

Polish Librarians' Association
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Polish Librarians' Association
Strategy 2010 – 2021

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1. Introduction

The Polish Librarians' Association is the largest librarian public benefit organization which has been in operation for more than 90 years. Its nearly 9,000 librarian members represent all types of libraries, the majority of them being public ones. The Association's operations are based on its members' voluntary activity. Its structure reflects Poland's administrative division and is based on 16 districts corresponding to the country's regions. The PLA's work is managed by the General Board which is elected for four-year terms of office. The term of the current General Board expires in mid 2009. The end of the term is an occasion for recapitulating the Association's existing activities and outlining the future ones. So far, action plans for the next term have been prepared by the PLA's General Board on the basis of opinions presented by the Association's members and subsequently submitted to the National Congress of Delegates for approval. The new forms of the PLA's internal communication through the EBIB digital platform and discussion forums revealed the librarian community's new expectations and needs. One of them is a need to define trends in the Association's long-term development.

1.1. Methodology

Within the framework of the Library Program implemented by the Information Society Development Foundation, during partner meetings with the representatives of the Association's General Board their participants came up with an idea of a workshop to be organized and financed by the Foundation with a focus on hammering out the initial conceptual framework for the PLA's strategy.

Invitations to the workshop, which was held in Leszno near Warsaw between 13 and 15 November 2008, were sent to 28 PLA members. It was attended by the representatives of district boards, the General Board, editors of PLA magazines and an expert on public library issues. Young librarians (below 35 years of age) constituted 25% of the participants.

The three-day strategic workshop was run by a facilitator and composed of ten sessions in total (14.5 hours of work). It was aimed at working out the principles of the PLA's strategy in its various activity areas, formulating the Association's mission, vision, strategic goals and objectives as well as providing the participants with skills necessary to define projects, actions, outputs, outcomes and indicators. A metaplan approach was adopted in order to generate ideas to define the Association's areas of activity, whereas the process of defining the mission and vision, strategic analysis and setting the goals involved group work. Those methods were employed in order to take advantage of the group synergy effect as well as knowledge of the Association's situation and needs to the maximum extent. During the strategic session, the Association's members acted also as its future beneficiaries. During the workshop, the participants defined the PLA's mission and vision and put down its five strategic development goals. A task force was established from among them to continue work on the Association's strategy by using e-mail communication and acting in accordance with the adopted timetable. The task force members were divided into five sub-groups. Each of them was given a task to analyze and organize the objectives defined during the workshop into the relevant strategic development goals assigned to each group and to define projects aimed at attaining them. The work

on the strategy was assisted by the workshop facilitator who, as an external consultant, supervised the whole planning process.

1.2. Authors of the strategy

The workshop was attended by 23 PLA members including four representatives of the General Board, fifteen representatives of District Boards, two representatives of selected PLA committees on specific issues, one expert and the Director of the PLA General Board Office. The group, which was diversified both in terms of age and professional experience, was divided into teams working on individual issues specified in the workshop agenda. The composition of those teams was changing and their members were chosen at random. To continue work on the strategy, the participants appointed a task force composed of the following eleven people:

Maria Burchard – task force work coordinator, cooperation on Strategic Goal 1 – *Gain real influence on the shape of the Polish library policy and practice*

Secretary General of the PLA, certified senior curator working for many years in the Warsaw University Library, co-author of the NUKAT union catalog design (1997-98), head of the NUKAT implementation team (2001-2002), and subsequently head of the team coordinating libraries' cooperation on the joint cataloging and building of the NUKAT union database;

Joanna Pasztaleniec-Jarzyńska – technical supervisor of work on Strategic Goal 1 - *Gain real influence on the shape of the Polish library policy and practice*

General Board member since 1993, Treasurer of the PLA General Board in the present term of office; for many years worked as the National Library's Deputy Director on Scientific Issues, currently the Plenipotentiary of the National Library's Director for Cooperation with Public Libraries; coordinates and co-implements many international and national library programs; editor-in-chief of the "Polish Libraries Today" magazine;

Robert Miszczuk – technical supervisor of work on Strategic Goal 2 – *The PLA as a strategic partner in building the information society*

Teacher Librarian of the National Education Committee Regional Pedagogical Library in Warsaw, Head of the PLA Mazowsze District (2005-2009) and of the Pedagogical and School Libraries Section at the PLA General Board;

Elżbieta Stefańczyk – technical supervisor of work on Strategic Goal 3 – *Increase the role of the Polish Librarians' Association in work for the profession's integration*

