



UNIVERSITY
OF WARSAW

UW

Two centuries
Good beginning

**THE HUMAN RESOURCES STRATEGY FOR RESEARCHERS
(HRS4R) AT THE UNIVERSITY OF WARSAW (UW)
WITH RESPECT OF THE PRINCIPLES OF THE EUROPEAN
CHARTER FOR RESEARCHERS AND THE CODE OF CONDUCT
FOR THE RECRUITMENT OF RESEARCHERS**

- ACTION PLAN FOR 2015-2019

**Based on the internal gap analysis of the state of implementation
of the principles of the Charter and Code at UW**

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INTRODUCTION

The University of Warsaw (UW) was established in 1816. At that time, it was called the Royal University of Warsaw. In 2016, it celebrates 200 years of its operations. Today, it is the largest, one of the best and one of the oldest of higher education institutions operating in Poland. The University's community amounts to 58,900 people.

There are 44,700 students at first and second cycle degree programme following mainly full time courses, and their number grows each year. Full time students constitute 72% of the total number of students and there are 3,200 PhD students (doctoral students) at the University of Warsaw. Over the past five years, their number has grown by 25%. This growth stands for the strengthening of the University's academic potential. Each year, nearly 250 doctoral degrees are awarded by the University of Warsaw. There are also 3,900 students following post-graduate programmes. Those wishing to acquire new professional competences can choose from nearly 150 study programmes. Since 2011, not only graduates of master degree courses, but also graduates of first cycle degree courses can choose this form of classes. At the University of Warsaw, two thousand courses are taught in foreign languages. 30 programmes in English are offered as part of first and second cycle degree programmes.

Nearly 1600 foreign students attend full time courses at the University of Warsaw. A similar number completes a part of their studies there under Erasmus and other international programmes. Over the past ten years, the percentage of international students at the University of Warsaw has grown 2.5 times. Today, 7% of the total number of students come from abroad. They mainly opt for the following fields of study: International Relations, Economics, Finance and Accounting, European Studies, Journalism and Social Communication, Eastern Studies, Political Science, Management, Polish Philology, and Psychology. The largest number of foreign students come from Ukraine, Belarus, Lithuania and Russia.

The faculty features authorities in several fields of science, culture, and economic and social activity and the University's research teams enjoy recognition on the global arena.

As at 31.12.2015, more than 3,600 academic teachers (research staff, teaching and research staff and teaching staff).

Professor Marcin Pałys, a chemist, is the University's Rector. His four year term of office started in 2012. He has been re-elected 2016 for the next four-year term of office. Assisted by Vice-Rectors, he supervises the administration and management of the University. He is the institution's representative and is the superior of University staff, students and PhD students (doctoral students)).

The Rector is obliged to present annual reports on the University's operations to the Minister of Science and Higher Education. These reports feature information on the implementation of the activity and finance plan and the employment of staff at individual fields of study.

The University employs 7,100 staff members. Apart from academic teachers, these are, among others, administration staff and librarians. The University is one of the largest employers in the Mazovia Region (in Polish *Mazowsze*) . In terms of the number of employees, it outdistances the majority of the largest companies in Poland listed by the Forbes magazine.

The University, being a HEI and employer, is open to persons with disabilities. A broad programme for equal opportunities in access to education makes the University of Warsaw one of the most disabled-friendly institutions in Poland. Office for Persons with Disabilities at the University supports activities addressed to the disabled at and outside the academia. In 2007, its work in this area was awarded in the 'Warsaw without Barriers' competition. Since 2014, the University implements a TEMPUS project entitled "Support and Inclusion of Students with disabilities at higher education institutions in Montenegro", and since 2015, it has implemented two other projects under Erasmus+ ("School-to-Work Transition for Higher education students with disabilities in Serbia, Bosnia & Herzegovina and Montenegro - Trans2Work"; MappED). These projects aim at sharing by UW experiences in the scope of supporting persons with disabilities in the Balkans.

Each member of the University's community can use the services of an ombudsman. In 2011, the ombudsman for students and staff matters was appointed at the University, which was the first HEI in Poland to have such an office. The ombudsman's tasks involve providing assistance in the solving of conflicts, providing information on the binding legal regulations and rights, as well as proposing solutions aimed at the prevention of conflicts.

The University has three campuses, each situated in a different part of Warsaw. The Śródmieście campus is situated in downtown Warsaw. It is there that the University's authorities have their seat, along with the majority of humanities and social science fields of study. At the Ochota Campus, units focussing on sciences and natural sciences are seated. At the Służewiec Campus, the Faculty of Management is seated. It is there that an academic housing estate will be located.

The main campus in downtown Warsaw has an area of 55,000 sq.m. The University has its seat at Krakowskie Przedmieście 26/28, which is a major landmark on the tourist map of Warsaw. Historic buildings representing various architectonic styles are surrounded by carefully designed green areas. The University owns 123 buildings with a total area of 460,000 sq.m. and it is still growing. New research centres and modern laboratories are being built and historic buildings are being modernised.

At present, 20 faculties operate at the University. These include the Faculty of "Artes Liberales"; Faculty of Biology; Faculty of Chemistry; Faculty of Journalism and Political Science; Faculty of

Philosophy and Sociology; Faculty of Physics; Faculty of Geography and Regional Studies; Faculty of Geology; Faculty of History; Faculty of Applied Linguistics; Faculty of Mathematics, Informatics and Mechanics; Faculty of Economic Sciences; Faculty of Modern Languages; Faculty of Oriental Studies; Faculty of Pedagogy; Faculty of Polish Studies; Faculty of Law and Administration; Faculty of Psychology; Faculty of Applied Social Sciences and Resocialisation; Faculty of Management. From among them, the smallest and the youngest is the Faculty of “Artes Liberales”, which was established in 2012 and has nearly 180 students. The largest is the Faculty of Journalism and Political Science with 5,800 students and the oldest is the Faculty of Law and Administration (5,000 students). Apart from the faculties, 30 organisational units operate at UW, which differ in:

- size and internal structure – ranging from small chairs and centres to large research centres and institutes incorporating smaller units,
- formal status – stipulated in the Statute of the University of Warsaw (basic organisational units, inter-faculty organisational units, and general university organisational units),
- thematic scope of research and studies – ranging from very narrow specialisations to interdisciplinary studies involving representatives of many areas of study, faculties and units,
- character – units focussing mainly on teaching (e.g. colleges for interdisciplinary studies or language teacher training colleges); centres focussing on research (e.g. centres conducting archaeological excavations, science centres in the Ochota Campus); units which deal both with research and teaching; centres conducting business activity; units that support teaching or research (e.g. Centre for Open and Multimedia Education, University Centre for Technology Transfer).

The state-of-the-art equipment (acquired recently by many departments) significantly facilitates research, expanding the scientific potential of the University. The faculty as well as the students enjoy now access to the most recent innovations in terms of research support, such as modern research laboratories, computer networks, multimedia technologies and advanced computer programming in a broad spectrum of applications.

The University of Warsaw keeps making investments in new infrastructure recognizing the significance of new technologies. In 2014 two new buildings at the Ochota Campus were opened – the Centre of New Technologies (CeNT I) and the new seat of the Faculty of Physics (CeNT II).

The Biological and Chemical Research Centre of UW received an **accreditation** of the *Polish Centre for Accreditation* (AB 1525) for its three research laboratories: Analytical Expert Center (LB1), the Laboratory of the Environmental Chemistry (LB2) and the Laboratory of the Structural, and Physical and Chemical Research (LB3).

Thanks to the accreditation in question research results generated can be accepted in the fields legally regulated in Poland and in the territories of the EU member states – the signatories to the **European co-operation for Accreditation** (EA) agreement.

Moreover, in 2014 a Digital Economy Lab (**DELab**) started its operation connecting different scientific disciplines and communities for joint undertakings in the field of ICT. It is an initiative of several units of the University of Warsaw: the Interdisciplinary Centre for Mathematical and Computational Modelling (ICM), The Faculty of Mathematics, Informatics and Mechanics (MIM), The Faculty of Economic Sciences and the Google company which supports the project strategically and financially. A fruitful cooperation of ICM, MIM and the University's units in the field of humanities carrying out research with the use of digital tools resulted in establishment of in December 2015 a new **Digital Humanities Lab** providing expert advice while planning and implementing projects. It will organize workshops, seminars and meetings with the representatives similar centres from the whole world. A brand new, unique place on the UW's map serving as a center for popularization of science, of carrying out of research projects and education of students is, opened in October 2015, **the European Center for Geological Education** in Chęciny.

The University also has **research stations** across Poland and abroad, to mention the geobotanical station in Białowieża, hydro-biological station in Pilchy, archaeological excavation sites in Egypt, Peru, Ecuador, Bolivia, Montenegro, Uzbekistan and Iran. The University's astronomers explore skies not only above Poland, but also in Chile, where they work at the Las Campanas observatory featuring one of the largest Polish telescopes.

The large number of UW units reflects the internal diversity of the University and numerous roles it plays. It also shows a broad spectrum of research and studies conducted at UW.

Yearly budget of the University amounts to PLN 1.3 billion. The University's income is composed of ministerial subsidy in one third, student fees in one third and research funds also in one third.

