HR EXCELLENCE IN RESEARCH

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

The new **Action Plan for 2026–2028** was prepared based on recommendations gathered from ISS PAS management and employees across all levels of the Institute, collected through both annual surveys and face-to-face consultations. Like the previous edition, the Action Plan is structured into short-, medium-, and long-term actions. While several past actions have been completed, they remain vital to the Institute's ongoing development and will continue to be monitored. At the same time, new initiatives have been introduced to address evolving circumstances in academia, ranging from advancements in artificial intelligence to the current geopolitical climate.

Because the short-term actions from the previous Action Plan have been fully implemented and now require ongoing execution and monitoring, they have been transitioned into long-term actions with newly defined objectives. Furthermore, in response to the geopolitical situation and the ongoing conflict in Ukraine, a new short-term objective was established: **enhancement of first aid and workplace safety**, which includes first aid and security training alongside awareness campaigns on safety within Institute.

While all previous medium-term objectives have been successfully implemented, new targets have emerged to ensure continuous improvement. These ongoing priorities focus on: enhancing gender equality and work-life balance, empowering early-stage researchers and PhD students and last but not least countering mobbing. Additionally, a new medium-term action was introduced: **AI integration and improvement measures**. This initiative includes mandatory training for all research and administrative staff, institutional access to AI tools across organizational infrastructure, and an educational campaign on AI in the Institute.

Despite significant achievements regarding previous long-term objectives – specifically in modernizing the Institute's infrastructure, supporting ISS PAS researchers in securing European funds, and recruiting international scholars – these core actions with slightly changed objectives will continue into the next evaluation period and beyond. Finally, earlier short-term tasks related to developing the ISS PAS website and monitoring working conditions through internal employee surveys have now been integrated into long-term strategic actions.

Action Plan 2026–2028

Short term actions

Action 1	**Enhancement of First Aid and Workplace Safety**
Sub-actions:	➔ organizing first aid & security trainings
	➔ campaign on security issues in the Institute
Indicators:	% of employees participating in trainings and campaign (assessed target: 90%)
When:	January 2026 → December 2027
Responsible staff:	Director and Deputy Director for General Affairs

Medium term actions

Action 2	**Enhancement of gender equality at ISS PAS**
Sub-actions:	➔ Information campaign among ISS PAS employees, trainings on gender equality
	➔ Monitoring of gender equality at ISS PAS, including: ● employment contracts, ● gender balance, ● the gender pay gap, ● inclusivity in management positions
Indicators:	% of employees participating in trainings and campaign (assessed target: 90%) % of verified ISS PAS documents (90% of ISS PAS documents) Recommendations concerning gender equality at the ISS PAS.
When:	January 2026 → December 2028
Responsible staff:	GEP working group, HR working group

Action 3	Empowering early stage researchers and PhD students
Sub-actions:	➔ Improving the communication and integration between PhD Students and ISS PAS
	➔ Monitoring of support and integration activities
Indicators:	Identifying % of early-stage researchers and PhD students participating in the survey (assessed target 80%) and evaluating their assessment of the working conditions in the annual report
When:	December 2026 → December 2028
Responsible staff:	Deputy Director for Scientific Affairs, ISS PAS Coordinator at the Doctoral School Anthropos, Heads of ISS PAS departments

Action 4	Countering mobbing
Sub-actions:	➔ Organizing further anti-mobbing training for employees (researchers and administrative staff)
	➔ monitoring of more effective anti-mobbing measures
Indicators:	% of employees participating in trainings and campaign (assessed target: 95%) Report of anti-mobbing activities based on actions taken within ISS PAS employees and supplemented with survey's results.
When:	January 2026 → December 2028
Responsible staff:	Deputy Director for General Affairs

Action 5	Work-life balance improvement measures
Sub-actions:	➔ continuation of monitoring on work-life balance situation at ISS PAS (such as planned holidays, the use of maternity and paternity leaves)
	➔ organization of employee meetings on work-life balance and the organization of work
Indicators:	Written recommendations for employees
When:	January 2026 → December 2028
Responsible staff:	Director of ISS PAS, HR working group, GEP working group

Action 6	AI improvement measures
Sub-actions:	➔ AI training mandatory for all employees (researches and administration) accompanied by the granting access of AI tools across the organizational infrastructure
	➔ campaign on AI in ISS PAS
Indicators:	% of employees participating in trainings and campaign (assessed target: 80%)
When:	January 2026 → December 2028
Responsible staff:	Director of ISS PAS, Research Support Office

Long term activities

Action 7	Improvement of the ISS PAS website
Sub-actions:	➔ Preparing a new website for ISS PAS that will be in accordance with EU and Polish law
	➔ Transfer, ongoing maintenance, and updating of the HR and OTR-M website section in Polish and English
Indicators:	Dedicated website section with all HR documents in Polish and English within a new ISS PAS website
When:	January 2026 → December 2028 (and further)
Responsible staff:	Deputy Director for General Affairs; Website administrator

Action 8	Internal survey
Sub-actions:	➔ Conducting annual survey among employees of ISS PAS
	➔ Compilation of the results in a form of a report annually
Indicators:	Number of completed survey (target 80% of ISS PAS employees) Subsequent action plans will integrate annual survey results.
When:	January 2026 → December 2028 (and further)
Responsible staff:	HR working group

Action 9	Development of ISS PAS infrastructure
Sub-actions:	➔ Raising funds for the development of digital infrastructure
	➔ Raising funds to adapt workplaces to staff needs concerning occupational health and digital tools
Indicators:	Number of applications submitted and goods purchased (target 2 applications) Number of adapted workplaces (target 3 rooms)
When:	September 2026 → December 2028 (and further)
Responsible staff:	Director of ISS PAS, Research Support Office, Administration manager

Action 10	Supporting employees in obtaining European funds for research and development
Sub-actions:	➔ Information campaign, supporting researchers' participation in trainings and networking with institutions that support researchers in Poland in applying for the European funds
	➔ Priority for researchers submitting European grant applications to take advantage of the Institute's internal resources and capabilities (including programs of the Office of International Cooperation of the Polish Academy of Sciences and Erasmus + programs)
Indicators:	% of employees participating in training (assessed target 20%) 5 applications for different European programs by 2028
When:	January 2026 → December 2028 (and further)
Responsible staff:	Deputy Director for Scientific Affairs, Research Support Office

Action 11	Increasing the number of international staff
Sub-actions:	➔ To continue the efforts to obtain national, international, EU grant and promotion of MSCA program at ISS PAS
	➔ Supporting foreign candidates to work at ISS PAN via grants (among other through NAWA grants)
Indicators:	Number of foreign researches employed in grants (target 4 new foreign employees)
When:	January 2026 → December 2028 (and further)

Responsible staff:	Deputy Director for Scientific Affairs, Research Support Office