Chairperson of the PLA (2005-2009), Secretary General of the PLA (2001- 2005), author of the PLA's action plan 2005-2009, the National Library's Deputy Collection Development Director, co-author of the National Library's retroconversion program for the 19th and 20th century books; member of the Council of Non-Governmental Cultural Organizations operating at the Ministry of Culture and National Heritage;

Barbara Budyńska – technical supervisor of work on Strategic Goal 4 – *Increase each librarian's access to various modern forms of education and vocational training*

Worked for the National Library for many years; currently head of the Library Science Unit of the National Library Book and Readership Institute, responsible for preparing and publishing the *Biblioteki Publiczne w Liczbach* (Public Libraries in Numbers) almanac; author of numerous articles, expert opinions and papers on the situation of Polish public libraries.

Piotr Marcinkowski – technical supervisor of work on Strategic Goal 5 – *Boost the social prestige of the librarian profession*

Certified curator in the Poznań University Library; former director of the "Kadry dla Europy" ("Human Resources for Europe") Vocational University Library; interested in scientific issues relating to the image of a library and the librarian as a profession;

Bożena Winiarska – cooperation on Strategic Goal 2

Secretary of the PLA Zachodniopomorskie District Board; secretary of the PLA Public Libraries Section Board; honorary member of the Polish Academy of Sciences, Poznań Branch Office; senior curator, head of the Collection Development Department of the Pomorska Library in Szczecin;

Wiesława Borkowska-Nichthauser – cooperation on Strategic Goal 3

Head of the PLA Warmińsko-Mazurskie District Board (2005-2009); Deputy Director of the Regional Public Library in Olsztyn; head and teacher of the Olsztyn Branch Office of the Librarian, Information and Documentation Education Center (1997-2008);

Justyna Hak – cooperation on Strategic Goal 4

Head of the PLA Circle at the C. Norwid Regional and Municipal Public Library in Zielona Góra (2007-2008); specialist on obtaining non-budgetary funds in the C. Norwid Regional and Municipal Public Library in Zielona Góra (2004-2008); instructor in the Instruction and Methodological Section of the C. Norwid Regional and Municipal Public Library in Zielona Góra;

Ewa Kobierska-Maciuszko – cooperation on Objective 5

Certified senior curator; director of the Warsaw University Library since 2003; deputy chairperson of the PLA General Board (2005-2009); member of the Association of European Research Libraries (LIBER) Board during its two terms (2002-2008);

Katarzyna Kulesza – cooperation on Objective 5

Adults' readership instructor in the Municipal Public Library in Gdynia; secretary of the PLA Pomorskie District Board.

During its working meeting held at the end of the workshop, the task force assigned its tasks to individual members and adopted the timetable of work on the document. In March 2009, the strategy was discussed at the meeting of the PLA's General Board which will recommend it to the PLA National Congress of Delegates for approval.

2. Assessment of Current Situation

2.1. Situation of the Association

The Polish Librarians' Association is a self-governing public benefit professional and research organization open to people whose professional or scientific careers are associated with the issues of librarianship and scientific information in Poland. The organization is an incorporated entity. It operates

within the Republic of Poland under the relevant laws¹ and is headquartered in the Capital City of Warsaw.

The Association's supreme governing body, the National Congress of Delegates, is convened every four years. It adopts the statutes and elects the PLA's chairman, members of the General Board, the Audit Board and the Arbitration by Fellow Workers. The General Board appoints the Presidium from among its members to manage the Association's activities between the meetings of the General Board.

In addition to this, there are district and branch audit boards as well as district fellow workers' arbitration bodies of the Association.

The Association's issues of special importance are addressed by the PLA Forum which is organized at least once during a given term of office. It is attended by the members of the Association's governing bodies, honorary members of the PLA and the chairmen of district boards. The Forum makes an assessment of the PLA's day to day activities and defines tasks to be implemented by the whole organization.

The purpose of the Association is to provide voluntary services for the benefit of librarianship and scientific information in Poland, stimulate professional activity as well as shape and disseminate modern librarian ideas, in particular:

- participate actively in developing the principles of the library, information and publishing policy,
- strive for the preservation of literature for the national culture and for the development of science and culture,
- support the development of libraries and the promotion of reading,
- inspire, develop and support scientific interests as well as improve professional skills of the Association's members,
- stimulate and support professional and social initiatives of librarians and scientific information professionals,
- integrate the profession,
- boost the social prestige and protect the profession and its conditions,
- shape appropriate ethical and social behavior in librarians and scientific information professionals.