The joint undertaking of the Faculty of Mathematics, Informatics and Mechanics of the University of Warsaw and the Institute of Mathematics of the Polish Academy of Sciences, called **the Warsaw Center of Mathematical Sciences**, gained a prestigious status of **the National Centre of Scientific Excellence (KNOW)** for 2012-2017 granted by the Ministry of Science and Higher Education on the basis of a competitive proposal. In result the KNOW has been receiving for five years extra funds for strengthening of its research potential, development of the scientific personnel, creation of the favourable conditions for carrying out research work, building a strong and recognizable "brand", and for higher remunerations of the local scientists and/or for employment of the foreign researchers in Poland.

In the field of Chemical sciences the KNOW status for 2012-2017 was granted to the Warsaw Academic Chemical Consortium consisting of two Faculties of Chemistry – one of the University of Warsaw and the other of the Warsaw University of Technology.

The University of Warsaw has 800 partners from abroad, including 350 institutions from 70 different countries, which signed bilateral cooperation agreements with UW. Recently, the University has

developed dynamic contacts with HEIs from Asia, to mention India, China and Korea.

Each year, the University implements nearly 3,000 research projects, majority of which are funded with state subsidies (the amount of expenditures on science is stipulated each year in budgetary acts), which are at the disposal of the Minister of Science and Higher Education, National Science Centre and the National Centre for Research and Development. Statutory subsidies are awarded in order to maintain the research potential, special research apparatus, and finance scientific research contributing to the development of young researchers and PhD students (doctoral students). These subsidies are awarded with the use of an algorithm taking into consideration such criteria as scientific and creative achievements, academic potential and practical aspects of research activity. Special emphasis is placed on the internationalisation, interdisciplinarity and innovativeness. Based on a comprehensive assessment, research units are awarded academic categories ranging from the highest A+ to C. Out of 29 research units of UW subject to the assessment, 7 hold category A+, 15 hold A and 7 hold B category.

Statutory subsidy is awarded to academic units based on internal competitions.

Funding of research provided by executive agencies of the National Science Centre and the National Centre for Research and Development is also based on competitive procedures.

The National Science Centre (NSC) supports scientific activity in the scope of basic research and experimental or theoretical works conducted primarily to acquire new knowledge on the foundations of phenomena and observable facts, without anticipating direct commercial applications. Since the establishment of NSC in 2011, the University has been its beneficiary with the highest success index and the highest number of applications approved for implementation (in 2012, it was 245 applications; in 2013, 282 applications; in 2014, 202 applications). Funding is provided for: basic research implemented as part of research projects, doctoral grants and post-doctoral research assistantships and research projects for experienced researchers aimed at conducting pioneering research of importance for the development of science conducted as part of individual programmes.

The National Centre for Research and Development manages and implements strategic research and development programmes, which translate directly into the development of innovativeness. It supports commercialisation and other forms of transfer of research results into economy. The Centre manages applied research programmes and the implementation of projects in the field of country's security and defence.

There is a stable, high interest of the University's scientists in carrying out research activities financed from the international funds, in particular from the EU. The research personnel are involved in several integrated projects, being implemented often by very many institutional partners from Europe and outside, research-training networks, projects aimed at enhancing research potential (development of own research infrastructure and/or access to the foreign research infrastructures), as well as smaller research support actions.

The biggest research projects at UW have been implemented under the subsequent EU Framework Programmes (FPs). In FP6 (2002-2006) the independent experts of the European Commission approved 67 projects with participation of UW including five with the role of a coordinator. In FP7 (2007-2013) UW has participated in 98 projects which gained high evaluation scores. In result UW became again a national leader in acquiring research funds from the UE FPs. In eight projects UW played the role of the consortium coordinator and hosted **seven prestigious European Research Council's grants** supporting the very best, creative researchers and their ideas in all research fields. Six grants went to the young UW researchers as the ERC Starting Grants and one to the experienced researcher - ERC Advanced Grant. In two other ERC Advanced Grants the University became the Co-beneficiary. Among the FP7 projects being implemented at UW the one called (PhoQuS@UW) aimed at creation at the Faculty of Physics a multidisciplinary center of excellence in photonics and quantum science received 4.6 mln euro to foster reaching this goal.

In the recognition of the University's active participation in FP7 in 2014 and in H2020 in 2016 it won for a third and fourth time a special **award** called "Kryształowa Brukselka" (Crystal Brussels Sprout) granted by a special Selection Committee chaired by the Minister of Science and Higher Education.

The University continues its best endeavours to acquire funds for research and innovation under the new financial perspective (2014-2020) of the **Horizon 2020** (H2020). It has won so far **26** projects keeping its status as a national leader confirmed by the fact of being chosen most frequently in Poland by the brilliant Principal Investigators as the Host Institution for their ERC grants. In H2020 the University has been currently hosting **four ERC grants** (out of five awarded to the Polish applicants) for 4.3 mln euro including: one ERC Proof of Concept grant (received by the FP7's ERC Starting grant laureate), one ERC Starting Grant and two – first in Poland – ERC Consolidator Grants (one of them was received by another FP7's ERC Starting grant laureate). Three out of four ERC grants have been received by the researchers from the Faculty of Mathematics, Informatics and Mechanics and one from the Faculty of "Artes Liberales". The current total number of the ERC grants at UW is **eleven** becoming **more than 50% of all ERC grants being hosted so far in Poland under FPs**.

Other H2020 projects being implemented at UW are the research and innovation ones, research-training networks, international and intersectoral exchange of personnel under Marie Skłodowska-Curie Actions, projects aimed at development and/or giving access to research infrastructures, one 1 mln euro so called widening participation grant - „Twinning” at the Faculty of "Artes Liberales (led by one of the FP7 ERC grantees). In the EU programme for the Competitiveness of Enterprises and Small and Medium-sized Enterprises (**COSME**) UW runs one project under the **Enterprise Europe Network's** partnership offering to SMEs complex services assisting them in development of their potential and abilities to innovate.

In 2014 the University Office for Research Administration was granted a status of the Regional Contact Point (RCP) of the EU Research Programmes for the 2014-2020 in order to support the participation of the research teams from the whole Mazovia Region in H2020. The RCP carried out information, training and consulting activities tailored to the specific needs of the single research teams based on the identification of their key fields of interest.

In addition to the research projects funded under the EU FPs, the University of Warsaw is actively involved in projects financed by other international organizations, agencies under different funding frameworks, e.g. the Norwegian Financial Mechanism, the Polish-Swiss Research Programme, the COST Programme, grants of the European Space Agency, EMBO, Office of Naval Research, the International Visegrad Fund, the Polish-German Research Foundation, the Chiang Ching-kuo Foundation for International Scholarly Exchange, or research grants awarded by Google and Intel.

The international research cooperation of the UW's scientists has been supported by the National Center for Research and Development under the ERA-NET and the ERA-NET+ funding schemes implemented in the framework of the European undertaking ENIAC etc and by financing international projects requiring national contribution. Another source of co-funding of the international research grants provides the National Science Center (calls for grants under Harmonia, HERA JRP etc.).

Academic achievements of the University's staff are valued at home and abroad. Majority of research results is published in reviewed journals with international scope and recognition. Each year, the number of publications authored by the University's researchers grows by nearly 7,000. Majority of publications appear in prestigious international journals, to mention *Science* and *Nature*, which are periodicals included in Journal Citation Reports and European Reference Index for the Humanities.

In 2013, a ranking of Polish higher education institutions was published by *Polityka* weekly based on data concerning the number of publications and their citations. Its authors used Hirsch indexes (scientometric parameters allowing to assess the impact of individual academics' output). Data from the years 1945-2012 included in the Web of Science were analysed for the purpose of establishing the ranking. The University of Warsaw took the indisputable first place in the rating as an institution with the largest number of publications (27,484), their citations (401,126), and with the largest average number of citations per publication (14.59). Academic units of UW publish 82 scholarly journals.

The University's income from scientific activity grew from nearly PLN 100m in 2005 to more than PLN 380m in 2014. UW has at its disposal a research budget that is several times higher than this available to other Polish HEIs, which reflects its status as a leading research university and a major academic hub in the country.

Taking into consideration strategic goals of UW, which are stipulated in the resolution no. 248 of the Senate of the University of Warsaw on mid-term strategy of the University of Warsaw for the years 2014-2018 dated 25 June 2014 (which include achieving high organisational effectiveness, better use of human resources, tightening bonds with the HEI, improving communication and accessibility of information, improving knowledge and awareness of existing regulations, processes and dependence rules at the University, developing an incentive scheme and criteria for the assessment of teaching and research staff, further improvement of teaching and research conditions at the University and boosting capabilities for raising revenues), providing possibly the best working conditions for research staff is a key success factor here.

The implementation of the European Charter for Researchers and of the Code of Conduct for the Recruitment of Researchers at the University of Warsaw in possibly the fullest extent (active promotion and full implementation), with taking into consideration statutory limitations of the national legislation, is of paramount importance due to the need to develop a strategy stipulating good practices, promoting transparency and good relations between young scientists and their supervisors, as well as because of the European integration.

