Currently, four departments of the Institute (the Department of Linguistics, the Department of Literary and Cultural Studies, the Department of History, the Department of Nationalities Studies) conduct study within the framework of six research areas:

- *The cultural heritage of Slavic area. Diachronic research,*
- *The national and regional identities of the Slavs (Myths, Ideas, Collective Memory),*
- *Multiculturalism, linguistic and cultural contacts and borderlands; Linguistic, ethnic and religious minorities,*
- *Linguistic image of the world. Ethnolinguistic studies,*
- *Synchronic Slavic linguistics: contrastive research, semantics, cognitivism, corpus linguistics,*
- *Slavic Research Worldwide. Scientific information in Slavic Studies.*

On 31 December 2015, the Institute employed 88 staff in total (81,1 full-time contracts), of which 65 persons are academic researchers at various stages of scholarly careers (6 full

professors [profesor zwyczajny], 20 associate professors [profesor nadzwyczajny], 25 assistant professors [adiunkt], 14 research assistants [asystent]). The remaining staff are the employees of the administration and the publishing department, library, engineering-technical employees and the employees of the Digital Repository of Scientific Institutes. Since its inception, the Doctoral Department has educated more than 130 students and currently, i.e. in the 2015/2016 academic year, 24 doctoral students, including four foreigners, are preparing their PhD dissertations. The activities of the researchers who work in the ISS PAS are reflected in the figures associated with their scholarly output. In recent years (2004–2015), **the staff of the Institute published 2621 works in total, including 145 authorial monographs**. Their scholarly articles were printed in renowned periodicals featured in the JCR and ERIH lists and in the Polish and foreign periodicals featured on the B list of the Ministry of Science and Higher Education. Eight staff members edit the periodicals which are published by the Institute of Slavic Studies of the Polish Academy of Sciences and which are rated in the ministerial ranking. Three staff members edit periodicals published by other bodies, including *inter alia* the periodical *East European Politics and Societies* published in the United States.

In the same period (2004–2015), more than 1200 papers were presented during symposia and conferences, 400 of which were presented abroad. Moreover, the staff of the Institute are invited each year by prestigious academic and scientific-didactic centres to hold lectures. In 2015 alone the staff members delivered 32 lectures and were invited to the following research centres: Oxford University Press, New York University, Yale University, Center for European Studies in Boston, Viadrina University at Frankfurt (Oder), King's College in London, Il Centro delle Ricerche e Analisi Manoscritti in Bologna and the University of Regensburg.



The countries in which where the employees staff of the ISS PAS were invited by foreign institutions to hold lectures

Since 2000 research has been conducted in the Institute of Slavic Studies of the Polish Academy of Sciences within the framework of 34 research grants affiliated with the unit (currently there are 16 such grants), financed *inter alia* by the Ministry of Science and Higher Education (including the National Programme for the Development of Humanities), the National Science Centre and foreign bodies. What is particularly important is that the staff of the ISS PAS participate in two European grants, i.e. in the implementation of the **Mondilex project [Conceptual Modelling of Networking of Centres for High-Quality Research in Slavic Lexicography and Their Digital Resources]** and the **Clarin project [Common Language Resources and Technology Infrastructure]**, in which the Corpus Linguistics and Semantics Team participates. The former project is concerned with the computer evaluation of the model of IT structures which combine the lexis and grammar of six selected Slavic languages; it is an interdisciplinary project whose participants include linguists and IT specialists from six countries. The aim of the latter project is to construct various research tools which are referred to by the common name of scholarly infrastructure. The project received a positive preliminary opinion and was incorporated into the so-called **ESFRI Roadmap (European Roadmap for Research Infrastructures, European Strategy Forum on Research Infrastructures)**. The staff of the Institute also participate in the research project *The Slavs' linguistic and cultural image of the world and their neighbours in a comparative perspective* (EUROJOS), which is conducted within the framework of a seminar established in 2008 during the 14th International Congress of the Committee of Slavists in Ohrid. The aim of the EUROJOS project is the development of comparative studies on the linguistic image of the world on a supranational, pan-Slavic and – in a broader context – European level. So far, 76 researchers have taken part in the project, while the EUROJOS seminars attracted 163 participants. The participants represent 16 countries (Belgium, Belarus, Bulgaria, Croatia, the Czech Republic, France, Germany, Greece, Italy, Lithuania, Poland, Russia, Serbia, Slovakia, Ukraine, the United Kingdom) and 31 academic institutions (12 Polish and 19 foreign ones).