The PLA's 16 district boards correspond to the country's 16 regions. They supervise 67 branch offices which comprise the key organizational units of the PLA, namely 304 circles. The circles usually operate at libraries the majority of which are public ones. Public library workers are the largest group among the PLA's nearly 9,000 members. The Association's members who include librarians, top-level specialists, library directors and research workers contribute diverse experience to the organization, thereby providing a broad platform for a professional discussion which is the power of the PLA.

Professional sections, committees and units are an important part of the PLA's organizational structure. They are established to perform specific tasks relating to the librarian's skills. Their activities

¹ The Law on Associations dated 7 April 1989 (Journal of Laws No. 20, item 104; Journal of Laws of 2001 No. 97, item 855) and the Law on Public Benefit Activity and Voluntary Organizations dated 23 April 2003 (Journal of Laws of 2003 No. 96, item 873, as amended).

improve librarians' professional knowledge and practical skills by initiating and organizing conferences, workshops, training sessions and preparing publications. These are:

- Automation Committee,
- Committee on the Preservation and Conservation of Library Material,
- Awards & Honors Committee,
- Classification Schemes Committee,
- Electronic Publications Committee,
- Marketing & Management Committee,
- Section for Readership among Patients and People with Disabilities,
- Music Libraries Section,
- Research Libraries Section,
- Section for Libraries of Non-State Universities,
- Section for School and Pedagogical Libraries,
- Public Libraries Section,
- Sound Libraries Section,
- Regional Bibliography Unit,
- PLA Publishing House Program Committee.

The Association's activities are supported by various types of libraries, national and local government institutions as well as non-governmental organizations operating in areas relating to the development of libraries and reading. The Association's main partners who support it in the implementation of its goals are Polish libraries which include, among others, the National Library, major academic, research, public and school libraries as well as other institutions and organizations associated with books and reading such as the Information Society Development Foundation, Polish Book Chamber, Polish Association of Book Publishers, Polish Booksellers' Association, Polish Bookselling Chamber, Book Institute, Goethe Institute, National Library Council, Conference of the Directors of Polish Academic School Libraries, Conference of the Directors of Regional Public Libraries, and the media.

The PLA's statutory activity is financed primarily from the sale of books and magazines offered by its Publishing House run by the Association's General Board as part of its business activity. It is Poland's largest publisher of professional and scientific literature relating to library science and scientific information. Funds obtained as part of implementing operational programs announced by the Ministry of Culture and National Heritage, Ministry of Science and Higher Education and the Book Institute as well as funds generated by advertisements placed at conference sites, in publications and on the PLA's digital platform are an important source of subsidizing the Association's program tasks. Minor supplementary funds are generated by 1 percent tax allowances contributed to the PLA as a public benefit organization. Membership fees are administered by local circles, branches and District Boards.

2.2. Current situation of the Association's activity areas

During the workshop, its participants distinguished five major areas of the Association's activity and made an assessment of the situation of each of them. A workshop-based method was used to determine the types of activities in a given area, the beneficiaries of those activities and their needs.

Then a SWOT analysis was made to assess the Association's strengths, weaknesses, opportunities and threats. The PLA's main activity areas are as follows:

1. *Supporting the development of librarianship;*
2. *Partnership and cooperation with other institutions and non-governmental organizations operating in the area of libraries and reading;*
3. *Actions for the benefit of the Polish Librarians' Association to integrate the librarian profession representing various types of libraries;*
4. *Actions for the benefit of librarian education;*
5. *Actions to strengthen the position of the librarian profession.*

In area (1), the Association as the largest and most important librarian organization is consulted about various regulations having an impact on library operations and on the condition of the librarian profession, strategic programs relating to the development of the information society and the role of libraries. To strengthen this area of activity, in 2007 the PLA General Board established a task force responsible for developing the principles and drafting a new law on libraries. Recently, the PLA was more active in giving opinions on the Government's documents regarding information society development as well as departmental and regional programs having an impact on librarianship and readership levels in Poland. However, the PLA's real influence on the library practice is still unsatisfactory. The Association's members' intellectual potential, professional experience and knowledge of the world's latest librarianship solutions should be used better by the Association in its effort to gain better influence on the Polish library policy.

The Association's activity in area (2) is well known and recognizable. The Association is member of the Council of Cultural Non-Governmental Organizations at the Minister of Culture and National Heritage. There is the Convent of Organizations Operating in the Area of Library Science and Scientific Information established on the PLA's initiative which is consulted about the major issues of Polish librarianship. Apart from that, the Association is member of the Liaison Committee of Librarians, Booksellers and Publishers established in 2008 which is open to major NGOs operating in the book and library sector. Partnership contacts with many institutions and organizations are established at the level of the General Board as well as regional and local structures. In this area, the PLA is expected to bolster its existing activity, strengthen its role in libraries, cooperate more efficiently on an international scale and build more effective partnership with national and local media.