The University of Warsaw perceives the implementation of the European Charter for Researchers and of the Code of Conduct for the Recruitment of Researchers as an opportunity for further expansion and development of friendly organisational culture and ensuring favourable working conditions for the HEI's staff.

1. INTERNAL GAP ANALYSIS – EVALUATION OF THE STATE OF IMPLEMENTATION OF THE PRINCIPLES OF THE CHARTER AND CODE AT THE UNIVERSITY OF WARSAW

1.1. Process description and methodology

1.1.1. Establishment of the Committee for the European Charter for Researchers and of the Code of Conduct for the Recruitment of Researchers (the Committee)

On July 14th 2014 prof. Marcin Pałys, the Rector, established the Committee for the European Charter for Researchers and of the Code of Conduct for the Recruitment of Researchers appointing its members representing:

- Central administration:
Vice-Rector for Human Resources and Lifelong Learning (the Chair), Vice-Chancellor for Economic Affairs, Deputy Head of the HR Office, Deputy Head of the Research Services Office,
- Academic teachers and PhD students (doctoral students).

Activities of the Committee:

- Approval of the text of an endorsement letter to the European Commission in which the University recognizes the principles the Charter and Code and declares its intention to respect and promote both documents among all its employees. The letter was signed by the Rector and sent to the EC on August 28th, 2014 and published on the EC's website on September 29th, 2014;
- Selection of a method of evaluation of the status of implementation of the Charter and Code at UW;
- Making 2-stages internal analysis comparing the legal regulations and procedures applied at UW against the principles of the Charter and Code (internal gap analysis).

STAGE I:

- Audit of the internal regulations and procedures by the Committee members using of the standard template for the internal analysis prepared by the European Commission in order to draft

the strategy of employment of researchers with respect of the Principles of the Charter and Code (<http://ec.europa.eu/euraxes/rights>).

STAGE II:

- Drafting a questionnaire in Polish and English aimed at the evaluation of the implementation of the provisions of the Chart and the Code at the University,
- Requesting the UW Centre for Education Quality Evaluation to develop the final questionnaire, stage a survey among the staff and develop a report on its results,
- Sending a letter from the Chair of the Committee to heads of individual units explaining the rules for the participation in the survey, importance of full implementation of the Chart and the Code at UW and encouraging all research staff, technical staff and PhD students (doctoral students) to answer the questionnaire,
- Discussing the results of the survey, identifying the areas in which the implementation of the Chart and Code is insufficient, agreeing activities and premises of the strategy for their implementation at UW in the future.

1.1.2. Survey Description

Survey Methodology

The Survey was implemented with the use of *Ankieter* software and a token session, i.e. a tool, which has been used in the past to stage University wide survey addressed to PhD students (doctoral students). University staff were sent invitations to participate in the survey by email and their email addresses were taken from the University system for student servicing (USOS). Each respondent was sent an email with an individual link to the questionnaire website. The survey methodology assured the anonymity of the respondents. The system for sending the links prevented the possibility for answering the questionnaire more than once and ensured that no uninvited person participated in the survey.

The survey was staged from 15 December 2014 to 15 January 2015. Out of 8,225 staff members and PhD students (doctoral students) invited to participate in it, 18.8% answered the questionnaire, and 880 staff members (8.1% of the population) answered all the survey questions.

Survey Structure

The questionnaire was divided into four parts; working conditions at the University; recruitment; relations with supervisors; general rules and regulations binding research staff. In majority of cases, the respondents were asked to evaluate a given issue with reference to practical aspects of their research work and its significance for their work. In both cases, the respondents were asked to provide replies based on a five point scale, where one stood for a very negative assessment and five meant a very positive assessment. Therefore, each time when average assessments of a given issue are compared, value three or more stands for a rather positive assessment and values below three stand for negative assessments.

Characteristics of the Target Group

The target group of the survey included women forming 53% and men forming 47% of the total number of respondents. Staff holding doctoral degree (42%) was the most represented, followed by holders of *magister* (master's) degree (33%). Professors formed 11% and holders of a *doktor habilitowany* degree formed 15% of the total number of respondents. PhD students (doctoral students) formed 29% of the total number of respondents. In the doctoral student cohort, 41% of respondents represented humanities and language studies, 32% represented social and economic studies, and 26% represented mathematics and natural sciences.

The Centre for Education Quality Evaluation published a report on the analysis of survey results on 31 March 2015 and presented it to the Committee during its meeting on 5 May 2015.

2. RESULTS, RESULTS FROM THE INTERNAL QUESTIONNAIRE - STRENGTHS and WEAKNESSES (challenges)

2.1. Research Freedom

Existing Regulations and Practices

Law on Higher Education is a legal act, which guarantees the autonomy of any higher education institution in all areas of its operations. A University should ensure the freedom of teaching, research and artistic creativity while serving a mission of discovering and propagating truth by conducting research and educating students.

A University should guarantee freedom of research conducted by academics, including academic teachers, non-teaching staff, PhD students (doctoral students) and students (Statute of UW, par. 3) The results of the survey show that majority of research staff working at the University has not encountered any violations of freedom of opinion or freedom of speech. Staff members declare that they are familiar with codes and regulations concerning conducting research, and in particular: the rules of professional ethics, health and safety regulations, intellectual property rights, personal data protection and confidentiality requirements, requirements and conditions binding on researchers and imposed by donors or sponsors. The staff of the University of Warsaw can freely implement their research ideas, formulate academic questions and conduct research.

Actions required

None

2.2. Ethical Principles

Existing Regulations and Practices

- Assembly of Advocates (Konwent Rzeczników) – established by the Minister of Science and Higher Education operates since 2014, took over the tasks of the Committee of Good Academic Practice. The scope of activities:
 - Preparation of opinions and conclusions with regard to issues concerning good practice in science and academic work including cases submitted to the Minister of Science and Higher Education;
 - Preparation of opinions in particularly complicated cases resulting from the actions carried out, on request of the academic disciplinary committees;
 - Initiation of work on draft documents concerning good practice in science and higher education.

In accordance with the Law on animal experimentation, the Minister of Science and Higher Education has appointed the National Ethics Committee for Animal Experimentation. The main tasks of the Committee include setting standards for conducting experiments on animals and establishing the degree of invasiveness of such experiments; appointing local ethics committees for animal experimentation; and presenting opinions on applications concerning ethical standards for conducting experiments on animals.

At the University of Warsaw, several ethics committees operate. The Rector of UW has appointed Rector's Committee for Ethics of Research with Human Participants for the years 2012-2016. The Committee focuses on presenting opinions on research projects with human participants, in which personal data is used; research projects conducted on biological material taken from humans, which may involve risk for physical or mental health of participants and risk of violating privacy of the participants or the risk of sustaining social or private loss; experimental research, observation, survey and other non-invasive projects.

Apart from the above mentioned Committee, local committees operate at individual units of the University, to mention:

- the Committee for Ethics of Research at the Institute of Sociology, which when issuing its opinions is driven by the Rules of Conduct in Science developed by the Polish Academy of Sciences and regulations concerning ethics of social research recognised by the community of sociologists and social researchers, in particular the Code of Ethics for Sociologists adopted by Polish Sociological Association;
- The Committee for Ethics of Research at the Faculty of Psychology, which presents opinions on projects concerning grants, doctoral thesis research or research whose results are to be published in journals, follows standards included in the Code of Professional Ethics for Psychologists, which is recognised by the community of psychologists;
- The Committee for Ethics of Research at the Faculty of Mathematics, Informatics and Mechanics appointed on 8 June 2015 presents opinions on ethical aspects of research with reference to collecting, analysing and processing of real data and modelling of phenomena in the field of medicine, biology, bioinformatics, and psychology (human behaviours).

The Survey results show that the University staff is familiar with professional ethics regulations and consider them vital. Researchers are capable of stating when such rules are violated.

Actions required

None

2.3. Professional Responsibility

Existing Regulations and Practices

In accordance with Law on Higher Education, academic teachers can be liable to disciplinary action if they breach accepted professional and ethical standards. These include in particular:

- 1) appropriating the authorship, or misleading others as regards the authorship, of the entirety or a part of another person's work or artistic performance;
- 2) disseminating, without identifying the creator's name or pseudonym, the original or a derivative version of a work;
- 3) disseminating, without identifying the creator's name or pseudonym, the original or a derivative version of another person's artistic performance or distorting such work, an artistic performance, phonogram, videogram or broadcast;
- 4) infringing another person's copyright or related rights in any other manner;
- 5) falsifying research or research findings, or any other academic fraud.

Committing the above offences may result in imposing severe penalties, including permanent deprivation of right to practice the profession of an academic teacher and dismissal from the University without notice.

In the case of a breach of discipline which is also considered the breach of accepted professional and ethical standards in science the University disciplinary committee may request that **the Committee for Ethics in Science at Polish Academy of Sciences** present an opinion on that matter. The Committee for Ethics in Science is composed of representatives of scientific circles and of higher education institutions.

In accordance with art. 132 of the Law on Higher Education, respect for copyright and related rights, as well as industrial property rights forms a criterion of obligatory periodical appraisal of the performance of all academic staff.

