



HR EXCELLENCE IN RESEARCH

OVERALL DEVELOPMENT STRATEGY
OF THE INSTITUTE OF LITERARY RESEARCH,
POLISH ACADEMY OF SCIENCES,
UNTIL 2026

WARSAW, JANUARY 2024

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1. INTRODUCTION

The Institute of Literary Research of the Polish Academy of Sciences (hereinafter referred to as the Institute or IBL PAN) is one of the autonomous institutes of the Polish Academy of Sciences (PAS) and the largest and most highly recognized literary and cultural studies center in Poland. Founded in 1948, the Institute initially focused on Polish literature and culture in a comparative context as well as on literary theory. In the following decades, the scope of research disciplines has expanded to encompass modern cultural studies. IBL PAN is also a leading national center for documentation, bibliography, and scholarly editions of Polish literature, as well as an early adopter of digital methods in the humanities.

The Institute governance includes Principal Director (2022–2026: Grzegorz Marzec, Associate Professor, Ph.D.) and one Deputy Director for General Affairs (2022–2026: Dorota Krawczyńska, Assistant Professor, Ph.D.), later referred to as the executive board or management, as well as the Scientific Council acting as a supervisory authority that inspires, evaluates, and exercises day-to-day supervision of the Institute’s activities, ensuring the highest level of its scientific activities and development. Currently (2023–2026), the Scientific Council is chaired by Tomasz Chachulski, Full Professor, Ph.D.

The Institute currently employs approximately 115 researchers and is a doctoral-level teaching center. A substantial part of its budget (PLN 4,868,302 in 2023, which equals 36% of the total budget for the previous year) comes from external grants obtained in competitive procedures mainly from the National Research Centre (NCN), the National Programme for the Development of the Humanities (NPRH), the National Centre For Research and Development (NCBR), as well as from the Framework Programmes funded by the European Union/European Commission and other external sources, both at national and European level. In 2023, 40 research projects financed from external sources were implemented at IBL PAN. The visible increase in funding from the European Union in recent years, mainly as a result of the rapid development of digital humanities research conducted at the Institute, is one of IBL’s greatest successes, which should be intensified in the long term.

Table 1. IBL PAN projects funded from European Commission sources and sources other than NCN, NPRH, and NCBR in 2023:

Project title	Implementation period (year) from-to	Allocated funds*	Funding institution	Foreign partners (country, unit name), if applicable
TRIPLE – Transforming Research through Innovative Practices for Linked Interdisciplinary Exploration	01.10.2019–31.03.2023	EUR 186,125.00	European Commission	Multilateral project
DARIAH-PL – Digital Research Infrastructure for the Arts and Humanities	01.01.2021–31.12.2023	PLN 5,615,878.92	European Commission	Multilateral project
Diamas – Developing Institutional OA Publishing Models to Advance Scholarly Communication	01.09.2022–31.08.2025	EUR 21,250.00	European Commission	Multilateral project
Operas-Plus – On the road to sustainability: paving the way for OPERAS as an efficient open Social Sciences and Humanities scholarly communication Research Infrastructure	01.09.2022–31.08.2025	EUR 105,125.00	European Commission	Multilateral project
CRAFT-OA – Creating a Robust Accessible Federated Technology for Open Access	01.01.2023–31.12.2025	EUR 78,875.00	European Commission	Multilateral project

PALOMERA – Policy Alignment of Open Access Monographs in the European Research Area	01.01.2023–31.12.2024	EUR 162,500.00	European Commission	Multilateral project
Course – School of Historical Film Documentaries	13.06.2022–30.09.2023	PLN 656,680.00	Polish Film Institute	National partner: Warsaw University
We Change the World. The feminist movement in Poland (1980–2004)	01.01.2024–31.12.2026	EUR 600,000.00	Foundation Chanel	Foundation Chanel

*Total resources allocated for the period of project implementation by the project funding institution

1.1. PUBLISHING ACTIVITIES OF IBL PAN

IBL PAN is one of the leading national publishing centers.

The IBL PAN Publishing House is recognized as one of the most important publishing houses in the fields of literary studies, cultural studies, philosophy, and related disciplines. It should be added that as part of the Science for Society (Nauka dla Społeczeństwa) program, a collaboration between the IBL PAN Publishing House and OpenEdition Books was established in 2023, resulting in the approval for publication on the platform of the following publishing series “New Humanities,” “Lupa Obscura,” and “New Romantic Library.” A total of 58 monographs have been prepared, with 53 already published on the IBL PAN website. Work continues on making more monographs available.

The Institute is a publisher of respected **peer-reviewed journals**: quarterly *Pamiętnik Literacki (Literary Memoir)*, the oldest academic journal on literary studies in Poland; bi-monthly *Teksty Drugie (Second Texts)*, with an open-access English edition of selected monographic issues, and *Napis (Inscription)*, an annual journal dedicated to the history of Polish literature. These publications cover literary history, theory, and criticism, as well as associated academic fields, creating a platform for interdisciplinary debates in contemporary humanities. All IBL PAN journals are available from Scopus and many other databases, including OpenEdition.

It should be emphasized that in recent years, the IBL has been involved in fostering open science and practices related to the so-called green access to publications, becoming a national leader in that area. Thanks to the European grants it has secured, the Institute has also become an internationally recognized member of European research infrastructures in humanities and social sciences, including DARIAH, OPERAS, and CLARIN.

1.2. THE BIULETYN POLONISTYCZNY PORTAL

In cooperation with the Poznan Supercomputing and Networking Centre (PSNC), the IBL PAN provides nearly forty cooperating Polish and foreign institutions with a specialized scientific information infrastructure in the form of the *Biuletyn Polonistyczny* portal (<https://biuletynpolonistyczny.pl>). The portal acts as a complete and up-to-date knowledge database on Polish language and literature studies in Poland and abroad, and it serves as an archive of information relating to academic events, ongoing research projects, completed research papers, and prepared and defended doctoral and postdoctoral theses, among others. It is co-authored by a network of editor-coordinators from dozens of centers dealing with Polish language and literature and five collaborating institutions.

The *Biuletyn Polonistyczny* portal offers a unique “Geopolonistics” module, which integrates a database with an interactive, multilingual map, presenting the achievements of institutions dedicated to Polish studies from across the world. During the creation of the module, at the request of the International Association of Polish Studies (MSSP), 77 representatives from 26 foreign Polish studies institutions (Belarus, Brazil, Bulgaria, the Czech Republic, Spain, Lithuania, Germany, Slovakia, Ukraine, Italy) submitted completed questionnaires corresponding to the structure of the database. The status of the work was presented to a wider audience at international conferences in Warsaw (2018), Grodno (2019), Macerata (2019), and at the inauguration of the Seventh World Congress of Polish Studies (Wrocław 2021), among others. Following the launch of “Geopolonistics,” at the turn of September and October 2019, *Biuletyn Polonistyczny* had its highest number of users for several months, with more than 900 visitors per day. Since then, the level of interest shown in *Biuletyn Polonistyczny* and “Geopolonistics” has not diminished. There has also been an increase in interest among English- and Russian-speaking visitors and geographically from users from the USA, the UK, and Ukraine. *Biuletyn Polonistyczny* expands the impact of our magazines, which are mainly addressed to academic communities, by attracting a wider audience, including visitors from Polish and foreign circles. The most important function of *Biuletyn Polonistyczny* might be its integrating function for the communities dedicated to Poland and Polish studies that are scattered around the world.