In 2013 the Institute of Slavic Studies of the Polish Academy of Sciences obtained resources for the realisation of the grant project “Online Polish Slavic periodicals. The implementation of an innovative Open Journal System of work and software” whose aim was to transform eight periodicals of the ISS PAS into electronic form and to make them available online within the framework of the open access model. Currently all the periodicals are published exclusively in electronic form, and are openly accessible on the platform of ISS PAS Journals: <https://ispan.waw.pl/journals/index.php>. As a publisher, the Institute embraces the

publishing code of conduct established by the COPE organisation (Committee on Publication Ethics). The ISS PAS has become a member of the COPE, which confirms the high standard of its publications, the rules of transparency and publishing ethics. Recently **the Institute was positively verified by the OASPA** organisation (Open Access Scholarly Publishers Association), which means that it **meets world standards of an Open Access publisher**. This makes the Institute of Slavic Studies of the Polish Academy of Sciences the second Polish publisher on the list of members of this organisation: <http://oaspa.org/membership/members>.

Since 2014 the **Institute of Slavic Studies of the Polish Academy of Sciences has been a member of the DARIAH-PL Consortium (The Digital Research Infrastructure for the Arts and Humanities)**. The Consortium comprises 18 Polish institutions. The aim of DARIAH-PL is to establish a forum for the exchange of knowledge, tools and research methods in the field of the humanities and arts. One of the activities planned by members of the Polish DARIAH Consortium is to create digital tools which facilitate research of digitised scholarly content and thus research in the humanities. Since 2015, work groups composed of scholars delegated by the Institutions represented in the Consortium have been working to build the IT infrastructure for the humanities. In 2016, a workgroup known as “Digital Slavic Studies” was established. It is directed by the Institute of Slavic Studies of the Polish Academy of Sciences.

Realising the principles of interinstitutional and geographical mobility, the staff of the Institute of Slavic Studies of the Polish Academy of Sciences have participated during the last ten years in ca. 30 grant projects affiliated outside the home institution and they have collaborated within the framework of formal contracts with foreign institutions in many European and Asian countries. Currently **the unit has signed agreements about collaboration with 27 foreign research centres in 13 countries**: Belarus, Bulgaria, Croatia, the Czech



The countries with which collaboration has been established on the basis of contracts agreements with foreign institutions

Republic, Lithuania, Latvia, Macedonia, Moldova, Romania, Slovakia, Ukraine, Hungary and Italy.

Moreover, the staff of the unit collaborate without a formal contract within the framework of eleven research projects with scholars from five countries (Germany, Japan, the Czech Republic, Russia, Ukraine).

Since 2014, the Institute of Slavic Studies of the Polish Academy of Sciences has possessed the Erasmus+ charter, which is the preliminary condition for the participation in the programme. This year in February a motion was put forward to the National Agency to approve partner institutions within the framework of the Erasmus+ programme. This year the Institute has signed the first agreement with the National Agency concerning the mobility of the academic staff and doctoral students; in autumn the first candidates will be selected to take up their placements. The Institute has signed agreements with the following institutions: the Institute of Slavic Studies of the University of Potsdam, the National Institute for Oriental Languages and Civilizations (INALCO) in Paris, the Institute of Slavic Studies in Greifswald, the Faculty of the Humanities of the University of Zagreb and the Institute of Slavic Languages and Literatures of the University of Regensburg.

The academic activities of the staff of the Institute were recognised and acclaimed by various external bodies, which is confirmed by **59 awards and distinctions** awarded to them in the years 2004-2015. The recognition of the achievements of the staff is expressed also by membership in international assemblies of academic organisations and societies, including *inter alia*: the International Committee of Slavists, the American Association for Slavic, East European and Eurasian Studies, the Association for Computational Linguistics, Association for Polish-Jewish studies, O Centro de Literaturas e Culturas Lusófonas e Europeias pertence à Faculdade de Letras de Lisboa (CLEPUL), European Association of Social Anthropologists, Association Internationale d'Etudes du Sud-Est Européen (AIESEE), International Pragmatics Association, International Society for Dialectology and Geolinguistics, Medieval Chronicle Society, Modern Language Association.

The young researchers of the ISS PAS are also held in high esteem; five of them were or continue to be holders of scholarships awarded by the Minister of Science and Higher Education in recognition of their academic achievements. Over the last five years (2011-2015) they published 20 authorial monographs. In 2015 alone, the doctoral students of the Institute presented 53 papers at academic conferences (including 16 papers presented at conferences held abroad) and published 17 scholarly articles.