According to Article 115 of the Polish Act on Copyright and Neighbouring Rights plagiarism results in criminal liability: "Whoever usurps the authorship or misleads others as to the authorship of a whole or a part of another person's work or another person's artistic performance shall be liable to a fine, restriction of liberty or imprisonment for up to 3 years."

Actions required

None

2.4. Professional Attitude

Existing Regulations and Practices

Information about mechanisms for funding of research is propagated by the administration of UW on the central level, i.e. by the Office for Research Administration and on the level of individual units, by the sections for research administration and finance.

A database featuring contact persons that are responsible for project administration at individual faculties and inter-faculty units can be found here: <http://portalinformacyjny.uw.edu.pl/wp-content/uploads/2014/01/Baza-kontaktowa-osob-zajmujacych-sie-obsluga-badan1.pdf>

The Office for Research Administration is composed of two sections: Section for the Administration of Domestic Research Programmes and Section for the Administration of International Research Programmes. The Office runs a website, which provides information about research programmes, rules for applying for grants, deadlines, application forms, forms used in internal circulation when applying for grants and during the implementation of projects, as well as rules for project settlement and reporting.

Staff working at the Office for Research Administration provides assistance in the selection of the right type of competition, registration in a specific system for filing applications and in filling out the forms. They also verify content-relatedness of applications, including the character and requirements of a given programme; they help to calculate budgets and to plan expenditures in individual pay items, to calculate personnel costs, to prepare project documentations (grant agreements) and monitor the reporting. They stay in touch with grant holders and cooperate with Staff Administration Office, the Bursar's Office, legal advisers, the Centre for Technology Transfer and administration of individual units in order to ensure proper implementation of research grants.

Employees of the Office for Research Administration attend domestic and international training, seminars and conferences on funding of science, including the latest changes in this scope. They also stage training for research and administration staff on the funding of science and rules binding in individual competitions and programmes.

All employees of the Section for the Administration of International Research Programmes speak fluent English, so they can be of assistance when looking for the right source of funding, when preparing applications and contacting representatives of donors or partners from abroad, if needed.

For the needs of administration of UW, they translate agreements concerning reporting and methods of grant settlement (information cards).

As far as the acquisition of funds from abroad is concerned, the Office for Research Administration acts as a Regional Contact Point for Research Programmes of the UE. The Office organises training, workshops, and face-to-face consultations for research and unit administration staff concerning the raising and settlement of funds for research projects, employment of researchers from abroad and finding project partners.

At the University, rules and practices concerning the raising and settlement of funds for research and document circulation apply.

Letter of the Vice-Rector for Research and Liaison (13.06.2008):

1. Research Project Managers in international research projects are obliged to submit to the Office for Research Administration via Project Coordinators copies of applications submitted to the European Commission accompanied by:

- in the case of research projects in 100% funded with foreign funds, a written permission from a dean/head of unit for the implementation of the project and commitment to ensure financial liquidity,
- in the case of research projects partially funded with foreign funds, which require contribution of the University, a written permission from a dean/head of unit for the implementation of the project and commitment to provide own contribution and to ensure financial liquidity.

2. Mid-term financial reports and final report on project implementation, after agreeing costs with the financial section of the organisational unit, are signed by Project Managers and submitted to the Office for Research Administration so that it can verify their consistency with the contracts. Next, the reports are submitted to the Bursar's Office, where their consistency with information cards developed based on source documentation is verified in terms of costs. The reports signed by the finance officer are submitted to Project Managers who forward them to Project Coordinators.

3. If financial liquidity of a given project is not ensured, an organisational unit bears financial responsibility for it.

At individual units, Project Managers who make decisions concerning the implementation of tasks and incurring expenditure are held liable to Heads of Unit for the implementation of projects and reporting. Central administration (Bursar's Office, Office of Research Administration) and administration at individual units (sections for research administration and finance) provide support concerning financial reporting.

Actions required

None

2.5. Accountability

Existing Regulations and Practices

The whole community of the University of Warsaw is obliged to observe thorough, transparent and effective management of funds and to cooperate with internal and external controlling bodies. The funds of the University, including the funds of organisational units of UW, are managed with the observance of the rule of: appropriateness, cost-effectiveness and sound and effective management.

Bursar, deans/heads of basic organisational units, Bursar's proxies and project managers holding authorisations stipulating the scope of their rights and obligations are entrusted with the supervision over the observance of the transparent sound and effective use of public funds.

The use of funds and implementation of project tasks are subject to inspection and internal audit, as well as control staged by external bodies. The Internal Audit Department verifies the correctness of introduced rules and procedures relating to internal audit of the implementation of research projects and the operation of units responsible for the administration of grants.

Examples of internal regulations:

- REGULATION NO. 16 OF THE RECTOR OF THE UNIVERSITY OF WARSAW dated 10 October 2005 on the procedures, rules and forms of staging financial audit at the University of Warsaw;
- REGULATION NO. 28 OF THE RECTOR OF THE UNIVERSITY OF WARSAW dated 25 July 2011 on the introduction of Instructions on detailed rules regulating mobility abroad of University staff, PhD students (doctoral students) and students and the method of settling them;
- Communication of Bursar of the University of Warsaw to Bursar's Proxies and financial administration staff of UW (2007) on the rules for recording documents and methods of filing in HMS (...) with further specifications (2008).

All data and documents are always made available to inspection bodies in the scope consistent with relevant authorisations.

Actions required

None

2.6. Good Practice in Research

Existing Regulations and Practices

In accordance with national regulations, the University, being an employer, is obliged to ensure safe and hygienic working conditions. Prior to signing an employment contract, all future staff members, including academic teachers, undergo general training on work health and safety at a work health and safety and fire protection inspectorate of UW and next undergo training relating to their position

at the unit, which has employed them. At the University, internal regulations have been adopted in this scope, including Regulation no. 4 of the Rector of the University of Warsaw of 06.07.2001 on detailed obligations and liability of staff and students in the scope of the observance of work health and safety regulations at the University of Warsaw.

The Rector has issued relevant regulations concerning the protection of personal data and the method of informing about and making personal data available to entities that hold statutory authorisation. Information Safety Administrator for the whole UW and Local Information Safety Administrators are responsible for ensuring that the processing of personal information is consistent with legal regulations. Internal instructions for telematic systems stipulate the rules and frequency of making back-up copies of databases and systems. Moreover, University staff is obliged to observe confidentiality of information. They sign relevant statements to that end.

Actions required

None

2.7. Dissemination, Exploitation of Results

Existing Regulations and Practices

Law on Higher Education stipulates that Universities are entitled to conduct research and development works and decide about their directions, and one of the obligations of academic teachers is to conduct research and development works.

The University supports basic research, which contributes to deepening knowledge on the surrounding world and applied research, the results of which can be used in practice.

In order to commercialise the results of research and development, several special purpose vehicles have been established at the University of Warsaw: RDLS Sp. z o.o. <http://rdls.pl/>, Spektrino Sp. z o.o. <http://www.spektrino.com/>, Amerlab Sp. z o.o. <http://www.amerlab.pl/>, Warsaw Genomics Sp. z o.o. <https://warsawgenomics.pl/#!/>, MIM Solutions Sp. z o.o.

In 2012, the University established a company called UWRC sp. z o.o. in order to commercialise the results of research and development works. In early 2013, the company signed an agreement with a French company called Advanced Accelerator Applications, which manages laboratories in the European Union and Switzerland. The cooperation relates to the production of radiopharmaceuticals, radioactive substances used in the diagnostics and treatment of tumours. Hospitals and scientific institutes from across Poland can be interested in these substances.

The establishment of such companies by University staff and students aims at the intensification of transfer of the latest technologies from science to economy and at accelerating the development of

enterprises by scientists in Poland. University staff can freely involve in endeavours aimed at a better use of the potential of the University in economy and support initiatives aimed at practical use of research results.

The University Technology Transfer Centre (UOTT) was established in 1998 for a better use of the University's potential in economy by, among other, a comprehensive support of undertakings aiming at practical use of the research results (The Resolution of the Senate of the University of Warsaw of June 24th, 1998).

Information about research projects implemented at the University and scientific journals published by University staff is published in the Integrated System of Information about Science and Higher Education POL-on, which is consistently updated by individual organisational units of the University. In cooperation with the Interdisciplinary Centre for Mathematical and Computer Modelling at UW and as part of the SYNAT project, an interdisciplinary system of interactive scientific and technical information (<https://www.infona.pl/>) has been established to provide scientists with opportunities to publish articles with open access. Thanks to the website, work of research staff working at the University are more accessible and more frequently cited at home and abroad.

These activities are consistent with the requirements of the Horizon 2020 research and innovation programme in the scope of open access to publications. Moreover, scientists can upload their scholarly bibliography at the Polish Scholarly Bibliography website <https://pbn.nauka.gov.pl/>, where information about Polish scientific units is collected. Last, but not least, the University Centre for Technology Transfer runs a database of inventions and trademarks developed at the University of Warsaw, which are protected or filed for the protection with the Patent Office.