The PLA's achievements are most visible in area (3). Both the General Board and the regional and local structures of the Association take various attractive measures to integrate the librarian profession representing various types of libraries and promote the Association's goals among other professions and in the media. They provide common ground for discussion about the role of libraries and the profession of a librarian and lobby for the development of Polish librarianship and for the change of the librarian's image. The awards and distinctions for librarians, librarianship research workers and libraries established by the PLA and appreciated by the profession strengthen the PLA's role as an opinion-forming organization which promotes librarians and libraries. Nonetheless, the participants of the workshop pointed out to a low level of activity and small representation of librarians representing school and research libraries in the PLA, the insufficient circulation of information within the Association despite a huge popularity of the PLA's digital platform and more and more diversified

forms of communication between PLA members at the organization's central, local and regional level. The PLA should also make effort to increase the representation of young librarians and to make its members more active in attaining the Association's goals.

The Association's achievements in area (4) are big. The PLA's fulfills its education mission every year by organizing numerous scientific and methodological conferences, seminars and workshops for librarians working in various types of libraries. Every year, the PLA's Publishing House, which is Poland's largest publisher of scientific literature relating to librarianship, scientific information and bibliography, offers publications necessary for librarians' education and vocational training. The PLA's digital platform also plays a very important role in improving the quality of librarians' vocational training and exchanging information about new technologies and the latest library management solutions. Expectations regarding the Association's educational role are very high. The PLA should perform its educational and knowledge dissemination functions to a larger extent by better identifying librarians' educational and vocational training needs as well as by supporting opportunities to improve their skills. The Association is also expected to increase its cooperation with training centers in order to adapt education and vocational training curricula to the needs of libraries and librarians working in them.

Creating a modern and positive image of the librarian as a profession is an important part of the PLA's activities (area 5). It is worthwhile to remember the conferences and publications dedicated to the issues of this profession. In 2005, an important document was drawn up and published under the title of *The Librarian's Professional Code of Ethics*. However, there are still many unaddressed issues in this area and the existing practices do not meet the profession's expectations. The lack of professional pragmatics, the shortage of clear and unified promotion criteria as well as the existing traditional and not very attractive image of the librarian as a profession are the main burning issues. Work for the change of this image is one of the Association's major challenges.

3. SWOT Analysis

The workshop included a SWOT analysis. The participants worked in groups corresponding to the Association's individual areas of activity. At the initial stage of the discussion, they presented their opinions and then specified the organization's strengths, weaknesses, opportunities and threats. This allowed them to subsequently define trends in the PLA's development on the basis of its strengths and opportunities.

Strengths

- Poland's largest librarian organization;
- The oldest librarian organization in Poland, existing continually for more than 90 years;
- Formally defined organizational structure covering the whole country area divided into regions;
- Broad platform for the exchange of experiences open to the representatives of all types of libraries and research workers;
- Generous publishing offer; publishing five major trade magazines including the EBIB e-zine and professional literature;
- People committed to the community, working with passion;
- Established position of an opinion-forming organization;

- Member of international organizations, representing Polish librarianship in international forums;
- Openness to new initiatives;
- Initiating and supporting activities for the development and boosting of the prestige of the library and the librarian as a profession;
- Partnership cooperation with other cultural and educational institutions, e.g. associations, foundations, schools;

Weaknesses

- Too low activity of the members and their insufficient commitment to the Association's activities;
- Low activity of certain organizational structures;
- Budget insufficient for the Association's aspirations;
- Insufficient flow of information between the individual parts of the Polish Librarians' Association's structure;
- Too little influence of the Association on shaping the real library policy in Poland;
- Unsatisfactory promotion of the Polish Librarians' Association in the media and in various communities including certain librarian communities;
- Too modest representation in international organizations;
- No tangible benefits of membership in the Polish Librarians' Association;
- Too few young librarians in the Association;
- Lack of an attractive offer for young people.