1.3. IBL PAN LIBRARY

A particularly crucial part of the Institute is the IBL PAN Library, which, like the Institute, was established in 1948 and is considered the largest humanities library in Poland. Currently, the Library collection comprises 251,017 volumes of printed publications, 56,918 volumes of periodicals, and 94,525 special collection inventory units. The most valuable part of the Library’s collection is manuscripts: 7053 inventory items (including by authors such as Orzeszkowa, Konopnicka, Norwid, Gombrowicz); old prints: 5342 volumes (including from the period of the Four-Year Sejm and the Kościuszko Uprising); iconography: 44,673 inventory items (including a unique collection of images of Mickiewicz and works by Napoleon Orda and Stanisław Ignacy Witkiewicz); a collection of nineteenth-century literature, Judaica,

a collection of post-war foreign literature, an almost complete collection of secondary publications numbering some 4200 items, and Polonica items sourced from abroad.

1.4. EDUCATIONAL ACTIVITIES OF IBL PAN

Although IBL PAN is, like other institutes of the Polish Academy of Sciences, primarily focused on conducting advanced research activities and, unlike universities, does not educate students at the undergraduate and graduate levels, the activities of IBL PAN are widely recognized both in Poland and abroad. The Institute's activities are implemented at a variety of levels:

1.4.1. OLYMPIAD OF POLISH LITERATURE AND LANGUAGE FOR PRIMARY AND SECONDARY SCHOOLS

The Institute is the organizer of the Olympiad of Polish Literature and Language (OLiJP) – both for secondary schools (from 1970) and primary schools (from 2019). The OLiJP's Main Committee (chairman: Professor Tomasz Chachulski) is responsible for the entirety of organizational and content-related work of the Olympiad, coordinating the day-to-day operation of 19 District Committees located in Poland in relation to the Olympiad aimed at secondary schools and 16 District Committees in regard to the Olympiad dedicated to primary schools, with the same total territorial coverage. It should be emphasized that OLiJP is organized in close cooperation with academic and school centers from across Poland and abroad. The OLiJP's Main Committee cooperates closely with the organizers of the Olympiads and competitions in Lithuania, Latvia, Belarus, Ukraine, and Romania and the international competition organized by the Centre for the Development of Polish Education Abroad (ORPEG). The Olympiad of Polish Literature and Language aims to disseminate research and knowledge in literary and linguistic studies. Since 1991, a separate theatre studies specialization has been available, which means that OLiJP's permanent activities also include the promotion of knowledge about theatre, which currently mainly belongs to the field of cultural and religious studies. During the final competition, the participants of the Olympiad can choose one of the topics in cultural studies listed in the Topic Guide. The number of participants and the territorial coverage of the Olympiad, as well as its cyclical nature, clearly indicate the enormous role the Olympiad plays in the dissemination of IBL interdisciplinary research in school education.

Both Olympiads are funded through special programs by the Ministry of National Education. We draw attention to this fact because the Institute's core research activities are funded by the Ministry of Science and Higher Education.

1.4.2. POSTGRADUATE STUDIES AND COURSES

Postgraduate studies and courses at IBL PAN include a wide range of interdisciplinary projects, such as glottodidactics, gender studies, cultural management, Polish-Jewish studies, and courses in creative writing, correct Polish, practical rhetoric, script and drama writing, and a course in modern technologies in literature and language education.

The lecturers are recruited from within the Institute and – primarily – from other academic units, non-governmental organizations, and institutions dedicated to arts and culture and the world of media. Apart from their educational function, the available study programs and courses play an important promotional and commercial role, attracting to the Institute scores of people of very different ages, interests, and needs.

In 2022, the new management of IBL PAN introduced far-reaching changes to the structure of the study programs and appointed Ms. Katarzyna Duda (research assistant at the IBL) as the management's representative for postgraduate study programs and courses. New faculties and courses have since been opened, making the IBL's educational offer even more attractive and up-to-date. Further expansion of the Institute's educational portfolio is planned, in addition to running promotional activities using the latest media, including social media.

1.4.3. THE ANTHROPOS DOCTORAL SCHOOL

The scientific institutes of the Polish Academy of Sciences have the authority to confer doctoral degrees, while the Institute has consistently made doctoral education one of its priorities.

As a result of the statutory changes introduced in Poland in 2018, in particular, the Law on Higher Education and Science, interdisciplinary doctoral schools, consisting of a minimum of two subjects representing different scientific disciplines, have become the main form of doctoral education. In consequence, in March 2019, IBL became one of the founders of the Anthropos Doctoral School. The Anthropos is an interdisciplinary doctoral program offered jointly by nine institutes of the Polish Academy of Sciences: the Institute of Archaeology and Ethnology (IAiE PAN), the Institute of Literary Research (IBL PAN), the Stanisław Leszczycki Institute of Geography and Spatial Organization (IGiPZ PAN), the Tadeusz Manteuffel Institute of History (IH PAN), the Ludwik and Aleksander Birkenmajer Institute of the History of Science (IHN PAN), the Institute of Polish Language (IJP PAN), the Institute of Mediterranean and Oriental Cultures (IKŚiO PAN), the Institute of Slavic Studies (IS PAN) and the Institute of Art (IS PAN). The School's leadership unit is the Tadeusz Manteuffel Institute of History (IH PAN).

1.4.4. THE INTERDISCIPLINARY DOCTORAL PROGRAMME “DIGITAL HUMANITIES”

The Interdisciplinary Doctoral Programme “Digital Humanities,” funded by a grant from the National Centre For Research and Development (NCBR) and European funds and implemented by IBL in cooperation with the Polish-Japanese Academy of Information Technology, was completed in 2023. Seven doctors were promoted, including in disciplines other than literary studies, and more doctoral students will be finalizing their doctorates in 2024 (after the end of the project). These efforts have created a human potential in digital humanities, i.e. people who have trained and conducted research in this particular field of study. The Institute has already started to benefit from this potential, as some of the graduates have found employment at IBL – either through grants or statutory funding.

1.4.5. “IBL FOR SCHOOLS”

The Institute is also involved in numerous educational and science popularization events, such as the “Science Festival” and “Night of the Museums,” which are incredibly popular across the country. It also implements its own activities. One of the more momentous examples was the “IBL for Schools” campaign initiated in 2020 by Grzegorz Marzec, who served as the Deputy Director for Scientific Affairs at the time. This campaign was a response to the ongoing COVID-19 pandemic. At a time when digital copies increasingly made it possible to access hard-to-reach publications, and the pandemic immobilized students and teachers at home, on the website of IBL and of the Olympiad of Polish Literature and Language, as well as on IBL’s Facebook page and YouTube portal, we decided to provide links to the most important publications dedicated to literature, pdfs of books, and articles, and provide access to the *New Panorama of Polish Literature* portal, access to lectures recorded in connection with the Year of Bolesław Prus (2012), the Sienkiewicz Competition (2016) and to the specially recorded for the occasion “Master Lectures,” dedicated to the most important phenomena in old and contemporary literature, Polish writers, and interpretations of individual works. “Master Lectures” are given by IBL PAN staff and OLiJP jurors working in various academic centers in Poland. At the same time, this initiative heralds the gradual construction of a “remote” platform for the dissemination of literary research.

2. MAJOR CHALLENGES

In recent years, IBL PAN has adapted itself to the new academic reality by undergoing a fundamental transformation, which – if judged solely by the positive assessment of the Ministry of Science and Higher Education – should be recognized as successful. However, the Institute is still facing various challenges, most important of which are:

2.1. FINANCIAL CHALLENGES

The funding of Polish humanities and social science centers has been insufficient for many years if not decades. The situation worsened in 2019 when the Ministry of Science and Higher Education introduced an unfavorable algorithm for allocating subsidies, which has been applied invariably until the present day. Even when the Institute's subsidy increased slightly (see Table 2), this was usually a result of the Ministry of Science and Higher Education providing dedicated funds to cover wage increases for researchers, which in Poland are set by a ministerial decree at a minimum level that must be provided by employing entities. Therefore, these increases failed to improve the Institute's financial situation, and it should be added that for this reason, the Institute has difficulty in granting wage increases to staff in excess of these minimal levels. It is also important to bear in mind that the general macroeconomic situation after the pandemic, which has led to inflation, has increased energy prices and the prices of conducting ordinary activities, which has only exacerbated the situation.