At the University, expert centres and laboratories operate, whose services are dedicated for external institutions. These include Centre for Judicial Studies, which makes expert opinions for courts and other institutions and provides advice in the scope of identification of offenders and forged documents. Centre for Political Science Analyses serves a similar purpose, as it develops reports, expert opinions and analyses concerning politics-related phenomena.

Actions required

None

2.8. Public Engagement

Existing Regulations and Practices

The University of Warsaw takes an active part in the promotion of science by participating in various initiatives. For example, the University has signed a cooperation agreement with Copernicus Science Centre (CSC), under which the two institutions together organise conferences of the European

Network of Science Centres and Museum (ECSITE), and ACM International Collegiate Programming Contest, as well as cooperate on the development of programmes and classes in science communication and propagation. CSC supports the University in the organisation of placements and trainings, promotion of science and science communication and UW supports the activities of CSC aimed at inspiring social dialogue on science.

For many years, faculties and science clubs at the University have participated in Science Picnic organised by Polish Bis Radio and Copernicus Science Centre, where they present their achievements and their everyday work

Among others, on the initiative of Rector of the University of Warsaw, Festival of Science was launched in Warsaw in 1997. The Festival's goal is to talk to society and obtain its support for further development of science, propagate science and its latest developments. During the Festival, topics of importance for social and scientific circles are discussed; lectures and workshops for secondary school graduates are staged to make them interested in science and assist them in the selection of further directions of studies; discussions and workshops on the developments in individual fields of study are held; thematic workshops are organised for children, during which natural phenomena are presented.

The University also participates in the Night of Museums, which is a celebration of culture, arts and science. During the event, the Śródmieście Campus, the University Library and the Botanical Garden of the University of Warsaw are open to visitors till late at night.

Moreover, the University organises open doors, during which you can watch popular science demonstrations, visit laboratories, participate in workshops and attend lectures.

The University is also active in the area of lifelong learning by organising events addressed to adults and by presenting cultural and educational offer of the UW Open University.

Individual units of the University also propagate science. For example, the Faculty of Mathematics, Informatics and Mechatronics organises: a) afternoons with mathematics for secondary school students; lectures entitled "What do you need maths for?", addressed to lower and upper secondary school students; b) Thursday lectures on popular maths for secondary school students, teachers, students of mathematics and other fans of the science <http://www.mimuw.edu.pl/popularyzacja/>.

As part of international programmes, UW has implemented projects aimed at the propagation of science, to mention SciCafe projects (The Science Cafes Network) as part of the Seventh Framework Programme of the EU; F2F (the Researchers' Night), as part of the Horizon 2020; and EUCYS project, i.e. European Union Contest for Young Scientists 2014.

Propagation of science constitutes a statutory criterion of the appraisal of academic teachers' work at the University of Warsaw.

Actions required

None

2.9. Gender Balance; Non-Discrimination

Existing Regulations and Practices

The University of Warsaw observes the Employment Code, which obliges employers to equally treat employees in the scope of establishing and dissolving employment relationship, working conditions, promotion and access to training in order to raise professional qualifications, regardless of gender, age, disability, race, religion, nationality, political beliefs, trade union membership, ethical origin, faith and sexual orientation.

Gender balance is also one of the main points of interest for Rector's Committee for Equal Opportunities (<http://senat.uw.edu.pl/text.php?cat=178>) and the University Ombudsman (<https://portal.uw.edu.pl/web/ombudsman/start>). These two bodies oversee the observance of equal opportunities for men and women and the prevention of any other forms of discrimination based on gender. The University expects all members of the university community to treat each other with respect and does not tolerate any form of harassment.

The tables below present actual employment numbers at the University, with taking into consideration the number of men and women in employee categories and positions.

Table 1: The total number of staff across the University

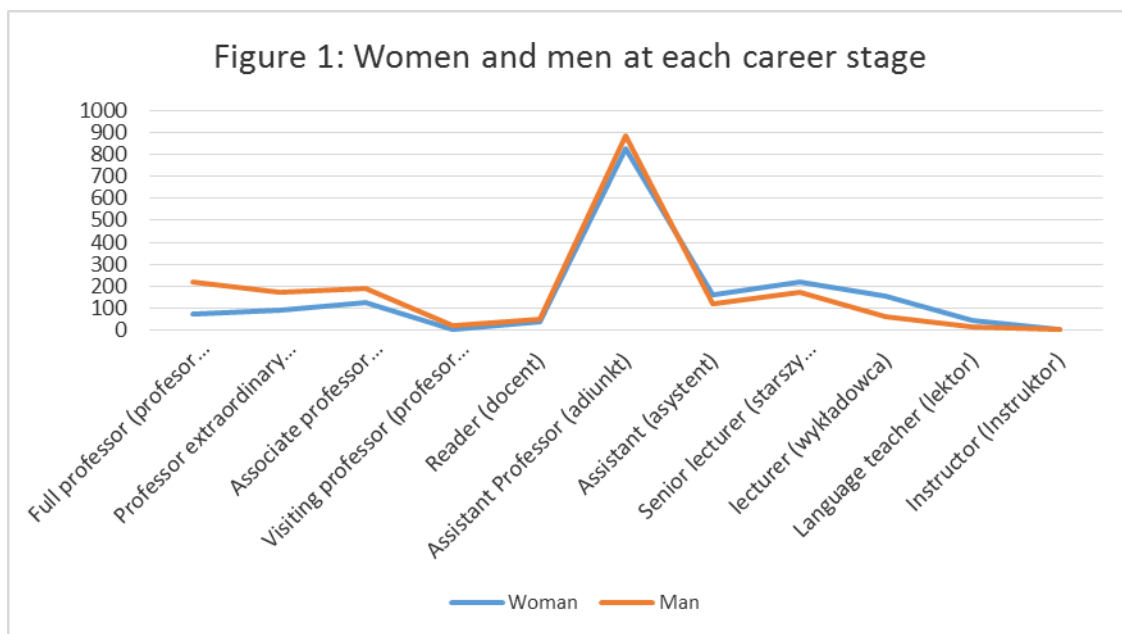
	Woman	Man
Total employed at UW	3995	3155
including persons with disabilities	81	46
including foreigners	83	109

Table 2: Staff by category

Employee Category	Woman	Man
Academic teachers (academic and researcher)	1766	1919
Research and technical staff	100	123
Library Staff	313	102
Engineers and technical staff	161	174
Finance, administration and service staff	1655	837
Total employed at UW	3995	3155

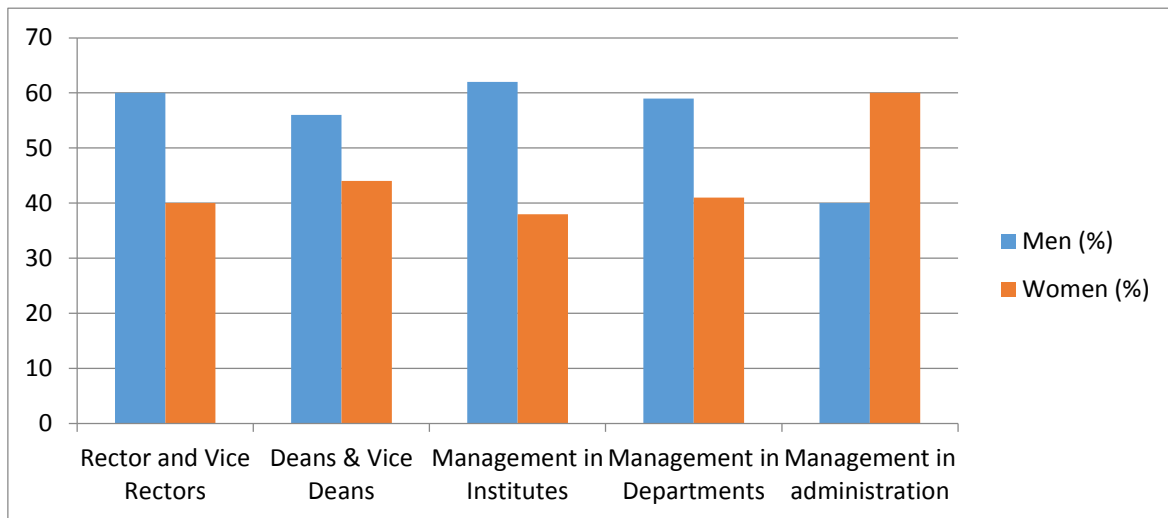
Table 3: Staff in post

Position	Woman	Man
Full professor (profesor zwyczajny)	73	220
Professor extraordinary (profesor nadzwyczajny)	93	172
Associate professor extraordinary (profesor nadzwyczajny UW)	125	188
Visiting professor (profesor wizytujący)	5	23
Reader (docent)	38	50
Assistant Professor (adiunkt)	829	886
Assistant (asystent)	161	121
Senior lecturer (starszy wykładowca)	221	172
lecturer (wykładowca)	156	63
Language teacher (lektor)	47	16
Instructor (Instruktor)	6	6
Qualified librarians (dyplomowani bibliotekarze)	12	2



As shown in the figure above, the number of female academic teachers (academic and researcher) at University of Warsaw is high. Still, the higher the level of the university structure, the bigger predominance of man: for example full professors are mainly men. It must be acknowledged that there is some kind of gender gap. It is especially seen in groups of older staff. It seems that the predominance of men in these posts might be historically conditioned.