THE INTERNAL ANALYSIS OF THE UNIT

1. Procedure and methodology

The first steps toward the implementation of the rules of the *European Charter for Researchers* and the *Code of Conduct for the Recruitment of Researchers* were taken by the Institute of Slavic Studies of the Polish Academy of Sciences in June 2014 by appointing a team of six representatives of all groups of the staff. The aim of the team was to review the compatibility of the Institute current policies and procedures with the recommendations contained in the documents issued by the European Commission. The team consisted of the following members: prof. dr hab. Małgorzata Korytkowska (representing the group of full professors), dr hab. Joanna Nowak, prof. ISS PAS (representing the group of associate professors), dr Maksim Duszkin (representing the group of assistant professors), mgr. Anna Kurowicka (representing the group of research assistants), mgr. Ida Ciesielska (representing PhD students), dr Anna Boguska (representing the administrative and technical staff) and mgr. Karolina Ćwiek-Rogalska (the team coordinator). In July 2014, dr hab. prof. ISS PAS Anna Engelking, then the acting director of the Institute of Slavic Studies of the Polish Academy of Sciences, sent an official letter to the European Commission in which on behalf of the Institute she expressed approval of the ideas contained both in the *Charter* and in the *Code of Conduct*. In the second half of 2014 the team studied the compatibility of the regulations of the Institute and other acts of law with the rules presented in the aforementioned documents and asserted that there were no incongruences. In addition, the team held work sessions devoted to developing a survey for the staff and PhD students. A number of the rules of the *Charter* and the *Code of Conduct* are observed and implemented by the Institute as a result of legal regulations to which it is subject. The following internal policies and procedures of the Institute were reviewed:

- The ISS PAS Labour Regulations [Regulamin pracy w Instytucie Sławistyki PAN];
- Academic Staff Performance Appraisal Policy of the ISS PAS [Regulamin oceny pracowników naukowych Instytutu Sławistyki PAN];
- Remuneration Policy of the ISS PAS [Regulamin wynagradzania w Instytucie Sławistyki PAN];

- Rules of Procedure of the ISS PAS Research Staff Recruitment Panel [Regulamin pracy komisji konkursowej na stanowiska pracowników naukowych w Instytucie Slawistyki PAN];
- The ISS PAS Policy on Copyrights and Related Rights, Industrial Property Rights, Rules of Commercialisation of Research Results and Research and Development Activities [Regulamin zarządzania prawami autorskimi i prawami pokrewnymi oraz prawami własności przemysłowej oraz zasad komercjalizacji wyników badań naukowych i prac rozwojowych w Instytucie Slawistyki PAN];
- Rules of Procedure governing the allocation of research grants for the ISS PAS young scholars and doctoral students [Regulamin konkursu na wspomaganie finansowe badań naukowych, służących rozwojowi młodych naukowców oraz doktorantów Instytutu Slawistyki PAN];
- Doctoral Studies Regulations [Regulamin Studiów Doktoranckich] (<http://ispan.waw.pl/default/pl/studia-doktoranckie/dokumenty-ogolne>);
- Rules of Procedure of the ISS PAS Academic Council [Regulamin Rady Naukowej];
- Rules of Procedure of the ISS PAS Social Benefits Fund [Regulamin tworzenia i wydatkowania środków z zakładowego funduszu świadczeń socjalnych];
- Mobbing Prevention Policy of the ISS PAS [Regulamin przeciwdziałania mobbingowi w Instytucie Slawistyki PAN];
- Director's regulations on matters concerning the staff [Zarządzenia Dyrektora dotyczące spraw pracowniczych].
- In addition, the following laws and regulations were analysed:
- The Higher Education Act [Ustawa o szkolnictwie wyższym];
- The Polish Academy of Sciences Academic Staff Code of Conduct [Kodeks etyki pracownika naukowego PAN];
- The Polish Academy of Sciences Act of 30 April 2010 [Ustawa z dnia 30 kwietnia 2010 r. o Polskiej Akademii Nauk].

The policies and procedures listed above comply with the applicable Polish laws and regulations, particularly with the Polish Academy of Sciences Act, the Higher Education Act (as regards the Doctoral Department), as well as with employment and labour law. The review of issues regulated by the above-mentioned documents ascertained that they are consistent with the principles set out in the *European Charter* and *Code of Practice*, which the Institute observes both in its official policy statements and in practice.

The survey was conducted in the Institute of Slavic Studies of the Polish Academy of Sciences in June 2015. It was preceded by a letter which explained to the staff that the study was a part of the programme whose goal was to implement the rules of the *European Charter for Researchers* and the *Code of Conduct for the Recruitment of Researchers*, and that the Institute of Slavic Studies was making efforts to receive the “HR Excellence in Research” certificate of the European Commission. The survey concerned only those questions which are relevant to the activity of the Institute. Two issues were not included in the survey: the question of intellectual property rights and problems associated with teaching. The team resolved not to investigate the former because it was decided that the question concerned practical application of research results, while the Institute of Slavic Studies is engaged mainly in primary research. In compliance with the provisions of the Polish Academy of Sciences Act, the internal policies of the Institute regulate the questions of copyrights in the cases when research results are published by outside institutions (The ISS PAS Policy on Copyrights and Related Rights, Industrial Property Rights, Rules of Commercialisation of Research Results and Research and Development Activities) (Regulamin zarządzania prawami autorskimi i prawami pokrewnymi oraz prawami własności przemysłowej oraz zasad komercjalizacji wyników badań naukowych i prac rozwojowych w Instytucie Sławistyki PAN).. Problems associated with teaching were not considered because the majority of the staff do not hold classes and lectures within the Institute. Some survey results were interpreted together. The category “Professional attitude” was considered together with “Contractual and legal obligations” and “Accountability”; the category “Recruitment” included questions connected with “Selection”, “Transparency”, “Judging merit” and “Career development”.