Year	Amount of subsidy (PLN)
2018	11,730,450.00
2019	12,249 300.00
2020	12,249,300.00
2021	12,433,000.00
2022	12,681 700.00
2023	13,549,200.00

Table 2. Amount of core subsidy of IBL PAN granted by the Ministry of Science and Higher Education in 2018–2023

In this situation, the numerous research grants acquired by the Institute and activities linked to postgraduate study programs and courses play a special role in sustaining a relative budget balance. **In view of the above, it should be emphasized that the management has nevertheless managed to avoid making negative staff-related decisions and maintained the continuity of research work, which the Institute considers to be a considerable success, as is the fact that, thanks to the actions of the management, among others, the Institute is entering the coming years, including 2024, without a deficit.**

The changes in the algorithm and cost-intensity ratios announced by the Ministry of Science and Higher Education may improve this situation, but this is still a vague prospect. It is also unclear in what direction (and if at all) the announced reform of the Polish Academy of Sciences will be taken and how it will affect the funding of PAS institutes.

2.2. EMPLOYEE ASSISTANCE PROGRAMMES

Despite the financial difficulties described above, IBL PAN regularly implements and finances support programmes for employees, for instance:

- social benefits fund, which finances holiday trips, benefits for retirees and people in difficult health situations, as well as the purchase of Christmas gifts; in 2023, before Easter and in addition to regular remuneration, all employees received additional subsidisation from the fund;
- currently, in consultation with IBL PAN trade unions, an integration trip for employees is planned;
- joint Christmas meetings are organized to which all employees, as well as retired employees, are invited; the last such meeting took place in early January 2024;
- there is a permanent loan fund thanks to which employees in financial difficulties can obtain zero-interest loans;
- in 2023, due to the liquidation by the PAS authorities of the clinic (health care) in the Staszic Palace, which had served employees for years, the IBL PAN management decided to sign a contract with an external company that provides comprehensive medical care to the employees of our Institute; this programme is partially subsidised by the Institute;
- there is a social room available for employees in the Staszic Palace where they can prepare meals, coffee or tea.

After the outbreak of the war in Ukraine in 2022, the Institute has also been involved in helping Ukrainian researchers both in Poland and Ukraine. For example, we supported fundraising activities (e.g., for the academic community in Lutsk), employed Ukrainian researchers in grants, and the IBL PAN Scientific Council recognized the diplomas of Ukrainian researchers in Poland who were exempted by the management from the costs of the procedure.

2.3. OUTCOME OF THE EVALUATION OF THE QUALITY OF RESEARCH ACTIVITY

In previous evaluations of the quality of the research activity conducted by the Ministry of Science and Higher Education since 2013, the Institute was awarded the highest category of A+. This changed in 2022 when the Institute was awarded category A for 2017–21, still signifying the highest research quality but unsatisfactory from the Institute's perspective. The new evaluation rules have been widely criticized by the entire Polish scientific community, with the Institute also taking the view that the downgrade from category A+ to A has resulted from the introduction of rules that are absolutely unsuitable for the evaluation of centers dedicated to humanities and social sciences, in particular, those focused on Polish studies.

A lively discussion on this topic is ongoing in Poland, and the Ministry of Science and Higher Education has announced that changes to the evaluation will be introduced in 2024.

Regaining the A+ research category, which also has a bearing on the algorithm for allocating subsidies, is one of the priorities of IBL PAN. In our view, the Institute demonstrated an excellent level of research quality during the period under evaluation, which is confirmed, among others, by the report of the Council of Provosts of Division I of the Polish Academy of Sciences. In the conclusion of the evaluation, performed by the statutory bodies of PAS completely independent of the Institute, we read (p. 19):

“Summarizing the reporting period under review, it should be stated that IBL PAN remains a research center deserving the highest ratings according to all the relevant criteria as indicated by the Council of Provosts of Division I of the Academy. During this period, the Institute has confirmed its stature and authority in the Polish scientific community as well as internationally. These results – which can undoubtedly be described as outstanding – were achieved in a rather unfavorable environment. The difficulties were related to changes in the determination of the budgetary subsidy that were unfavorable to the Institute, the confusion surrounding the educational reform in Poland, and certain tensions within the Academy itself”.

2.4. PERSONNEL CAPACITY
2.4.1. RESEARCHERS

The current personnel capacity of IBL PAN could be evaluated as good, and there is no imbalance in the proportion of personnel at the R1, R2, R3, and R4 career stages. However, this does not mean that the Institute has no causes for concern. There is a particular worry that these proportions could be compromised for the financial reasons mentioned above. It should be noted that in recent years, the main source of employment for young academics has mainly been grants, which is an interim solution as only some will be able to count on permanent employment under statutory funding. After a good 2019, the breakthrough year in this respect was 2022–23, when the new executive board announced a total of seven competitions for research positions (see Table 3), all for postdocs.

Year	Number of competitions
2019	7
2020	2
2021	1
2022	2
2023	5

Table 3. Number of competitions for research positions at IBL PAN in 2019–2023

In 2024, we expect a large number of associate professors to apply to the Council for Scientific Excellence for the title of Full Professor. The management has already announced meetings with the Institute's staff. This is an important issue as within five years all current Full Professors, except for one person, will reach retirement age. Similarly, we hope that many of the current doctors will obtain postdoctoral degrees and become employed as Associate Professors.

It should be highlighted that the Institute has probably never had as many doctoral students as in 2018–2023. This was due to the accrual of the so-called old mode of study (which ended with the 2018 Law on Higher Education and Science), the extramural studies conducted by IBL in a continuous mode, the Anthropos Doctoral School and the interdisciplinary “Digital Humanities” program of IBL PAN and PJATK. As was already mentioned, the issue of hiring the best graduates is a matter of the management's constant reflection, but most importantly, this hiring scheme continues to be implemented. In 2023, we hired two graduates of the “Digital Humanities” program (from the R1 group) and one graduate of the “old mode” studies (R2), with another person starting work at the Institute in March 2024 (R2).

2.4.2. ADMINISTRATIVE STAFF, INCLUDING STAFF OF THE IBL PAN LIBRARY AND IBL PAN PUBLISHING HOUSE

In 2022, one of the priorities of the new management of IBL PAN was reducing the burden on administrative staff, mainly connected with handling grants, above all European grants, but also those linked to new legal requirements (such as the much stricter public procurement law), directives, programs, or functionalities that need to be implemented in research institutions and which require a lot of work.

We can say with satisfaction that positive changes in this area have already taken place and, in the management's view, are being met with very good responses from staff in individual departments. First and foremost:

- staffing levels were increased in the HR Department, the Finance and Accounting Department, and the Research Support Office (RSO);
- each of these departments has new managers who have reorganized the working arrangements in consultation with the management;
- a more flexible post-pandemic working regime has been introduced, using rotational and remote working;
- the salaries of the department staff have been increased, as far as the Institute's financial possibilities have allowed, and the staff also receives functional allowances linked to the handling of grant projects.

With regard to the Research Support Office, we are also planning a reorganization of the Department, involving the separation of two separate divisions: one (broader) responsible for handling grants, the other for research staff reporting. Both divisions would be under the supervision of the RSO Manager. At the same time, it would take more of the burden off the researchers in terms of the grant administration process. This plan has not yet been implemented, as it would require the hiring of at least two more people, which is not possible in the current financial situation. However, a transformation is already taking place, with a profile being set up in the RSO that is specifically responsible for international cooperation and research exchanges (e.g. cooperation with the International Cooperation Department of the Polish Academy of Sciences, the Erasmus Programme), as well as being responsible for coordinating work related to the maintenance of the HR Logo standards.