Figure 2 Man & woman at supervisory and managerial level



It is important to note, that there is a slight gender imbalance at the supervisory and managerial level: between 38 and 44 % of executive positions are taken by women, and between 56 and 62 % are taken by men. This tendency turns in administration, where women executives are 60 %, and men executives are 40 %. Though the imbalance is not big, it might be noteworthy.

Based on the Labour Code gender equality is respected at all career levels. The policy of equal opportunities on the level of recruitment and at the subsequent career stages is conducted by the University of Warsaw.

Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. Actually the composition of selection committees is based solely on qualifications criteria – gender balance is not a priority in this case (women represent on average 35% of the commission’s membership). To ensure equal treatment, it shall be ensured that the selection and evaluation committees should have an adequate gender balance.

Actions required

Making progress on gender equality is one of the University’s key goal. Actions mentioned below are our future priorities on gender issues.

The first planned action is a big research project on gender equality at the University of Warsaw. It is important to understand better the existing gender gap and its sources. It is also important to observe the dynamics of change. Better knowledge of this field would help the University to introduce necessary steps toward strengthening of gender equality in the academic society. The results of the research will lead to development of Gender Equality Plans: first at particular faculties, than at the University as a whole.

Next planned steps involve education and promotion of gender mainstreaming: actions aiming at rising awareness of gender equality among all members of the university community by organizing training and preparation of publications, the creation of an interactive website. The University plans to continue its work on facilitating the reconciliation of work and private life (a more family-friendly working environment, in actual context important especially for women scientists) – development of infrastructure care for employees with children.

For details and timeline please see **Action Plan - Action 6.**

2.10. Judging Merit (Code); Variations in Chronological Order of CVs

Existing Regulations and Practices

The method of selecting candidates participating in the contest is stipulated in par. 94.6 of the Statute of the University of Warsaw. Contest committees take into consideration the academic output, teaching and organisational achievements of candidates. Moreover, par. 91 of the Statute stipulates additional requirements to be met by candidates for positions of academic teachers. When applying for a position of associate professor, you should hold the title of a professor or *doktor habilitowany* degree confirmed by reviews of at least two academics and have significant teaching achievements. Moreover, a positive opinion of the Senate of UW is required. A candidate for the position of a senior lecturer, should have at least 10 years of working at a HEI as an academic teacher. When applying for a position of a visiting professor, candidates should have significant academic achievements and significant professional achievements in the field of study s/he is to teach. If a candidate for the position of an associate or visiting professor does not meet the requirements stipulated in the Law on Higher Education, but holds a *doktor* degree and his/her academic and professional achievements have been confirmed by the faculty council and s/he has obtained positive opinion from the Senate of UW, s/he may be employed in the above mentioned positions.

Survey results: 79% of respondents stated that in the selection process, personal features of candidates, such as creativity and independence, should be taken into consideration. However, 99% of respondents believe that hard academic and professional skills are more important. A good practice at the University is submitting CVs by candidates, in which they can describe their academic achievements and interests, participation in research and grant projects, and their plans and lists of publications. Based on such a documentation submitted by the candidates, contest committees may evaluate their achievements and experience.

Actions required

None

2.11. Recognition of Qualifications

Existing Regulations and Practices

The rules for the recognition of higher education diplomas awarded by authorised HEIs operating within higher education systems of member states of the European Union, the Organisation for Economic Cooperation and Development (OECD), and the European Free Trade Association (EFTA) – party to the agreement on the European Economic Areas, are stipulated in art. 191a of the Law on Higher Education.

In accordance with the Law, a diploma holder may pursue further study or initiate a doctoral assessment process, if the diploma certifying the completion of higher education studies abroad authorises its holder to continue education in the system of education, in which the awarding HEI operates. The rules for the recognition and treating as equivalent academic degrees or titles in arts awarded by the above mentioned institutions are stipulated in art. 24 of the Law on Academic degrees and title and degrees and titles in the arts. If a candidate for studies holds a diploma confirming academic degree from a different HEI, it is possible to have the diploma validated.

In accordance with art. 109 clause 3a of the Law on Higher Education, a University can employ non-nationals and Polish nationals who have been awarded degrees abroad as academic teachers and can make derogation from the requirements to be met by candidates for individual positions as stipulated in the Law, and thereby recognise the academic and professional qualifications in the context of international mobility.

Actions required

None

2.12. Seniority

Existing Regulations and Practices

The University of Warsaw fully respects the need for the recognition of candidates' achievements. Prior to contest announcement, faculties stage analyses of the organisational unit's needs and requirements to be met by future employees. Because of academic and teaching needs of the HEI, it is of paramount importance that the candidates have relevant qualifications and achievements. The application of this rule has been confirmed in very positive assessment of the selection process in the Survey. The respondents declared that in the selection processes, in which they participated, the required competences were consistent with job description.

Actions required

None

2.13. Postdoctoral appointments

Existing Regulations and Practices

Employing candidates with a *doktor* degree for a specific period of time is a generally binding rule. The period of employment in the position of an assistant professor [*adiunkt*] of a holder of *doktor* degree is stipulated in art. 120 of the Law on Higher Education. Such period may not be longer than eight years, however, parental leaves, sick leaves and rehabilitation leaves are not included in the period. The University has no impact on the above mentioned rules for the employment in the position of an assistant professor of a candidate not holding the degree of a *doktor habilitowany*. The University fully respects the regulations of the Law concerning the statutory length of employment of doctoral degree holders.

Actions required

None

2.14. Recognition of the Profession

Existing Regulations and Practices

The profession of an academic teacher is generally considered as a profession enjoying public trust. The unique character of the profession of an academic teacher is proven by high requirements to be met by candidates for academics. These requirements are stipulated in art. 109 of the Law on Higher Education. The candidates shall have relevant qualifications, have full legal capacity and enjoy full rights of citizenship. Persons convicted of an intentional offence by a court judgement and persons banned to exercise their relevant academic responsibilities cannot become academic teachers. Academic teachers are perceived as authorities. They take an active part in various initiatives, research teams, conduct business and social activity, share their knowledge and experience with the society and build the image of the profession.

Actions required

None

2.15. Research environment

Existing regulations and Practices

The recent years have brought a considerable development of research infrastructure. This can be used by the University staff and by members of other institutions that work with the University of Warsaw. The investments have been possible due to EU funding, and many among them have been implemented under consortia of the best Polish research institutions. As a result of these projects:

- New research centres for natural sciences have been developed furnished with state-of-the-art equipment (Biological and Chemical Research Centre, Centre for Preclinical Research and Technology, Centre of New Technologies);
- Faculties have been provided with new laboratories or existing ones have been refurbished with modern equipment (National Multidisciplinary Laboratory of Functional Nanomaterials, Centre for Advanced Material and Technologies, National Laboratory for Quantum Technologies, Modernisation and fit-out of laboratories of the Faculty of Geology of the University of Warsaw, *Fizyka u podstaw nowych technologii - rozwój nowoczesnej infrastruktury badawczej na Wydziale Fizyki UW* [Physics at the Foundation of New Technologies: Development of a New Research Structure at the Faculty of Physics of the University of Warsaw]);
- New research teams have been appointed (POWIEW – HPC Infrastructure for Grand Challenges of Science and Engineering), OCEAN Competence Centre: Open Data and Data Analysis Centre);
- In December 2015, a new Digital Humanities Lab was opened based on the collaboration between the Interdisciplinary Centre for Mathematical and Computational Modelling (ICM), the Faculty of Mathematics, Informatics and Mechanics, and the humanities faculties and departments which carry out research using digital tools; the laboratory supports humanities researchers from the University of Warsaw who use or intend to use digital tools in their work; the laboratory gives expert advice on project planning and implementation; it will also organise workshops and seminars, in addition to meetings with people from similar centres across Europe and other continents.

Actions required

None

2.16. Working Conditions

Existing regulations and practices

The academic teachers' working hours are determined by the scope of their teaching, research and administration responsibilities. The UW Senate has specified the annual teaching load for each position. The teachers participate in the designing of the schedules to deliver these hours, so that they can combine their professional responsibility with their family lives, and in situations provided for in the Law on Higher Education and in the UW Statute, they can apply for a reduction in their mandatory load of contact hours. The teachers can also take advantage of their sabbatical leave entitlement (paid and unpaid) for research purposes, including work on doctoral theses.

Based on national legislation, the academic teachers can take full advantage of parental leaves, i.e. maternity, paternity and child care leaves, and also of the possibility provided for by the Labour Code of combining these leaves with part-time work.

As of 1 October 2013, the University operates a crèche called *Uniwersyteckie Maluchy* (University

Toddlers) for infants aged from 7 months to 3 years. The crèche accepts children of research and administration staff and of PhD students (doctoral students).

The University ensures extensive support to people with disabilities. For over 15 years, the UW has been operating an Office for People with Disabilities. The main objectives of the Office include:

- efforts to adapt the University buildings and grounds to the needs of people with mobility impairments,
- coordination of transport for people with mobility impairments,
- organisation of accessible computer workstations and other technological solutions for students with disabilities,
- operation of a digital library that offers resources in formats accessible to blind and visually impaired students.