The survey included 46 closed questions and concluded with a form in which the respondents could provide their own opinions and comments. This opportunity was taken by six members of the staff (five women and one man), mostly professors (four professors and 2 PhDs).

Thirty questions offered the possibility of giving positive, negative or neutral answers (“yes”, “no”, “difficult to say”). These questions concerned not only the personal opinions and feelings of the staff, but also the current practice (e.g. Do you inform your superior about delays in, changes to, or earlier completion of research work? Do you make sure your research results are protected against loss (for example by saving them on several storage media)? Does the Institute of Slavic Studies cover travelling expenses of the staff (e.g. in the case of conferences, seminars, library research, field work)?

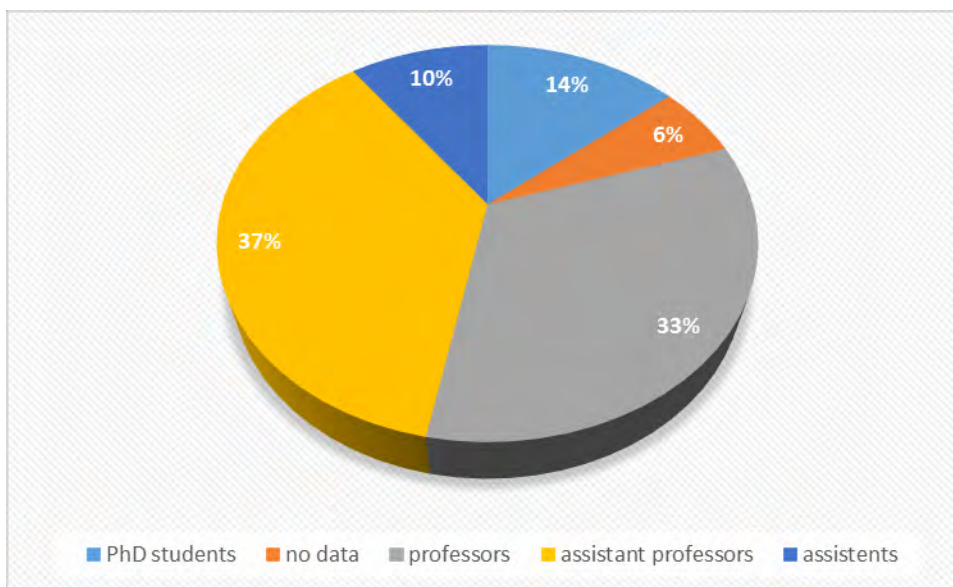
In the remaining sixteen questions, the staff were asked to provide a subjective assessment of the given issues on a scale from 1 to 5, where the numbers meant:

- 1 – no, never
- 2 – yes, once
- 3 – yes, no more than three times
- 4 – yes, three to five times
- 5 – yes, often

These questions concerned the assessment of personal feelings and individual experience (e.g. Have you ever found yourself in a situation when your academic supervisor/ head of department/ director of the Institute or other persons imposed a topic of research on you? Have you ever encountered a situation when a member of the ISS PAS staff committed plagiarism? Have you ever been subject to discrimination on the grounds of gender?)

58 members of academic staff were surveyed (89% of the total number of research employees), including 40 women, 14 men and 4 people who did not specify their gender; 22 full and associate professors (84%), 25 assistant professors (100%), 7 research assistants (50%) and 4 people who did not specify any parameters regarding the position that they occupy. In the group of PhD students nine people were surveyed (36% of the total number of PhD students).

The survey, therefore, did not include most of the young scholars (persons under 35 years of age), which could have influenced the results, as many of the positive aspects of the Institute's work are connected with activities supporting young researchers. In this respect, it needs to be stressed that the survey results do not reflect the opinions of the staff proportionally. In view of this situation, the present document was prepared not only on the basis of answers to the closed questions, but also took into account the comments and opinions of the staff included in the comments section, as well as existing legal regulations and data provided in research activity reports.