Opportunities

- Better opportunities for obtaining external funds for the Association's activities;
- Membership in the EU as a factor stimulating the development of libraries in accordance with the best European standards;
- Establishment of the Government's program to build an information society in Poland;
- Establishment of the Government's *Biblioteka Plus (Library Plus)* program by the Ministry of Culture and National Heritage to develop public libraries located in rural communities and small towns;
- Implementation of the Information Society Development Foundation's Library Development Program supported by Global Libraries as part of the Bill & Melinda Gates Foundation's Global Development Program;
- Winning young and dynamic people as PLA members;
- Support from libraries;
- Possibility of participation in national and international initiatives taken by librarians and libraries;
- Emergence of new technologies used in social and scientific communication;
- Growing importance of NGOs;
- Possibility of obtaining funds generated by 1% tax allowances.

Threats

- Lack of a supra-departmental library development strategy;
- Too few library development programs coordinated at the regional level;
- Legislative and strategic decisions concerning libraries and the librarian profession taken without proper consultation with the community including the PLA;

- Unattractive stereotype of the librarian as a profession and the role of a library; the gender aspect of the librarian profession;
- Decision-makers' low awareness of the role of libraries in the development of an information society;
- Changing nature of the librarian profession and the function of libraries; extended and blurred boundaries of the profession;

The SWOT analysis shows that:

The Association's strength is that it is the largest and the oldest organization having a specific structure and operating nationwide. It provides a general platform for the exchange of experiences of the representatives of all types of libraries to whom the PLA is open. The Association is open to new initiatives and partners. It has a generous education, training and publishing offer for libraries and librarians. It integrates librarians and serves as a major opinion-forming body for the Government departments of culture and science as well as for local authorities. The Association's weakness is its too little influence on the shape of the real library policy, unsatisfactory level of membership of its representatives in international organizations associated with books as well as a too low level of its members' activity and their poor commitment to the organization's development. Not many new members and insufficient funds for operations compared with the Association's aspirations and actual potential may pose a threat to it.

4. Vision and Mission of the Association

Mission of the Polish Librarians' Association

The mission of the Polish Librarians' Association is to work for the development of librarianship, build the identity of the librarian profession, integrate the profession and create a positive image of libraries and the librarian profession.

Vision of the Polish Librarians' Association

The Polish Librarians' Association as an entity offering partnership-based opportunities for the development of libraries in an information society

5. Association's Development Goals

The Polish Librarians' Association adopts the following strategic development goals 2009–2021:

1. Gain real influence on the shape of the Polish library policy and practice;
2. The Polish Librarians' Association as an important (strategic) partner in building the information society;
3. Increase the role of the Polish Librarians' Association in work for the profession's integration;
4. Increase each librarian's access to various modern forms of education and vocational training;
5. Boost the social prestige of the librarian profession.

Each strategic goal comprises specific objectives.

Strategic Goal 1: Gain real influence on the shape of the Polish library policy and practice

Objective 1.1: Increase the role of the Polish Librarians' Association in drafting laws that influence the development of libraries and the position of the librarian profession

Indicators:

Adoption and implementation of a new law on libraries based on materials prepared on the PLA's initiative

Implementation of a national library system and librarians' professional pragmatics in accordance with the principles suggested by the PLA

Duration: 2010 - 2021

Projects:

Project	Indicator	Duration / Time Limit	Who Is Responsible	Partners	Budget
Project 1.1.1 Development of the principles of the new law on libraries	Principles presented in the form of a document	2010	PLA General Board	Task Force on the Development of the Principles of the Law on Libraries	Grants Voluntary work
Project 1.1.2 Presentation of the principles of the law to the relevant ministries and lobbying for a new supra-departmental law on libraries to be drafted by the Government; participation in consultations	Number of completed consultations; Number of lobbying activities	2011-2012	PLA General Board All PLA structures, Partners: PLA General Board	Task Force on the Development of the Principles of the Law on Libraries, organizations working for libraries and scientific information	Voluntary work
Project 1.1.3 Development of the principles of librarians' uniform professional pragmatics	Principles presented in the form of a document List of standards (models) necessary to practice the librarian profession	2010 - 2012	PLA General Board	Task Force composed of experts	Grants Voluntary work
Project 1.1.4 Work for the implementation of uniform professional pragmatics including career paths	List of the PLA's activities aimed at implementing uniform professional pragmatics	2013 - 2021	PLA General Board and other structures of the Association	Training centers, organizations associated with the librarian profession and scientific information workers	Voluntary work

Objective 1.2: Better and direct participation of the Polish Librarians' Association in developing and implementing strategic library development programs

Indicators:

Number of programs in the area of culture, education and information involving the PLA's bodies as the technical partner of state and local authorities, NGOs and institutions, compared with the term of 2005-2009.