2.4.3. GENDER BALANCE

Researchers in total	F	78
	M	44
Administrative staff	F	19
	M	4
IBL PAN Library	F	10
	M	4
IBL PAN Publishing House	F	6
	M	4
Employees in total	F	113
	M	56
Σ		169

Table 4. The division into occupational groups at IBL PAN with respect to the numerical proportion of men and women

Nearly 67% of the staff at the Institute are women. This is a typical situation for the Institute, also from a historical perspective, due to the significant participation of women in conducting research in humanities and, in particular, in Polish studies.

Women also hold important leadership roles at the Institute. Of the 26 departments, centers, and research groups (as of the beginning of 2024), 14 are headed by men and 12 by women. The head of postgraduate study programs and the Anthropos Doctoral School coordinator are also women. Administrative divisions, including the IBL Publishing House, are mostly headed by women.

Similarly, women hold key positions on the Disciplinary Committee and the Anti-Discrimination, Anti-Mobbing, and Anti-Harassment Committee. Women also perform the function of the Disciplinary Ombudsman and the Anti-Discrimination, Anti-Mobbing, and Anti-Harassment Representative. Also, the entire board of the committee of the Solidarity trade union (NSZZ Solidarność) at the Institute is in the hands of women.

At the same time, women repeatedly held top leadership positions, i.e. Director of the Institute and Chair of the Scientific Council. The current situation – where both the Director of the Institute and the Chair of the Scientific Council are men – should, from a historical perspective, be deemed quite exceptional, while it should also be added that the Deputy Director of the Institute is a woman and there are two women in the four-member presidium of the Scientific Council.

It is particularly noteworthy that the IBL not only implements equality mechanisms but also makes them the subject of its research. These are primarily related to the activities of the thriving “Women’s Archive” team, both through the research performed in this team, including numerous grants, and through publishing (its own book series “Lupa Obscura”) and education, including postgraduate studies, and cultural activities. The project founded by the Foundation Chanel, launched in January 2024 to investigate feminist movements in Poland between 1980 and 2004, should provide new impetus in this regard.

2.4.4. CODES OF GOOD PRACTICE AT IBL PAN

08	Przedmowa	46	Legends europejskie po polsku Uniwersytet w Białymstoku
10	O programie Promocja języka polskiego	50	Z Turcji do Gdańska - wirtualny spacer po mieście Uniwersytet Gdański
19	Przykłady dobrych praktyk	56	Listy Herberta i Dedeciusa - mistrzów języka polskiego Uniwersytet Kardynała Stefana Wyszyńskiego
20	Język polski w Saksonii Instytut Badań Literackich Polskiej Akademii Nauk	60	Polonistyka otwarta na świat Uniwersytet Pedagogiczny im. Komisji Edukacji Narodowej w Krakowie
24	Łączymy kultury Instytut Badań Literackich Polskiej Akademii Nauk	64	Nauka języka przez historię Uniwersytet Śląski w Katowicach
30	Dziedzictwo Jagiellonów w Finlandii Instytut Badań Literackich Polskiej Akademii Nauk	68	Poloniści świata
36	Jak uczyć Chińczyków polskiego?		

Table 5. Table of contents of the brochure published by the National Agency for Academic Exchange (NAWA) in 2023. In the "Examples of Good Practices" chapter, three projects carried out by IBL PAN are listed first. Source: https://nawa.gov.pl/images/Promocja-JP/PJP-2023/NAWA_PJP_poj_3008.pdf

We are keenly aware that the Institute can function properly and respond to new opportunities and challenges

of the new research organization and funding environment only if its strategy reflects professional research ethics and integrity. To meet those demands, IBL PAN implements specific rules and principles founded on the best academic traditions and guidelines offered by opinion-forming bodies. Documents that serve as a reference point for activities in the area of research ethics and integrity of the Institute include the European Charter for Researchers, the Code of Conduct for the Recruitment of Researchers, and the Code of Ethics

for Researchers prepared by the Committee on Ethics in Research of the Polish Academy of Sciences.

In the document entitled “Human Resources Excellence in Research. Internal Gap Analysis and Action Plan for 2016–2018,” we indicate what actions have been taken at the Institute to align our practices with the above recommendations and what internal regulations have been or would be introduced as a result. In this document, we briefly point out that since 2019, IBL PAN has:

- appointed a team for the implementation at IBL PAN of the principles set out in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (2019); Regulation of the Management no. 13/2019 of 31 December 2019;
- established the Gender Equality Plan Implementation Team at IBL PAN (2021); Regulation of Management no. 11/2021 of 27 October 2021;
- introduced the Gender Equality Plan for the Institute of Literary Research of the Polish Academy of Sciences (2022); Regulation of the Management no. 1/2022 of 25 January 2022;
- appointed the Anti-Discrimination, Anti-Mobbing, and Anti-Harassment Representative at IBL PAN (2022); Regulation of the Management no. 14/2022 of 28 October 2022;
- established the Anti-Discrimination, Anti-Mobbing, and Anti-Harassment Committee at IBL PAN (2022); Regulation of the Management no. 15/2022 of 28 October 2022;
- introduced new regulations for the evaluation of research employees (2021); Resolution of the Scientific Council of IBL PAN of 1 June 2021;
- introduced the “Openness Policy of IBL PAN” (2021); Regulation of the Management no. 1/2021 of 1 February 2021;
- introduced new comprehensive “Staff Salary Regulations”; Regulation of the Management no. 12/2022 of 16 August 2022;
- introduced a research travel fund and rules for financing conference trips; Regulation of the Management no. 1/2023 of 7 March 2023;
- in December 2021, we conducted an anonymous survey among all the staff at the Institute with reference to the principles of the European Charter for Researchers, the results of which are presented in the appendix, together with a description of the remedial actions performed; we will repeat such surveys periodically, with the next one planned later this year.

2.5. REMUNERATION

The issue of wage increases at the Institute has been a particularly sensitive topic for at least two decades. Even though salaries gradually increased over this time, they were still insufficient, which was not an exceptional situation in relation to the whole academic system in Poland. However, after the introduction of the 2018 Law on Higher Education and Science, which provided higher education institutions with special developmental opportunities, salaries at many PAS institutes, particularly those dedicated to humanities and social sciences, began to lag behind the salaries awarded at universities. This applies primarily to staff holding research positions, whose minimum wage is defined in the regulation of the Minister of Science and Higher Education, and to staff holding positions dedicated to research documentation and information who are not employed in research positions – the latter perform bibliographical, editorial and lexicographical work that is fundamental from the point of view of IBL. In the case of research staff, the Institute has very limited scope to award salaries higher than the required minimum.

The second group, on the other hand, is not covered by the ministerial regulation. The management of IBL has repeatedly appealed to the Minister to amend the regulation to take these employees into account while ensuring adequate financial coverage but to no avail. We have also publicly put forward the view that the minimum salary of these employees should be equal to that of an assistant professor (R2).

The regulation in question regulates the minimum wage of a Full Professor, and the law then indicates what percentage of this amount is paid to research staff employed in lower positions. Currently, the minimum wage of a Full Professor in Poland is PLN 7,210 (approximately €1,700). This minimum wage is expected to increase to PLN 9,370 (approximately €2,160) in 2024, according to announcements.

Notwithstanding the difficulties described above, the Institute has endeavored to raise not only the mandatory minimum wage of the staff in research posts but also of staff in non-research posts (e.g. documentalists) and administrative staff. R1 groups and administrative staff, among others, have been beneficiaries of the increases granted from 1 January 2024.

2.6. INTERNATIONALIZATION

Due to the Institute's research profile focusing predominantly on Polish studies, the issue of internationalization of research has never been a primary concern at IBL. The second obstacle to internationalization, under market conditions and particularly in comparison with higher education institutions, are the uncompetitive salaries offered at the Institute. Researchers from abroad entered competitions organized by IBL in the recent past; however, their interest in working at IBL diminished once they became familiar with the financial conditions of employment. On the other hand, the working environment at the Institute,

i.e. the ability to conduct research, either individually or in small teams without the need to teach at undergraduate and graduate levels, is usually considered an advantage.