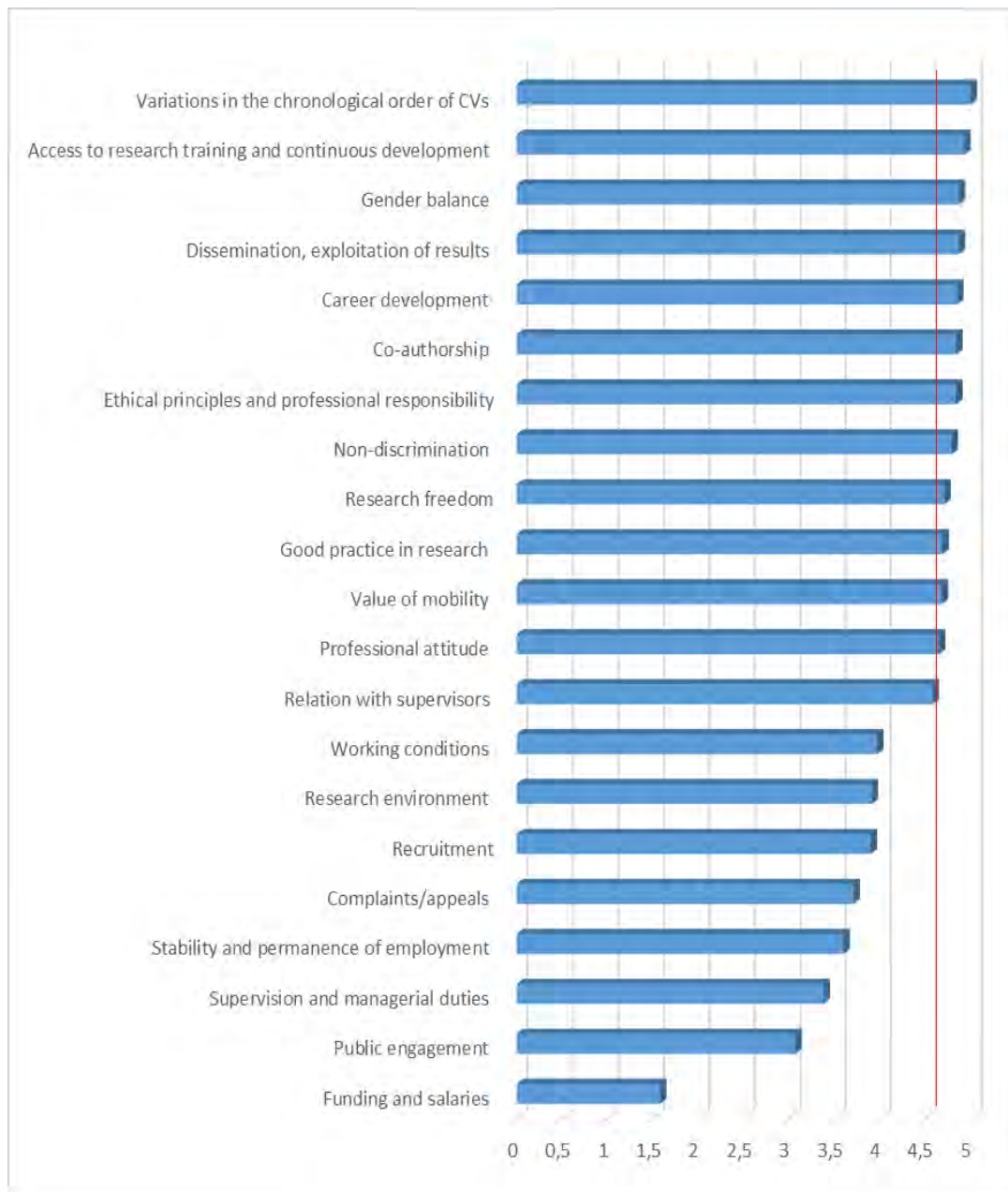
The percentage of survey participants according to posts held

The results of the study

The results of the survey, which are provided on page 12, were analysed in late 2015 by the team engaged in the implementation of the rules of the *Charter* and the *Code of Conduct*. All strong and weak points of the unit were discussed and a plan of reform for the years 2016-2020 was drawn up.

THE RESULTS OF THE SURVEY CONDUCTED IN THE ISS PAS

(0 – lowest mark, 5 – highest mark)



3. The strong points of the ISS PAS

The survey shows that the staff positively evaluate a number of aspects associated with the functioning of the institution. The following aspects were evaluated in this manner (the number of points in the survey exceeded the 4.5 threshold):

1. **Research freedom (4.71):** The high rating of this aspect may follow from the tradition of freedom of academic research adopted and practised in the ISS PAS. It must also be emphasised that elemental issues, such as the choice of statutory topics, i.e. research problems studied by the staff, are approved by the Academic Council, the Institute's collective body, and not by the Director only.