University staff with disability can obtain assistance in the preparation and delivery of classes, and in the preparation of materials in alternative formats (recording/scanning of books and teaching materials, brail printouts, enlarged printouts). They can use the accessible computer workstations, assistive devices and portable electronic equipment hire facilities. They can also be assisted by sign language interpreters.

Staff members and PhD students (doctoral students) are entitled to a wide range of benefits under the University Social Fund. Welfare assistance is also available to the staff members' children and spouses, and to the children of PhD students (doctoral students).

Actions required

None

2.17. Funding and Salaries

Existing regulations and practices

National law: Law on Higher Education; Regulation of the Minister of Science and Higher Education of 2013 on the conditions of remunerating and awarding other work-related benefits to employees of public universities; Labour Code; acts on social security.

Survey results: The majority of negative opinions among the respondents referred to the remuneration system and 25% of respondents described their salary as definitely disadvantageous. The best opinion of the remuneration conditions was held by representatives of mathematical and natural sciences. The most critical of the working conditions at the UW were representatives of the humanities and linguistics.

The conditions of remunerating and awarding other work-related benefits for employees of public universities are specified by the Minister of Science and Higher Education. A university senate can allot additional funds to the increasing of remuneration if the institution has the necessary funds from other sources than teaching grants.

Within its resources, the University undertakes to improve its staff's remuneration conditions. In 2007, the UW Senate adopted Resolution no. 234 on remuneration referred to as complementary compensation for work on projects funded from external sources. This forms the basis for increasing the remuneration of the staff members who perform additional work on projects funded from external sources.

In 2015, the UW Rector made a decision (Regulation no. 18 of the UW Rector of 30 April 2015, on periodic remuneration increase) to establish a special fund within the UW financial plan, which will provide for periodic (annual) increases in the remuneration of academic teachers holding significant achievements in research or teaching. The Rector has appointed an institution-wide committee who, based on appraisals of these achievements, selects candidates, proposed by Deans, and presents to the Rector a list of staff members recommended for a temporary increase in basic remuneration from the fund limit for a given financial year. In 2015, the Rector awarded increased remuneration to 112 staff members.

Actions required

None

2.18. Teaching

Existing regulations and practices

The University of Warsaw educates:

- 1) students in fields of study provided by faculties and other organisational units authorised to perform teaching activities;
- 2) PhD students (doctoral students) as part of doctoral programmes;
- 3) Students in non-degree postgraduate programmes.

A vast majority of researchers at the University are involved in the teaching process. The educating of students, including content and methodology supervision of the students' written assignments, term papers and diploma projects, is the basic responsibility of research and teaching staff. The academic teachers are subject to regular appraisals, including the appraisal of the due delivery of their teaching responsibilities. The appraisal of the latter takes into account appraisals made by students and PhD students (doctoral students) at the end of every course.

It is a general practice at the University to reduce the mandatory load of contact hours for academic

teachers who have a particularly high load of research work or are involved in research projects.

Actions required

None

2.19. Complaints/Appeals

Existing regulations and practices

In order to promote high ethical standards and effective methods of conflict and dispute resolution, in 2011, the Rector of the University of Warsaw passed a regulation to appoint a University Ombudsman who assists the staff, students, PhD students (doctoral students) and organisational units in resolving conflicts and disputes. Furthermore, the Ombudsman advises the Rector on solutions aiming to improve the University's operations. In their work, the Ombudsman is guided by the principle of confidentiality, impartiality and neutrality. The Ombudsman takes action in the following instances:

- 1) when an interested member of the University community reports a case;
- 2) at the request of the student self-government or doctoral student self-government;
- 3) at the Rector's request;
- 4) at the request of one of the University's organisational units;
- 5) on his/her own initiative.

The University community is also assisted in the amicable resolution of conflicts by the Centre for Conflict and Dispute Resolution operating at the Faculty of Law and Administration of the University of Warsaw. The Centre promotes mediation and other amicable methods of dispute resolution employing the knowledge and experience of UW researchers and the support of many other partners and partner institutions.

The observance of gender equality is monitored by the Rector's Committee for Equal Opportunities appointed under a regulation of the UW Rector. The aim of the Committee is to ensure the prevention of any forms of discrimination, in particular due to gender, age, race, religion, faith, disability and sexual orientation.

Actions required

None

2.20. Participation in Decision-Making Bodies

Existing regulations and practices

There are three types of decision-making bodies operating within the University: collective, one-

person and electoral bodies. The one-person bodies include the Rector, Faculty Deans and heads of the University's other basic organisational units. The University decision-making bodies are elected for specific terms of office.

The national legislation and the University regulations guarantee that staff members are represented in the collective bodies operating at the UW. The UW Statute determines the percentage of staff members, PhD students (doctoral students) and students in the collective bodies.

The collective bodies operating at the UW, i.e. the Senate, Faculty Councils and Institute Research Councils, enjoy extensive decision- and opinion-making competences specified in the Law on Higher Education and in the UW Statute.

Actions required

None

2.21. Supervision and Managerial Duties; Continuing Professional Development; Access to Research Training and Continuous Development; Access to Career Advice

Existing regulations and practices

Due to the mentor-based formula of researcher development, a particular role is played by senior research staff who act as supervisors, career advisors, leaders and project coordinators, as well as managers and research disseminators.

As provided for by the Law on Higher Education, the basic responsibilities of academic teachers who hold the title of professor or a degree of *doktor habilitowany* include the teaching of research staff. According to the Survey results, as many as 93% respondents saw the most important role as that of the supervisors. The same share of respondents declared a need to have a competent supervisor. Concurrently, the protégés held very high opinions of their mentors regarding their expertise in the supervision of research, as well as their availability, knowledge, experience and commitment.

The conducting of research and development, the advancement of research or artistic output and the improvement of professional qualifications is, on the one hand, a permanent concern of all the academic teachers, whilst on the other, it is the basic criterion of their periodic appraisals.

The University supports the professional development of its staff members, who expand their scope of skills and qualifications using the following measures:

- various types of paid and unpaid sabbatical leaves for research, teaching and training purposes;
- special programmes, e.g.: *Nowoczesny Uniwersytet* (Modern University), a comprehensive support programme for PhD students (doctoral students) and teaching staff of the University of Warsaw (2009-2014); and an in-service academic teacher training programme which made staff

members and PhD students (doctoral students) familiar with the latest teaching methods, and encouraged them to design experimental and innovative educational programmes (a total of 859 teachers took part in 48 rounds of the programme);

- mobility support: In the academic year 2014/2015, the University began cooperating with 422 higher education institutions based on 1125 Erasmus+ inter-institutional agreements; these agreements make it possible for students and staff to take part in exchanges (study periods and international placements, teaching and participation in training), whereas graduates will be able to benefit, for the first time, from international placements; it is estimated that the number of mobilities will amount to approximately 2500;
- co-funding for non-degree postgraduate programmes;
- conferences and training courses organised by the University.

Actions required

None

2.22. Supervision; Relation with Supervisor

Existing regulations and practices

Legal basis:

- Resolution no. 494 of the UW Senate of 18 April 2012 on the enactment of the Rules of Doctoral Study at the University of Warsaw
- Resolution no. 559 of the UW Senate of 20 April 2016 on the conditions and procedures for the recruitment procedure of Doctoral Study at the University of Warsaw
- Ordinance No. 26 of the Rector of the University of Warsaw of the 8 July 2014 on the conditions and procedure for awarding doctoral bursaries at the University of Warsaw (Monitor UW from 2014 item 168)
- Act of 14 March 2003 on the academic degrees and academic titles and on degrees and title in arts (Journal of Laws No. 65, item 595 as amended).
- Regulation of the Minister of Science and Higher Education of 30 October 2015 on detailed rules and conditions for carrying out activities in the procedures for doctoral degrees and habilitation and for awarding the title of professor (Journal of Laws of 2015, item 1842, as amended)

The duties of PhD students' (doctoral students') supervisors and coordinators are described in the Rules of Doctoral Study .

The University of Warsaw provides PhD students (doctoral students) throughout the period of doctoral studies scientific care and support their research, performed by the tutor (supervisor). The progress of doctoral dissertation is evaluated by the supervisor. PhD students (doctoral students) conduct research and prepare doctoral dissertations under care of supervisor(s) (main and the assistant one) in particular by taking active part in doctoral seminars.

Director of PhD studies exercises general supervision over the course of the doctoral studies.

The main tasks of the research supervisor (tutor) of the PhD students (doctoral students):

- advising on subject and methods of the scientific research and scope of the doctoral dissertation,
- evaluating the progress of doctoral dissertation,
- supporting the organization and implementation of teaching practice,
- providing consultations,
- assessing requests for extension of the doctoral study,
- expressing opinions in case of removal from the list of doctoral students.

Admission to doctoral studies is based on a competitive basis. Detailed rules for admission to doctorate studies are in the Resolution on the admission process for PhD programme adopted by the faculties councils.