Duration: 2012-2019

Projects:

Project	Indicator	Duration / Time Limit	Who Is Responsible	Partners	Budget
Project 1.2.1 Drafting the principles of the strategy of Polish librarianship development in the information society	Principles presented in the form of a document	2011	PLA General Board	Task force composed of experts	Grants Voluntary work Other sources
Project 1.2.2. Increasing the PLA's influence on the development of libraries and reading	Number of new partners Number of joint initiatives	2012-2019	PLA General Board PLA district boards and branch boards	Organizations operating in the book and library sector Libraries and other institutions	Grants Voluntary work Other sources

Objective 1.3: Initiate the development and dissemination of existing librarianship standards

Indicators:

Set of standards

Number of libraries in which those standards have been implemented

Duration: 2010 – 2018

Projects:

Project	Indicator	Duration / Time Limit	Who Is Responsible	Partners	Budget
Project 1.3.1. Development and dissemination of a set of standards as a tool to measure the organization and activity of libraries	List of developed standards Number of the beneficiaries of dissemination activities	2010 - 2018	PLA General Board	Expert groups	Grants Voluntary work Other sources

Strategic Goal 2: The Polish Librarians' Association as a major (strategic) partner in building the information society

Objective 2.1: The PLA's cooperation with libraries to plan and build the information society

Indicators:

Number of initiatives involving the PLA; number of the participants of conferences and workshops organized by the PLA

Duration: 2012-2021

Projects:

Project	Indicator	Duration / Time Limit	Who Is Responsible	Partners	Budget
Project 2.1.1. Activities conducted on a national and regional scale to implement the strategy of Polish librarianship development in the information society	Number of partners, number of joint projects	2012 - 2021	PLA General Board District boards and branch boards	Partners: libraries	Grants Voluntary work Other sources

Objective 2.2 Develop cooperation with domestic organizations associated with the book and information sector

Indicators:

Number of cooperating organizations; number of joint projects

Duration: 2010-2021

Projects:

Project	Indicator	Duration /Time Limit	Who Is Responsible	Partners	Budget
Project 2.2.1. Cyclical working meetings of the representatives of the book, library and information sector to determine priority issues for a given year and define joint activities	Number of people participating in meetings List of priority issues, number of organizations	1 st quarter of a given year	PLA General Board	Organizations representing the book and library sector	Voluntary work
Project 2.2.2. Integrated librarians', booksellers' and publishers' activities aimed at the development and promotion of reading and the development of the book and library sector	Number of joint promotion campaigns, contests and media campaigns Number of cooperating organizations	On a cyclical basis, every year	PLA General Board PLA district boards and branch boards	Organizations representing the book and library sector	Grants Voluntary work

Objective 2.3: Increase the participation and importance of the Polish Librarians' Association in international library organizations

Indicators:

Number of international initiatives involving PLA representatives

Duration: 2010-2021

Projects:

Project	Indicator	Duration / Time Limit	Who Is Responsible	Partners	Budget
Project 2.3.1 Selecting a group of specialists able to represent Polish librarianship in a variety of foreign technical task forces	Number of members of the appointed expert group Number of international initiatives involving Polish experts	2010-2021 continuously	PLA General Board	Polish leading libraries, Research institutes	Voluntary work Grants Other sources

Objective 2.4: Strengthen the Association's position in libraries

Indicators:

Number of PLA members in libraries; number of projects and initiatives undertaken jointly by PLA structures and libraries

Duration: 2010-2021

Projects:

Project	Indicator	Duration / Time Limit	Who Is Responsible	Partners	Budget
Project 2.4.2 Activities aimed at increasing cooperation between the Association's structures and libraries	Number of joint initiatives Number of libraries participating in the implementation of PLA projects	2010 - 2021	PLA General Board	PLA districts, branches and circles	Voluntary work

Objective 2.5: Cooperate with universities and schools in the area of librarian training

Indicators:

Number of joint initiatives, number of training centers that actively cooperate with the PLA

Duration: 2010 – 2021

Projects:

Project	Indicator	Deadline / Time Limit	Who Is Responsible	Partners	Budget
Project 2.5.1 Development of proposals to change librarian training subjects at individual levels	Proposed changes prepared in the form of a document	2012	PLA General Board Task Force	Representatives of librarian training centers	Grants Voluntary work Other sources
Project 2.5.2 Cyclical working meetings of the representatives of librarian training centers to determine priority issues and define joint activities	Number of centers participating in the meeting List of priority issues	3 rd quarter of each year	PLA General Board	Representatives of librarian training centers	Voluntary work

Strategic goal 3: Increase the role of the Polish Librarians' Association in work for the profession's integration