2. **Ethical principles and professional responsibility (4.84):** The high assessment of this aspect is motivated by the fact that the principles and standards of work in the Institute and duties and responsibilities of the staff are specified in detail in the ISS PAS Labour Regulations of 14 March 2012 (Chapter 2). Additional questions are always settled by the regulations issued by the Director in consultation with the Academic Council, and then sent out to all the staff as well as published in the special tab on the Institute website, accessible on login. A similar procedure is adopted in the case of all internal policies which regulate the rights and duties of the employees, including wide-ranging consultations with the staff, doctoral students and the Academic Council. All the documents are available on login at the Institute website.

3. **Co-authorship (4.84):** The high rating may indicate the internalisation of the tradition of collaborative work in the ISS PAS, as well as the fact that the rules of co-authorship of academic texts are always strictly observed. In addition, these matters are provided for in the regulations issued by the Director of the Institute concerning the documentation of all activities subject to copyright for tax purposes (No. 3/2008, with later changes 5/2014).

4. **Good practice in research (4.69):** The high assessment of this aspect results from the fact that the Institute of Slavic Studies adheres to the principles and procedures specified by the applicable laws and regulations, and strictly observes the rules of academic ethics. The Institute employs a programmer whose job is to ensure the security of computer systems; the staff rely on his assistance in all cases of technical breakdown. The researchers engaged in field work

with respondents are aware of, and comply with, the existing regulations recommended by the European Commission as regards protection of personal data, confidentiality and sensitive information. The Institute also implements the principles of the Polish Academy of Sciences Academic Staff Code of Conduct of 2012, which is available on the Institute website.

5. Professional attitude (4.65): The high assessment of this aspect results from the fact that the Institute offers professional assistance in the management of academic research. The staff are regularly informed about funding options as well as the need to obtain the necessary permissions before commencing research (e.g. obtaining copyrights in the cases of grants for translation into foreign languages, or obtaining consent from respondents in qualitative research). The staff are aware of the necessity to inform the Institute about potential delays in the realisation of research projects. The Institute of Slavic Studies adheres to the rule that all changes to research projects (concerning both academic and financial questions) are subject to prior approval. The Institute Research Management Services office employs six persons whose task is to ensure that the above-mentioned objectives are met. The team constantly develop their skills and expertise through participation in available training sessions on grant programmes and research management.

6. Dissemination, exploitation of results (4.87): The provisions regulating this aspect are included in the Policy on Copyrights and Related Rights, Industrial Property Rights, Rules of Commercialisation of Research Results and Research and Development Activities in the Institute of Slavic Studies. The high assessment also indicates that the staff have a positive attitude to the system of awarding points for activities aimed at disseminating results of the research in the annual appraisal form, as specified in the Academic Staff Performance Appraisal Policy (Article 4). Popularisation of science is thus an important component of staff performance appraisal. In addition, the Institute website contains basic information in English; a full English version, including biographical notes of the staff, will be made available in the course of next academic year.

8. Relation with supervisors (4.58): It needs to be emphasised that while the relations and principles of cooperation with academic supervisors were highly rated, a number of respondents (mainly doctoral students) expressed dissatisfaction with their chosen supervisor (see Action 2 of the Action Plan, p. 25-26). The incongruity in the survey results may stem from the

unproportional representation of young scholars; hence our Action Plan includes measures to gain a better insight into the issue.

Career development (4.85): The ISS PAS Labour Regulations (Chapter 2, Article 2 concerning the development of professional qualifications) include provisions for career development opportunities, which influenced the high rating of this aspect. In addition, staff members who show the highest level of academic activity are awarded annual bonuses; they are also nominated for Ministry awards and scholarships, and encouraged to apply for grants (with the assistance of Research Support Office). The Director's Regulations on Funding Conference Participation (No. 04/2015) enable the researchers to participate in national and international conferences (in 2015 the staff members of the ISS PAS delivered 66 papers at conferences abroad and 32 guest lectures at foreign institutions). Young researchers may apply for internal grants to cover research expenses connected with the preparation of grant applications, doctoral and post-doctoral dissertations, and research projects conducted as part of the statutory research programme of the ISS PAS (as specified by the Rules of Procedure governing the allocation of research grants for the ISS PAS young scholars and doctoral students).

13. Access to research training and continuous development (4.93): These tasks are performed by the Research Support Office established in the Institute in 2012. The office keeps staff members informed about training opportunities and provides expert advice on all matters pertaining to grant applications, individual research awards, and mobility of staff and doctoral students. Access to research training and continuous development is also provided for in the Director's Regulations on Funding Conference Participation (No 04/2015), which includes provisions for participation in summer schools and training courses. Information about available training programmes (concerning grant applications, research management skills, workshops on communicating science organised recently by the Foundation for Polish Science) is regularly sent out to staff members. The ISS PAS reimburses the costs of participation in such training (e.g. sessions on preparing applications for grants from the European Research Council and on copyrights). As of the academic year 2016/2017, the Institute is also going to provide training on developing successful grant applications to doctoral students.