Currently, the Institute's main efforts towards internationalization are focused on publication activities in internationally recognized journals and publishers, particularly in the English language. The Institute is already becoming increasingly successful in this field, which should have a positive effect in terms of the ministerial evaluation of research activities for 2022–25. Another form of internationalization is publishing in Polish for a Polish-speaking audience around the world, in which our *Biuletyn Polonistyczny* portal plays a crucial role.

At the same time, activities aimed at internationalization should include educational activities of IBL PAN (primarily OLiJP) and knowledge popularization activities (e.g. exhibitions).

However, more broadly understood opportunities for internationalization are provided by European grants. We mentioned above that the Institute has recorded increasing success in acquiring these funds; also in participating in networks and consortia built on these grants. **One of the goals at the moment is to create the conditions and stimuli for acquiring ERC grants, including through an appropriate incentive system for those who would like to apply for such grants.** Such individuals could, for example, count on stronger administrative support, both within the Institute and resulting from the involvement of third-party individuals and institutions.

All of this requires caution, as merely activating the staff to apply for foreign (mainly EU) grants cannot be the basis of the Institute's research activity. An operating model that is strictly focused on grants is not a suitable system for our Institution, as it would lead to a rapid division of the entire Institute into those who work in grants and those who apply for them unsuccessfully, which in turn would cause divisions, including financial ones, which are difficult to bury. Those who do not obtain grants have to execute other activities that are important for the Institute, not only scientific (e.g. OLiJP, journal editing, etc.), without being under constant pressure that their position at the Institute, also in financial terms, is not prospective.

Developing internationalization will also require more support related to translating articles and monographs into foreign languages, applying for European grants, and engaging in a widely understood dissemination of results abroad. The staff should also have access to training on grant writing and language courses.

2.7. ORGANIZATION OF DEPARTMENTS, RESEARCH GROUPS, AND CENTERS

The anonymous questionnaires completed by members of the staff show that many of them regard IBL PAN departments as rather “ossified structures,” which often prevent more attractive scientific development, especially for young researchers. It also appears that

communication between individual departments and the flow of knowledge and experience are limited in many respects.

These sentiments are reflected in the very rapid growth of smaller and slightly larger research teams and centers. We view this process in positive terms.

However, the potential idea of abolishing the departments is, in our opinion, overly radical. First of all, it should be noted that some of them are still very vibrant research centers and, as such, are recognized in the wider academic community. On the other hand, some of the departments are currently in a transitional situation, struggling with staff shortages (staff have left to join their own teams or have retired, with the department finances preventing the acquisition of new staff members) or with a certain depletion of common research interests.

We believe that an intermediate solution of further loosening of the structures should be applied in this situation. This could initially be achieved, among others, by involving the staff from different departments in joint projects and grants (especially as European projects are often broad and cross-cutting in nature), as well as in knowledge dissemination activities, and through a more attractive formula of open departmental meetings or conferences organized by the departments, which would strengthen the exchange of ideas and inspiration.

3. SELECTED DEVELOPMENTAL ASSUMPTIONS UNTIL 2026

3.1. MAINTAINING THE MULTIFACETED NATURE OF RESEARCH CONDUCTED AT IBL PAN

3.1.1. EDITING, LEXICOGRAPHY, DATABASES

One of our priorities will be to maintain and develop the documentary and editorial profile of the Institute. These activities are emblematic of our core research, if only through such long-standing and prestigious projects as the *Polish Literary Bibliography* portal, the Dictionary of the 16th-Century Polish Language, the Library of Old Polish Writers, the Library of the Writers of the Polish Enlightenment, the Polish Writers and Literary Researchers of the Twentieth and Twenty-First Centuries, the *New Panorama of Polish Literature* portal, and well-recognized monographic series such as “Drama: Reactivation” and “New Romantic Library,” as well as scholarly and latest editions of works by Żeromski, Mickiewicz, Kasprówicz, Kochanowski, Herling-Grudziński, and Orzeszkowa.

These projects have received new impetus with the establishment of the Digital Editing and Monographs Section, which emerged from the Centre for Digital Humanities. Closer cooperation in this area with Polish and European higher education institutions is also being established. In this context, the focus should be placed on the Poznań-based Department of Current Bibliography, responsible for PBL, which is modernizing its platforms thanks

to grants and simultaneously undertaking international cooperation, both with research institutions (the Czech Academy of Sciences) and cultural entities (cooperation with as many as six national libraries – Czech, Finnish, German, Polish, Swedish, and Hungarian).

3.1.2. RESEARCH

The research performed at the Institute, even within the single discipline (literary studies) professed, has quite a broad interdisciplinary character – it is conducted at the intersection of literary history and theory, linguistics, cultural studies, history (including the Holocaust studies), as well as art history, philosophy, media theory, digital humanities, and other areas, representing a rather wide spectrum of posthumanist research. We consider this diversity to be an asset for the Institute, and it should be maintained and developed, even if the primary point of reference for IBL researchers remains the literary text, literary history, and theory.

In spite of the previously outlined and envisioned difficulties, we consider it our main objective to complete the transformation of IBL PAN into a modern humanities center on a European scale while enhancing the role of disseminating research and showcasing its environmental, social, and culture-forming role.

3.1.3. DEVELOPING DIGITAL RESEARCH INFRASTRUCTURE

The development of information and research infrastructure, the concept of open science, and modern technologies for information exchange are activities that are performed primarily within the Centre for Digital Humanities (CHC) of IBL PAN. Since 2013, the Center has been focusing on innovative development of ways of using information technology in interdisciplinary humanities research. CHC implements these activities in collaboration with partners that have access to relevant IT technologies (PSNC, Wrocław University of Technology) and research centers from across Europe (CNRS, Trinity College Dublin, Max Weber Stiftung, University of Turin, CEU, University of Luxembourg, and the Czech Academy of Sciences). These collaborations are established, among others, within the framework of European grants, with CHC undoubtedly acting as the Institute's leader in this respect. A particular achievement is CHC's co-creation of the OPERAS AISBL network, listed in the European Roadmap for Research Infrastructures (ESFRI), and the acquisition of the POIR grant "Digital research infrastructure for the arts and humanities" within the framework of the consortium headed by the Poznań PSNC.

As in the case of editing and lexicography, further development of the activities conducted by CHC should significantly contribute to strengthening the role of IBL PAN as a leader of projects implemented in cooperation with other PAS institutes and higher education institutes. To some extent, this situation is also facilitated by the powerful role of CHC

in the current structure of the Institute, characterized by considerable autonomy. However, CHC activities should be bidirectional and directed outwards, i.e. within the framework of networks and co-operatives (as occurs currently), but also directed inwards, through the wider involvement of CHC members in the activities of other research groups at IBL. Another element that needs to be improved is the cooperation of CHC with journal editing teams, in particular, relating to the process of accessing more databases, obtaining DOI numbers, creating related regulations, and so on.

3.1.4. SUSTAINING THE ACTIVITIES OF IBL JOURNALS

One of the better-known activities conducted by IBL PAN are its periodicals: *Teksty Drugie*, *Pamiętnik Literacki*, and *Napis*. We also run the *Biuletyn Polonistyczny* portal, which serves as the Institute's information platform and the hub for connecting communities active in Polish studies both at home and abroad. Also associated with the Institute is the annual publication *Wiek XIX* (Nineteenth Century), whose main publisher is the Adam Mickiewicz Literary Society. All these journals, which are known for their high ranking within the sector, testify to the influential status of the Institute and the multifaceted nature of its research. Thanks to this diversity, our periodicals reflect the Institute's focus on Polish studies (*Pamiętnik Literacki*, *Napis*, and *Wiek XIX*) and its international focus (*Teksty Drugie*), while *Biuletyn Literacki* performs well in both roles. Therefore, their activity should not be in jeopardy and should be additionally developed by providing access to new platforms and databases.