Objective 3.1: Improve the forms of communication with the profession by using new technologies

Indicators:

Number of implemented new forms of communication

Number of recipients using new forms of communication

Duration: 2010-2017

Projects:

Project	Indicator	Duration / Time Limit	Who Is Responsible	Partners	Budget
Project 3.1.1. Development of the PLA digital platform including new attractive forms of social communication	Number of implemented new forms of communication Number of recipients actively using new proposed forms of communication	2010-2017	PLA General Board	PLA district boards and branch boards PLA Electronic Publications Committee	Grants Voluntary work Other sources

Objective 3.2: Intensify cooperation between the PLA and the librarian profession representing research, school and communal public libraries

Indicators:

Number of librarians – PLA members representing the libraries mentioned above; number of joint initiatives; activity of research, school and communal public library sections

Duration: 2010-2017

Projects:

Project	Indicator	Duration / Time Limit	Who Is Responsible	Partners	Budget
Project 3.2.1 Increasing the PLA digital platform offer for librarians representing research, school and communal public libraries	Number of new offers for librarians representing school, research and communal public libraries Number of recipients taking advantage of the new solutions Number of libraries participating in the Biblioteka+ project	2010-2017	PLA General Board	PLA sections for research and school libraries PLA Electronic Publications Committee Book Institute and Information Society Development Foundation	Grants Voluntary work Other sources

Objective 3.3: Increase the number of active young PLA members

Indicators:

Number of new young PLA members

Duration: 2010-2021

Projects:

Project	Indicator	Duration / Time Limit	Who Is Responsible	Partners	Budget
Project 3.3.1 Development and implementation of a loyalty program for PLA members (special offers for PLA members)	Number of offers for PLA members Number of members taking advantage of the offers	2010 - 2021	PLA General Board	PLA General Board Office and Publishing House PLA districts, branches and circles	Voluntary work
Project 3.3.2. Making young librarians (35 years old or younger) active by initiating the organization of a national convention of young librarians (once in a term of office) and making it part of the PLA's tradition	a) Number of young PLA members participating in conferences and in work of the PLA's committees and sections dedicated to specific issues b) Number of activities and initiatives taken by young PLA members c) Number of young librarians participating in annual national "Young People's Forum"	2010 -2021	PLA General Board	PLA General Board Office and Publishing House PLA districts, branches and circles	Voluntary work Other sources

Strategic goal 4: Increase each librarian's access to various modern forms of education and vocational training

Objective 4.1: Monitor librarians' educational and vocational training needs and opportunities

Indicators:

Reports on training standards and needs in this area (every four years)

Duration: 2010 – 2018

Projects:

Project	Indicator	Duration / Time Limit	Who Is Responsible	Partners	Budget
Project 4.1.1 Establishment of a section for the librarian profession at the PLA's General Board	Working section	2010	PLA General Board	Task force	Voluntary work
Project 4.1.2. Preparation of cyclical reports on library workers' qualifications and need to improve and complete them	Reports on training standards and needs in this area 1 – 2010 2 – 2014 3 - 2018	2010 - 2018	PLA General Board	Task force	Grants, Voluntary work

Objective 4.2: Increase opportunities for librarians to improve their knowledge

Indicators

Number of libraries accepting trainees

Number of librarians and students who benefit from internships

Duration: 2010-2018

Projects:

Project	Indicator	Duration / Time Limit	Who Is Responsible	Partners	Budget
Project 4.2.1 Establishment of a network of libraries participating in the exchange of traineeships and internships	Number of libraries accepting trainees; number of librarians and students who benefit from internships	2010-2018	PLA General Board	Libraries	Voluntary work

Objective 4.3 Participate actively in supporting librarians' education

Indicators

Number of PLA publications and methodological materials offered by the PLA

Number of publications sold (made available)

Number of events; number of participants; number of conference publications

Duration: 2010-2021

Projects:

Project	Indicator	Duration / Time Limit	Who Is Responsible	Partners	Budget
Project 4.3.1 Preparation and dissemination of methodological and teaching publications (e.g. instructions) in printed and/or electronic format	Number of publications and methodological materials offered by the PLA; Number of publications sold (made available)	Continuously	PLA General Board	PLA Publications Committee experts	Grants PLA's business activity
Project 4.3.2. Organization of conferences, seminars and workshops	Number of events; Number of participants; Number of conference publications	Continuously	PLA General Board	PLA district and branch boards; PLA committees and sections	Grants Conference fees Voluntary work

Strategic goal 5: Boost the social prestige of the librarian profession

Objective 5.1: Disseminate the image of a librarian as an important profession in the society