14. Value of mobility (4.68): International collaboration has always been the hallmark of the Institute's activities, which is reflected in the high assessment of this aspect. The ISS PAS has signed cooperation agreements with academic institutions in 15 countries and 4 agreements

with other institutes abroad (in 2015, 31 staff members, i.e. almost 50% of research staff went abroad; 28 persons took part in grant projects and held scholarships abroad; 24 foreign researchers came to the ISS PAS). The agreements provide for collaboration within the framework of international grant projects, which require regular visits abroad. The ISS PAS also participates in the Erasmus+ programme and the Patterns Lectures grant programme, which makes it possible to invite foreign scholars to hold lectures and seminars in the Institute. Moreover, the ISS PAS employs a person responsible for international academic collaboration, supports researchers applying for research placements abroad (The National Science Centre ETIUDA scholarship programme), and offers post-doctoral research placements to scholars from other academic centres (the National Science Centre FUGA grants).

16. Non-discrimination (4.79): These questions are clearly set out in the provisions of the ISS PAS Mobbing Prevention Policy and in individual statements signed by the staff. Furthermore, the ISS PAS accepts foreign doctoral students (in 2015: five persons from Russia, Ukraine and Belarus) and is open to researchers from abroad (including countries from outside the EU) who plan to conduct research in Poland (the POLONEZ grant scheme: so far researchers from Iran and Lithuania have taken part in the grant competition; further applications are planned). The Institute also employs disabled persons, for whom it creates a suitable working environment.

17. Gender balance (4.87): Gender balance results from the long-standing policy of gender equality in the Institute of Slavic Studies. In 2016 the Institute employed two men and two women. What should be particularly noted is gender balance among the full professors (three men, four women), which is above the Polish average. The academic managerial posts are occupied by women, which is still uncommon in institutes of the Polish Academy of Sciences.

12. 20. Variations in the chronological order of CVs (5.0): The positive evaluation stems from the practice of enabling the staff to interrupt their academic career. Staff members frequently decide to take up posts in diplomacy or Polish Cultural Institutes abroad, which the ISS PAS regards as an evolution of a career and thus a valuable contribution to their development as scholars. The Institute also creates a friendly environment for parents returning to work after parental leave (by offering part-time working in the first months and tele-working).

The “Recognition of the profession” aspect, which was analysed in conjunction with “Working conditions”, was also highly rated (4,48) (however, the rating was slightly lower than the threshold of 4,5). In the realities of research work, these two aspects are closely related. The positive assessment also results from the fact that from the beginning of their career the staff and doctoral students of the ISS PAS are recognised as professionals and treated accordingly.

4. Challenges

Among the problems that were analysed, the employees and the PhD students of the Institute of Slavic Studies indicated the following as the least satisfactory ones (the results in the survey were below 4.0). Wherever possible, the survey results are accompanied by the analysis of the opinions expressed in the comments section; other aspects are addressed in the Action Plan.

- [19.] **Research environment (3.91)** → see Action Plan, p. 28-29

It is important to note at this point that for many staff members the Institute is not the first place of work, which makes it possible for them to evaluate the research environment through comparison. Sometimes such comparisons prove unfavourable as a result of the particular character of the Institute (e.g. lack of teaching) or its size (with the attendant size of research infrastructure). In other cases the respondents stressed the advantages of the model of conducting research promoted by the ISS PAS:

I value work at the Institute of Slavic Studies PAS because it gives me the opportunity to collaborate with distinguished specialists and a possibility of professional development. I did not have such prospects when I worked at a small university earlier on. I have never felt in any way restricted in my research and the choice of study areas. The Institute appreciates all new initiatives and research projects secured. The Research Support Office staff are very supportive in the preparation of grant applications (woman, over 60 years of age, associate professor).

- [21.] **Working conditions (3.97)** → see Action Plan, p. 30-31

As can be concluded from the comments in the survey, the answers concerning this question focused not only on how the workplace influences the possibilities of conducting research, but also on the prestige associated with possessing premises commensurate with the status (despite the fact that the prestige of the job itself was assessed as very high).

The Institute does not have premises which would be adequate to its academic potential and organisational needs (woman, between 46 and 60 years of age, associate professor).

It was also pointed out that many issues studied in the survey did not lie within the responsibility of the Institute but were dependent on the overall system regulating the organisation and funding of academic institutions in Poland.

The ISS PAS is a wonderful place of work, but it has to operate within a flawed system. Most of my complaints against the ISS PAS should be addressed to the Ministry (and the Chairman of the Polish Academy of Sciences) (woman, between 31 and 45 years of age, PhD).

In making a decision about moving to different premises, the ISS PAS is dependent on the subsidy provided by the Polish Ministry of Science and Higher Education. At present, most of the subsidy is spent on the salary fund. The remaining resources are insufficient to change the premises in accordance with staff expectations.