3.1.5. COOPERATION WITH CULTURAL INSTITUTIONS: MUSEUMS, THEATRES, AND LIBRARIES

The Institute's authority is also largely built through its collaboration with institutions dedicated to art and culture. The Institute's activity in this field is the result of both institutional activities (such as establishing contacts with partners through the management of the Institute) and individual contacts made by our staff. Activities in this area must be sustained, and the staff undertaking them should be provided with financial and appropriate administrative support.

3.1.6. INFRASTRUCTURE

1. Necessary renovations to the headquarters of the Department of the Dictionary of the 16th-Century Polish Language in Toruń;

2. Relocation of the headquarters of the Department of Current Bibliography (IBL PAN Poznań branch) from the Institute of Bioorganic Chemistry PAN to Działyński Palace, under the management of the Kórnik Library and the Polish Academy of Sciences;

3. Completion of the planned refurbishment of rooms at Staszic Palace in Warsaw, the headquarters of IBL PAN, as well as the expansion of access to wireless internet. It needs to be mentioned that some of the renovations were already carried out in 2022 and 2023, including the installation of equipment for remote conferences in our representative Adam Mickiewicz hall. The activities conducted at Staszic Palace are made more difficult by the fact that the building is owned by the Polish Academy of Sciences and the Institute uses the premises on a lease basis;

4. With time, the IBL PAN Library should make bolder use of the technological potential; especially the outdated loan system would require an update. It is also necessary to equip the Library with more computer workstations provided with access to foreign book and journal databases (such as JSTOR). Needless to say, the cost of accessing these databases is very high.

3.1.7. DEVELOPMENT OF THE IBL PAN PUBLISHING HOUSE

Further development of innovative publishing methods (e-books), which could eventually become the primary form in which the Institute showcases its output. Another possibility is related to IBL publishing in the English language, which would first of all require the involvement of people with appropriate language skills. This would also only be possible once the IBL's brand as a publishing house has been built not only nationally but also internationally (for example, through the establishment of cooperation with foreign publishing houses) and once the reach of distribution has been increased.

3.1.8. INCENTIVE SCHEME

The questionnaires called for the introduction of a more transparent incentive system and a model for rewarding staff who perform better academically, win grants, receive promotions, or in any other way contribute to the Institute's external promotion. Young academics, in particular, are not always aware of the steps they need to take to access the path of career progression.

3.1.9. GREATER OUTREACH AND NEW METHODS OF RESEARCH DISSEMINATION

Creating harmoniously coordinated information mechanisms on the basis of the website, the *Biuletyn Polonistyczny* portal, the newsletter, and social media. The necessary update of IBL's outdated website is currently underway – a tender process has resulted in the selection of a company that will build the Institute's website from scratch in 2024. It will be crucial to give it an overall facelift and to make the English language version fully functional.

4. RISKS

The Institute's functioning is mostly threatened by the planned reforms of the Polish Academy of Sciences, consisting in increasing the scope of centralization, limiting its decision-making autonomy, and reducing its level of funding. The management of the Institute of Literary Research of the Polish Academy of Sciences, in agreement with the Institute's Scientific Council and the committee of the Solidarity trade union at IBL PAN, already last year expressed its criticism of the draft law on PAS, which had been drafted as part of the work conducted by a team appointed by the PAS President. This matter was presented publicly by the IBL PAN Director in May 2023 on the influential *Forum Akademickie* (Academic Forum) portal. The Institute is of the opinion that the much-needed reform should aim to further strengthen the self-governance of the research institutes of the Polish Academy of Sciences while ensuring their legal, financial, and research autonomy and direct funding from the Ministry of Science and Higher Education – because these are the boundary conditions that enabled the institutes to make the civilizational leap after the political system transformation in 1990, as well as after Poland's accession to the European Union and entering the European research grant market. The prestigious "HR in Excellence" award is part of this process, which should not be undone or in any way disrupted.

5. CONCLUSION

This study, which by necessity assumes a generalized and informative approach, does not avoid mentioning difficult issues and problems facing the Institute of Literary Research of the Polish Academy of Sciences. Nevertheless, we believe that the Institute is a well-functioning mechanism in which – as confirmed by the questionnaires – the staff members feel that they work not only for the Institute but also for themselves, in other words, that it is a friendly environment and a place of work in which the staff members can fulfill their scholarly passions while simultaneously generating research-related, cultural, and social benefits.

6. APPENDIX: RESULTS OF THE HR QUESTIONNAIRE CONDUCTED AT IBL PAN IN 2021, WITH A LIST OF IMPLEMENTED RECOMMENDATIONS

The anonymous questionnaire was conducted with reference to the principles and areas set out by the European Charter for Researchers and was addressed to all IBL PAN employees. It should be emphasized that both the detailed and overall results of the questionnaire, even with the numerous recommendations indicated by the respondents, provide the Institute, as a workplace, with a decidedly positive assessment. It is also noteworthy that the respondents are fully aware that many of the problems the Institute has faced in recent years are due to external difficulties, primarily in terms of funding and state regulation, over which the Institute's management, above all, has little if any influence.

Areas designated by the guidelines of the European Charter for Researchers not requiring corrective actions	
Guideline	Questionnaire results
1. Freedom of research	96.4% of respondents believe that IBL provides sufficient opportunities to expand scholarly knowledge, given the current working conditions and external constraints of the Institute.
3. Professional liability	100% of respondents believe that IBL PAN supports the observance of respect for intellectual property rights.
6. Liability	85% of respondents are of the opinion that IBL PAN supports them sufficiently in the careful, transparent, and efficient management of finances from state funds and in reporting activities.
10. Relations with research supervisors	86% of respondents are positive about the provided support for organizing regular forms of contact between researchers who are at an early stage of their research career and their supervisors, recording research progress, as well as obtaining and applying feedback.
14. Non-discrimination principle	Almost 88% of respondents believe that there are no manifestations of discrimination at IBL PAN. Despite this, a "Gender Equality Plan" has already been implemented at the Institute – a document that reaffirms the Institute's commitment not to discriminate against the members of staff primarily on the basis of gender.
16. Working conditions	The flexibility of working conditions, which enables researchers and other employees to reconcile their family and professional life, was rated very highly by respondents, especially the possibility of working remotely.
17. Employment stability	70% of respondents feel that their employment at IBL PAN is stable. The anxiety felt is mainly due to external circumstances.
19. Gender balance	93% of respondents believe that IBL PAN provides adequate gender representation at each employment level.
24. Intellectual property rights	92% of respondents believe that institutional support ensuring intellectual property protection is sufficient.
25. Co-authorship	94% of respondents rate the co-authorship practices at IBL PAN as sufficient.

31. Recruitment	80% of respondents consider the employment standards at IBL PAN to be sufficiently clearly defined, and almost 88% believe that IBL PAN does not make it difficult to hire researchers from disadvantaged groups.	
32. Recruitment 33. Personnel selection 34. Transparency 35. Evaluation of merits 36. Deviations from the chronological order of CVs 37. Recognition of mobility experience 38. Recognition of qualifications 39. Length of service 40. Posts for employees with a doctoral degree	Issues related to the recruitment process are regulated by the Rules for conducting competitions and the recruitment of researchers implemented at IBL PAN in February 2019. The implementation of these Rules has already been positively evaluated by European Union experts.	
Areas designated by the guidelines of the European Charter for Researchers requiring moderate corrective actions		
Guideline	Questionnaire results	Action taken/implemented
2. Ethical principles 29. Complaints/Appeals	<p>Although the majority of respondents rate the observance of ethical principles at IBL PAN highly (very good and good), there is a need for a body that would give recourse in the event of possible disputes, as well as an anti-mobbing procedure that is also becoming standard in research institutions.</p> <p>Almost 23% of respondents consider the procedures established to ensure fair and equal treatment of researchers to be insufficient. An activity beneficial in this area would be the introduction of a Gender Equality Plan and an anti-mobbing procedure at IBL PAN.</p>	<ol style="list-style-type: none"> 1. Regulation no. 14/2022 of the Director of the Institute of Literary Research of the Polish Academy of Sciences (IBL PAN) of 28 October 2022 on the appointment of the Anti-Discrimination, Anti-Mobbing, and Anti-Harassment Representative at the Institute of Literary Research of the Polish Academy of Sciences. 2. Regulation no. 15/2022 of the Director of the Institute of Literary Research of the Polish Academy of Sciences (IBL PAN) of 28 October 2022 on the establishment of the Anti-Discrimination, Anti-Mobbing, and Anti-Harassment Committee at the Institute of Literary Research of the Polish Academy of Sciences.