Indicators:

Much higher prestige of the librarian profession (result from before and after the implementation of this objective)

Change of the profession's image proved by research results

Duration: 2010-2018

Projects:

Project	Indicator	Duration /Time Limit	Who Is Responsible	Partners	Budget
Project 5.1.1 Activity aimed at disseminating the new image of the librarian profession	Number and variety of campaigns organized to change the image	2010-2018	PLA General Board PLA districts and branches	Partner media	Grants Voluntary work Other sources
Project 5.1.2. Conducting sociological research to assess changes in the librarian profession's image before and after the campaign	Processed research results Dissemination of research results	By 2012 After 2014	PLA General Board	Group of experts specializing in the sociology of the profession	Grants

6. Strategy Implementation, Monitoring and Evaluation System**6.1. Principles of the strategy implementation system**

The present PLA General Board will submit the draft strategy to the National Congress of Delegates along with the recommendation of its adoption at the meeting to be held on 29 May 2009. The adoption of the strategy by the NCD is a condition for commencing its implementation in 2010. The implementation of the strategy during the term of 2009-2013 will be the responsibility of the newly elected PLA General Board, and in the years 2013-2021 this responsibility will be taken over by the

successive PLA General Boards. The National Congress to be held in 2013 and 2017 will be entitled to adjust, elaborate and specify the adopted strategy principles and projects. Projects relating to strategy implementation as well as the funds to be obtained for their implementation will be successively and chronologically included in every year's PLA's action plans at the PLA's General Board, district board, branch board, section and committee level. The carrying out of individual projects will be subject to the PLA's General Board approval in the form of resolutions and decisions, as provided for in the PLA's Statutes. Appointments will be made of people responsible for the implementation of individual goals and objectives. Task forces or expert groups will be appointed to carry out the projects. Long-term projects lasting for more than one term of the General Board will be continued by the successive General Boards unless the National Congress of Delegates decides otherwise.

6.2. Principles of the monitoring system

The purpose of the Polish Librarians' Association's strategy implementation monitoring system is to see whether:

The strategy is implemented in accordance with its principles;

The projects are implemented within the planned time limit and budget;

The expected project results (indicators) are achieved;

The planned objectives (indicators) are attained.

The monitoring tools will be as follows:

Timetable

Budget

Project implementation indicators and objective implementation indicators.

The implementation of the strategy will be monitored once a year and those activities will be the responsibility of the General Board. The results of individual projects will be submitted to the General Board in the form of reports, analyses, statistical data as well as reviews and opinions. Strategy implementation information summaries and monitoring data will be included in an annual report and they will be presented to PLA members at the meetings of the General Board, district boards, branches, sections and committees every year. The report will also present information about all the plan adjustments made in a given year and the reasons for those adjustments. In the annual report, the General Board will present the proposed new projects or changes to be made in the planned activities. The strategy implementation status will be presented at PLA Forums.

6.3. Principles of the evaluation system

The strategy will be subject to periodic and final evaluation.

The periodic evaluation will be made once every four years, at the end of each term of the General Board.

The final evaluation will be made upon the completion of strategy implementation.

The purpose of the periodic evaluation will be as follows:

- to assess the effectiveness and efficiency of projects and their impact on the PLA's development,

- to draw conclusions necessary for the implementation of further stages of the strategy – defining new projects or giving up certain objectives or projects

The purpose of the final evaluation will be as follows:

- to assess the effectiveness and efficiency of projects and their impact on the PLA's development,
- to draw conclusions necessary for drafting the strategy after 2021.

The periodic and final evaluation will be the responsibility of the successive General Boards. Information about strategy implementation, i.e. the timetable, budget, project and objective indicators, effectiveness and efficiency of activities will be presented in reports covering each term of the General Board and the PLA's individual structures at the meetings of the National Congress of Delegates.

The report prepared in 2021 will present the evaluation of the whole strategy implementation process.

6.4. Principles of the strategy dissemination system

The text of the strategy and the project implementation information will be made available on the PLA's digital platform, in specialist magazines as well as in the popular electronic media and in the national and local press. In addition to this, the General Board Office will prepare materials informing about the strategy to be disseminated within the PLA's structures as well as in its partner organizations and the relevant Government and local government structures.

The success will be assessed on the basis of implemented projects leading to more professionalized development of librarianship, making the librarian profession more active, changing the librarian's image and boosting the librarian's prestige in the profession as well as to the growing importance of the PLA as an organization of professionals that ensures the competence and modernity of Polish librarianship.