- [23.] **Funding and salaries (1.58)** → see Action Plan, p. 33-34

The majority of comments in this section concerned the salaries:

I have only been able to work in the Institute because my salary is a part of the family budget. If I were single, I would certainly find it difficult to support myself on the salary provided by the Institute (woman, over 60 years of age, associate professor);

Low salaries are the biggest disadvantage. If I didn't have additional income, I wouldn't be able to support the family, take care of my health and leisure activities, buy academic literature, go to more symposia (funding for conference expenses is allocated according

to strict procedures, but there are certain financial limits) (woman, over 60 years of age, associate professor);

Salaries in the ISS PAS are dramatically low, which casts a shadow over all the advantages (woman, between 31 and 45 years of age, PhD).

Analysing this aspect, it needs to be stressed that the opportunities for manoeuvre in this field are limited because the Institute supports itself from the subsidies of the Ministry of Science and Higher Education, therefore the salaries of the staff are dependent upon the general subsidies for science in Poland.

However, in accordance with the Institute policies and regulations, the staff of the ISS PAS receive occasional and annual bonuses in addition to the basic salary, subject to available funds. In their comments, the respondents expressed their opinions concerning the basic salary, without taking into account the additional funding provided for conference participation and academic visits at partner institutions abroad, and the grants secured by staff members.

It must be added that, unlike the institutions of higher education with which staff members compare their financial situation, the Polish Academy of Sciences has long been overlooked in pay rise regulations. In general, the funding of science and, particularly, the humanities in Poland is still largely inadequate.

- [7.] **Public engagement (3.07)** → see Action Plan, p. 22-24
- [9.] **Supervision and managerial duties (3.38)** → see Action Plan, p. 25-26
- [18.] **Complaints/appeals (3.71)** → see Action Plan, p. 27
- [22.] **Stability and permanence of employment (3.6)** → see Action Plan, p. 32
- [24.] **Recruitment (3.9)** → see Action Plan, p. 35-36

A decision was made to put emphasis on these questions in the plan of the reform of the unit.

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>
Existing regulations and practices	
<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</i>, <i>Tygodnik Powszechny</i>, <i>Gazeta Wyborcza</i>, <i>Gazeta Bretońska</i>, <i>Dwutygodnik</i>, <i>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
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.	Conference session organised by doctoral candidates with the participation of secondary school students.	Participation in both events (Science Picnic and Book Fair)	Collecting materials on social engagement on the basis of annual activity reports; starting a newsletter; the first edition of the newsletter.	Establishing relations with the chosen NGOs.	The second edition of the newsletter. Beginning the series of lectures of secondary school students.	The third edition of the newsletter.

ACTION 2	The Charter and Code principles: SUPERVISION AND MANAGERIAL DUTIES	
Existing regulations and practices		
<p>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.</p>		
Actions to be carried out	Who?	When?
<p>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:</p> <ul style="list-style-type: none">▪ 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.	<p>Director of the Doctoral Department</p>	<p>June 2017</p> <p>October 2017</p> <p>As required</p>

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	The Charter and Code principles: COMPLAINTS/APEALS	
<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			
<p>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.</p>			
Actions to be carried out		Who?	When?
<p>The Institute plans to:</p> <ul style="list-style-type: none">▪ continue the development of digital research infrastructure:<ul style="list-style-type: none">- 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
Preparing and filing an application for the development of digital infrastructure.	Announcement of competition results.	Development of iReteslaw repository: stage one.	Development of the iSybislaw database: stage one.	Development of iReteslaw repository: stage two.
	Filing an application for the development of text repository.	Announcement of competition results.	Beginning digitalisation (depending on the results of the competition).	Development of the iSybislaw database: stage two.

ACTION 5	The Charter and Code principles: WORKING CONDITIONS	
Existing regulations and practices		
<p>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.</p> <p>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.</p>		
Actions to be carried out	Who?	When?
<p>The actions planned will primarily aim to:</p> <ul style="list-style-type: none">▪ find out which areas the staff find unsatisfactory;▪ draw up an action plan in accordance with the survey results.	<p>Director</p> <p>Director</p>	<p>September 2017</p> <p>Grudzień 2017</p>

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	The Charter and Code principles: STABILITY AND PERMANENCE OF EMPLOYMENT	
Existing regulations and practices		
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.		
Actions to be carried out	Who?	When?
It is planned to: <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. 	Research Support Office Research Support Office	Four times per year (March, June, September, December) Once a month from October 2016 to February 2017 (continued each year)
---	--	---

TIMELINE – ACTION 7

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

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.

DYREKTOR
Instytutu Sławistyki PAN
prof. dr hab. Anna Zielińska

prepared by Anna Boguska, Karolina Ćwiek-Rogalska, Ewa Wróblewska-Trochimiuk
translated by Piotr Styk