<p>4. Professional approach</p>	<p>The majority of respondents give a very good or good assessment of IBL PAN's support in the process of acquiring funding and organizing research, but many of the answers given in the questionnaire point to the need to increase the staffing of the Research Support Office so that researchers can be relieved of the administrative burden, which would allow them to focus on work directly related to research. Researchers need more assistance in preparing proposals for programs, especially international programs. They also report the need to be able to access legal advice related to tendering. In accounting, too, an additional professional (not an apprentice) could be hired to prepare grant settlements more efficiently.</p>	<ul style="list-style-type: none"> - Increase in staffing and reorganization of the Research Support Office in 2022–24 - Increase in staffing in the Accounting Department and a change in the post of Chief Accountant - Increase in staffing in the Human Resources Department and a change in the post of the Department's Head. <p>All these changes are intended to support researchers in all administrative activities related to the implementation and handling of multi-annual grants (including European grants), as well as in regard to the employment of personnel in grants and project settlements.</p>
<p>5. Contractual or regulatory obligations</p> <p>15. Research environment</p>	<p>The majority of respondents rate IBL PAN's support towards doing research work in accordance with the regulations as very good or good; there is a significant problem with the lack of computer equipment for remote working at IBL PAN.</p>	<p>As part of the ongoing research projects, sizeable purchases of computer equipment, mostly notebooks, have been made in the last two years. It should be noted that the support (administrative) departments are provided with an adequate number of hardware items (every employee has a workstation with a computer, and used equipment is replaced on a regular basis with new equipment, for example, printers, scanners, etc.), just as the science labs, where desktop computers with internet connection and printers are available.</p>
<p>7. Principles of good practice in research</p>	<p>84% of respondents are convinced that IBL PAN provides sufficient support to ensure technological security in the area of confidentiality of research data and research results; however, comments indicate a shortage of equipment for storing and safeguarding research results, as well as insufficient access to anti-virus software and technological support for conferences in the era of remote work.</p>	<p>In 2023, purchase and ongoing maintenance of video conferencing equipment (room 144), including sound system, computer, projector, blinds – a computer-controlled system. All computers in administrative divisions and departments can be used to conduct video conferences.</p>
<p>8. Dissemination and employment of results</p>	<p>The majority of respondents believe that IBL PAN supports researchers well or very well in the dissemination of research results, but there are some valuable and inexpensive ideas in the comments that could be implemented:</p>	<ul style="list-style-type: none"> - In 2023, IBL announced a tender for the construction of a new website and has already selected a company to perform this task. A team has been appointed to prepare the content of the new website. A representative of the management for the

the introduction of a requirement to periodically update the IBL PAN website: “the IBL website is uninteresting, poorly conceived, there are not even photographs of the staff or information about the management’s or administration’s role in engaging employees in socially important issues (experts, etc.). ... Employees do not know what their colleagues do (employees are not encouraged to update their departmental websites and staff bibliographies); we only learn sometimes that someone has received a grant. It would be useful to send an alphabetical summary of staff publications every year.” In this digital age, older employees struggle to find the materials published by younger researchers. It is advocated that books should also be published as e-books and that staff should be encouraged to provide their books with open access.

construction of the new website has also been appointed, and this person is also in charge of social media (Dr Weronika Szulik, assisted by Mgr Mariola Wilczak). The new website should go live in 2024. In particular, the English-language version of the portal will be developed.

- Introduction of Open Access Policy at the Institute, setting out the rules for publishing and accessing research content in open access.

<https://ibl.waw.pl/pl/strona-glowna/aktualnosci/polityka-otwartosci-ibl-pan-w-roarmap>

<https://ibl.waw.pl/pl/nauka-i-badania/otwarta-nauka>

<https://roarmap.eprints.org/4054/>

- OPERAS-PL

OPERAS-PL is the Polish branch of the European OPERAS infrastructure, which aims to develop open communication in Polish humanities and social research. The Centre for Digital Humanities of IBL PAN launched OPERAS-PL in June 2021. Since August 2022, the open humanities division has been implementing the grant “OPERAS-PL: Innovative science communication in the humanities. Development, evaluation, competencies” from the Ministry of Education and Science as part of the “Science for Society” program. The aim of the project is to internationalize Polish monographs on the humanities in open access (OA), develop standards for open scholarly communication in the humanities, develop new OA funding models in cooperation with publishers, and to disseminate in the Polish scientific community the research infrastructure built by the European OPERAS consortium. Since the beginning of its operation, OPERAS-PL has been carrying out communication activities through a monthly newsletter sent to the representatives of the social sciences and humanities community (currently, the list of subscribers contains more than 300 email addresses) and social media, primarily the [Facebook profile](#) of CHC. The content and

		<p>materials prepared by the OPERAS-PL team are also published at https://operas.pl/.</p> <p>- Collaboration with OpenEdition</p> <p>In 2023, editorial and technical work continued, and the content of IBL PAN journals was updated on the <i>OpenEdition</i> platform (<i>Napis</i>, <i>Pamiętnik Literacki</i>, and <i>Teksty Drugie</i>).</p> <p>As part of the “Science for Society” program, a formal collaboration between the IBL PAN Publishing House and OpenEdition Books was established in 2023, resulting in the approval for publication of the following publishing series “New Humanities,” “Lupa Obscura,” and “New Romantic Library.” A total of 58 monographs have been prepared, with 53 already published on the IBL PAN website. Work continues on making more monographs available.</p> <p>- Since 2022, CHC has been working with the Directory of Open Access Journals (DOAJ) to support Ukrainian periodicals in applying to the database and increasing their international visibility. The cooperation included checking the accuracy of data on all Ukrainian periodicals in the DOAJ database (analysis of open access information, checking the validity of links), filling in missing data, and assisting Ukrainian journals applying to the DOAJ.</p> <p>- Increasing the range of e-books in the book portfolio of the IBL Publishing House.</p>
<p>9. Community involvement</p>	<p>Despite a relatively good evaluation related to the dissemination of research, as many as 30% of respondents believe that the support provided by IBL PAN in the dialogue with the public is insufficient. Particularly noteworthy in the comments was the lack of personnel capacity to professionally run the IBL’s social media pages; an interesting idea was also raised, which reads: “Maybe it would be worth thinking about an annual series of meetings of a “social”</p>	<p>- Active and regular participation of IBL in the Science Festival event, during which IBL researchers would give lectures, also online: https://ibl.waw.pl/pl/konferencje-i-spotkania/festiwal-nauki</p> <p>- Night of the Museums – the Library open to the public</p>

	<p>nature, to set a title for it – advertised and, in time, recognized in Poland.” This would be a day with IBL researchers, or preferably a Saturday-Sunday series (for example, “A weekend with literature at IBL PAN”), during which exhibitions and the Institute’s book collection would be on display, literary events for children would be organized (families with children seem to like such events), workshops for secondary school students (staff from OLiJP) and a series of meetings with IBL researchers, but with socially important topics featuring as the main premise (literary themes and works of interest to external listeners in a given year, for example, epidemics in literature, ecology, gender, the city, values...).”</p>	<p>- IBL for Schools – a campaign launched during the pandemic to support students with remote learning</p> <p>https://ibl.waw.pl/pl/edukacja/ibl-dla-szkol</p>
<p>11. Supervision and management responsibilities</p>	<p>The respondents give a very good or good assessment of the relationship between senior and entry-level IBL PAN staff and the involvement of the former in their roles as research supervisors, mentors, career advisers, project leaders, and coordinators, and the performance of these functions to the highest professional standards. However, in addition to the above, the open-ended responses to the questionnaire point to problems such as limited opportunities for entry-level researchers to participate in collaborative projects, insufficient support for building links between researchers at different career levels, a lack of joint discussions on texts and projects – a discussion seems worthwhile on how to enable and support dialogue between these groups and to create a “platform for the exchange of ideas” for the benefit of all concerned. This point should also include the need for greater dissemination of the Scientific Council’s decisions.</p>	<p>- From 2023 onwards, the management’s notices prepared for the Scientific Council are sent to all staff members every time. At the same time, the management keeps staff informed of matters that are relevant to the Institute’s activities.</p> <p>- Meetings for all staff members: the new management has undertaken to hold them periodically. The next meeting is scheduled for the near future.</p> <p>- A number of departments and centers at the Institute hold open seminars to which they invite guests by email or social media (e.g. the Contemporary Anthropology Department, the Centre for Cultural and Literary Studies of Communism, the Women’s Archive, the Department of Medieval Literature, and the Department of Enlightenment Literature).</p>

<p>12. Continuation of professional development</p> <p>22. Access to training and continuing professional development opportunities</p>	<p>42% of respondents rated IBL PAN's support in broadening their research skills as "moderate" or "low" – comments indicate a small amount of training in areas of interest to researchers: improving language skills (including English), training for project leaders, workshops on drafting articles intended for publication in foreign journals; see table for a detailed list of desired training opportunities.</p> <p>At the same time, 66% of respondents believe that IBL PAN provides opportunities for professional development; however, employees at a lower level of professional development are often unaware of the opportunities that exist in this respect.</p>	<p>A large number of training courses organized from 2022 onwards by the Centre for Digital Humanities of IBL PAN, namely:</p> <ul style="list-style-type: none"> - GoTriple: Exploring open research resources in the humanities and social sciences - Copyrights - The metadata format in Open Edition Books: an introduction - Preparation of monographs for publication in OpenEdition Books - Ways to visually present the results of research in the humanities using the free graphic design tool Canva - How scientific digital editions are expanding the possibilities of traditional scholarly editing - Metadata – Key to communication happiness - SSH Open Marketplace – the humanities marketplace - Digital tools for language analysis in literary studies - Digital narratives as a way of structuring knowledge about literature and culture - PRISM: Peer Review Information Service for Monographs (workshop in English) - workshops for the University of Warsaw Library: Open Science for librarians - OABN for publishers - Digital maps in literary studies - Good practices for open science communication - Presentation of the Thoth tool (for publishers) - Copyright and research data in literary studies - Stanford University Press digital projects - Good practices and good formats for research metadata in literary studies - Ways to visually display the results of research in the humanities using the free graphic design tool Canva
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		<ul style="list-style-type: none"> - The Vera platform – a citizen science management tool - From kick-off to report – managing an online research project - Audio papers as a form of science communication <p>At the same time, employees of the following departments: Finance and Accounting, Research Support, and Human Resources are referred to external training workshops in their official capacity.</p>
<p>20. Career development 26. Research supervision 28. Employee appraisal systems</p>	<p>Half of the respondents believe that they know their career development strategy at IBL PAN. The response to this result will be to expand the structure of the periodic evaluation of research staff at the next staff appraisal in 2025.</p> <p>86% of researchers who are at an early stage of their research career know whom to turn to for help when they have concerns about their professional duties, but only 68% are satisfied with the quality, transparency, and clarity of “feedback.” This situation could be remedied by the introduction of updated regulations for the appraisal of researchers.</p> <p>72% give a high rating to the transparency of the evaluation, while 82% of respondents believe that the evaluation system adequately takes into account all the factors mentioned in the regulations, but the evaluation system of issuing a laconic “positive,” “negative,” or “conditional” rating also needs to be expanded for other reasons.</p>	<ul style="list-style-type: none"> - Introduction of new staff appraisal regulations. The assessment of dependent workers for the last two years is currently being prepared. An Evaluation Committee has been set up and will proceed according to the new rules of procedure. - Each employee is sent an extended evaluation report of their work for information purposes.
<p>21. Value of mobility</p>	<p>76% of respondents rated IBL PAN’s support for geographical, intersectoral, and inter- and transdisciplinary mobility. In given “external circumstances,” the challenge is to meet the need for greater support for</p>	<ul style="list-style-type: none"> - The introduction of a research travel fund in 2023, with the amount set for each year separately and with transparent rules for the allocation of these funds to individual projects.

	interdisciplinarity and for international cooperation.	- Visible increase in number of Erasmus and NAWA projects.
23. Access to career guidance 27. Teaching	<p>Almost 40% of the researchers believe that the support of IBL PAN in improving teaching skills is insufficient. The possibility of additional employment at other universities is postulated, as well as the desire to receive IBL's support in gaining teaching experience (in terms of academic teaching). It could be surmised that researchers want to share their experience but lack opportunities to do so.</p> <p>50% of respondents believe that IBL PAN does not provide sufficient career counseling and assistance in finding employment as part of cooperation with other scientific structures.</p>	<p>IBL PAN, as primarily a research institution, does not provide traditional university education at undergraduate and graduate levels. Nevertheless, it enables researchers to participate in teaching events through its own extensive teaching activities, such as the Olympiad of Polish Literature and Language and postgraduate study programs.</p> <p>Employees are also free to take up teaching jobs at universities, as long as these do not involve permanent, full-time employment, which, according to the Act on the Polish Academy of Sciences, can only be assumed with the consent of the Institute's Director.</p>
30. Influence on decision-making bodies	<p>More than 70% of respondents are of the opinion that there is an adequate representation of researchers at each career stage in informative, consultation, and decision-making bodies at IBL PAN, but there are comments to the point that documentalists should have more representation on the Council.</p>	<p>- The lack of greater representation of R1 and R2 employees in the Scientific Council is due to the provisions of the Act on the Polish Academy of Sciences, which strictly define the proportion of representation of different employee groups in the Council.</p> <p>- The management of IBL PAN supports statutory solutions that would allow R1 and R2 staff to have greater representation on the Scientific Council and will bring these forward as part of the planned 2024 work on the new law.</p>
Areas designated by the guidelines of the European Charter for Researchers requiring greater corrective actions		
Guideline	Questionnaire results	Action taken/implemented
13. Recognition of the profession 18. Funding and remuneration	<p>30% of respondents do not feel that they are recognized as professionals and treated in an appropriate manner. In particular, they point to the wide disparity between researchers in scientific and non-scientific posts and the hierarchical nature of the staff. This feeling particularly affects those at lower career levels due to relatively low wages.</p>	<p>- The amendments introduced to the Act on the Polish Academy of Sciences in 2019, which set minimum wages for employees in research positions, have led to real salary increases, primarily in the R2, R3, and R4 groups. The government announced further increases in remuneration in 2024.</p> <p>- The problem of low salaries mainly affects R1 staff not employed at an assistant professor level or above, as well as staff</p>

	<p>The remuneration system at IBL PAN was assessed as moderate (closer to the center of the graph). Lower-level researchers are of the opinion that an increase in documentalists' wages is essential for the retention of young researchers at the Institute.</p>	<p>working in the Publishing House and in the Library. However, the management granted wage increases to all these employees in January 2024, although it still considers them insufficient. In connection with the announced increases for groups R2–R4, the management is in talks with the Authorities of the Polish Academy of Sciences and the Ministry of Science so that funds are also provided to increase the salaries of members of other professional groups.</p>
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THANK YOU FOR YOUR ATTENTION!