PhD students (doctoral students) may receive a scholarship (close to a salary of an assistant). Receiving scholarship obliges to teach classes (not more than 90 hours per academic year). PhD students (doctoral students) get a number of employee rights (non-resident PhD students) can apply for a place in the assistant's hotel.

PhD students (doctoral students) have the right to:

- use library and information system of UW in accordance with rules applicable at UW;
- receive information about procedures on research project funding and administrative help in preparing applications for research funding as well as for national and international fellowships;
- receive information about scientific conferences and other scientific activities related to his/her research at disposal of UW faculties;
- co-financing by faculty or UW within a specified limit participation in foreign language courses designed for doctoral students at UW;
- co-financing by UW within specified limit participation in physical education classes.

Doctoral students of UW have the right to apply for co-financing participation in scientific conferences and courses necessary to prepare doctoral dissertation and the purchase of equipment, software and materials needed to perform the research. Rules for such co-funding are determined by the Deans and communicated to doctoral students and their supervisors.

The Dean of the faculty may agree, to the extent of resources possessed by the faculty, to cover the costs of doctoral research, publication, participation in scientific conferences or trips to conduct scientific and research activities.

For more details please see: UW Office for Doctoral Studies and Post-diploma Education.

The University monitors the quality of doctoral studies and the situation of the PhD students (doctoral students). To this end on the Rector's request the Centre for Education Quality Evaluation carried out in 2015 research studies in order to find out about the current situation of the PhD students and to diagnose the existing needs and the direction of changes to be made, where necessary. The University is going to run the PhD studies according to the rules formulated by the European University Association in a way that the number of PhD students matches the capabilities of the University to provide them appropriate development and financial conditions.

At the moment the report is being analysed and discussed by the University units carrying out the PhD studies and the relevant University's Senate committees including the Committee for scientific research and the Committee for Students, PhD students and the quality of education for the purpose of development a relevant action plan. No concrete dates have been set up, yet.

Actions required

Constant monitoring by the the Committee for the European Charter for Researchers and of the Code of Conduct for the Recruitment of Researchers of the progress of the development of an action plan in response to the outcomes of the Report in question concerning the situation of PhD students and the quality of PhD studies at the University.

To this end the Head of the relevant University's Senate committees will be contacted and in order to find out about the outcomes of the committees discussions of the Report and the proposed actions to be undertaken by the committees and the University units running the PhD studies. They will be requested to update the Charter and Code Committee on the intended measures to be taken in order to develop a comprehensive Action Plan ensuring that all the relevant principles of the Charter and Codes have been taken into consideration. The Charter and Code Committee will monitor the progress of work biannually.

For details and timeline please see **Action Plan - Action 7**.

2.23. Stability and Permanence of Employment; Career Development

Existing regulations and practices

The national Law on Higher Education and the Labour Code determine the principles of employing researchers at a university.

An employment relationship is entered into with an academic teacher based on an appointment or employment contract. Appointments are used to employ academic teachers who hold the title of a professor. Appointment based employment is full-time employment.

The Statute of the University Warsaw describes the principles of employment for particular positions and types of contracts (academic teachers are employed on fixed term, fixed term for specific assignments and under indefinite duration employment contracts).

The Law on Higher Education specifies an employment period of maximum 8 years for persons holding doctoral degrees in the position of an Assistant Professor (*adiunkt*).

The provisions of the Law also specify the positions in which academic teachers are employed.

1. Teaching and research staff and research staff are employed in the following positions:

- 1) Full professor (*profesor zwyczajny*),
- 2) Associate professor extraordinary (*profesor nadzwyczajny*),
- 3) Visiting professor,
- 4) Assistant Professor (*adiunkt*),
- 5) Assistant (*asystent* - junior staff member).

2. Teachers are employed in the following positions:

- 1) senior lecturer (*starszy wykładowca*),
- 2) lecturer (*wykładowca*),
- 3) language teacher/instructor (*Lektor* or *instruktor*).

Survey results – Report of the Centre for Education Quality Assurance:

“We encountered a positive opinion of the current career path in the subpopulation of professors. The average opinion of the remaining groups was negative. The lowest opinion of the current career path was held by staff with master’s degrees (average ranking: 2.1). At the same time, as many as 85% of respondents considered it important to develop a clear research career development path for staff members.”

There is no staff policy model in place (research staff, research and teaching staff, and teaching staff career path).

Actions required

Development of a staff policy model, including research staff (academic teacher) career path taking into account the principle of stability of employment, strongly emphasised in the Charter and Code. Information actions on perspectives of professional career development (through sending a newsletter for employees and PhD students).

For details and timeline please see **Action Plan - Action 1**.

2.24. Evaluation/Appraisal Systems

Existing regulations and practices

The procedure and principles of academic teacher (researcher) periodic assessments, as provided for by law (national legislation) and internal regulations:

- 1) Regulation no. 2 of the Rector of the University of Warsaw of 7 January 2010 on the detailed determination of the principles guiding the work of assessment committees and the procedure for periodic assessments of academic teachers by the committees.
- 2) Regulation no. 57 of the Rector of the University of Warsaw of 15 December 2011 amending Regulation no. 2 of the Rector of the University of Warsaw of 7 January 2010 on the detailed determination of the principles guiding the work of assessment committees and the procedure for periodic assessments of academic teachers by the committees.

Periodic appraisal of academic teachers is conducted according to national and internal regulations by appraisal commissions (elected by faculty councils):

- 1) faculty appraisal commissions;
- 2) university appraisal commission;
- 3) library appraisal commission.

Academic teachers know appraisal criteria (stipulated in the Statute of the University of Warsaw). The governing bodies which elect appraisal commissions may introduce additional appraisal criteria. These criteria may be applied no sooner than one year after promulgation of the resolution on their introduction.

The commission's appraisal, including written justification, shall be presented to the academic teacher who is subject to appraisal. There is also an appeals procedure: the appellate appraisal commission examines appeals against appraisals made by the university appraisal commission, the library appraisal commission and faculty appraisal commissions. The appeal shall be lodged within 14 days of the day when the academic teacher received the commission's appraisal. The academic teacher subject to appraisal shall be instructed of the possibility of, and deadline for, lodging an appeal.

There are no principles or procedures in place for the assessment of staff members who are involved in research but are not academic teachers.

Actions required

Development of principles and procedure for the assessment of these staff members (assessment sheet templates); regulation of the Rector.

For details and timeline please see **Action Plan - Action 2**.

2.25. Recruitment

Existing Regulations and Practices

In the recruitment process, the University of Warsaw applies to the national rules described in the

the Law on Higher Education, the Labour Code and in the internal rules:

- The Statute of UW,
- Order No. 18 issued by the Rector of the University of Warsaw on March 7, 2016 on the terms and conditions of competition proceedings for the position of an academic teacher at the University of Warsaw.

The rules for employment of academic teachers are stipulated in national legislation, i.e. art. 118a of the Law on Higher Education. In accordance with these rules, information about a contest for a given position is published on the website of the University, Ministry of Science and Higher Education and European Commission (EURAXESS).

The recruitment process is in line with the principles of the Code of Conduct for Recruitment of Researchers.

Actions required

None

2.26. Recruitment; Selection; Transparency (Code);

Existing regulations and practices

In order to attract the best researchers and to make research careers more attractive, recognising OTM-R as an integral component of the Charter and Code, the University reviewed its recruitment policy and practices.

The principle used at the UW is the employment of academic teachers in the available positions on the basis of open contests. The exceptions from this principle are specified by the Law on Higher Education (Art. 118a).

The contest procedure and terms are described in the UW Statute and Order No. 18 issued by the Rector on March 7, 2016 on the terms and conditions of competition proceedings for the position of an academic teacher at the University of Warsaw.

Many elements of OTM-R at the various stages of the recruitment process, from the job advertising/application phase through to the appointment phase, have been already implemented at the University of Warsaw.

Advertising and application phase

The contest notice shall be given by making the contest conditions public; job vacancies have to be published internationally via "EURAXESS Jobs".

Under the national Law on Higher Education information about contest is published on websites:

1) of the University (<http://en.uw.edu.pl/jobs/>)(<http://www.uw.edu.pl/praca-na-uw/>);

2) the office of the minister competent for higher education and the office of the minister who supervises the University (<http://www.bazaogloszen.nauka.gov.pl/en/>); job vacancies published on the database of Ministry of Science and Higher Education must also be published in English, (<http://www.bazaogloszen.nauka.gov.pl/>);

3) as well as on the website of the European Commission on the EU Researchers in Motion portal used for the advertising of researcher job offers (**EURAXESS Jobs**, <http://ec.europa.eu/euraxess/index.cfm/jobs/index>)¹.

The contest notice shall include: statement of requirements to be met by candidates, list of required documents and deadline for their submission, as well as the date of contest resolution.

On the basis of the above mentioned Order No. 18 issued by the Rector of the University of Warsaw on March 7, 2016 announcement of a competition shall at least include:

1) the name of a position;

2) the number of posts, if there are more than one new or vacant posts;

3) requirements for the candidate, in particular the requirements as referred to in Art. 109 part 1 of the Law on Higher Education;

4) qualifying criteria, not lower than the criteria defined for specific positions in the laws: Law on Higher Education and Statute of the University of Warsaw;

5) work conditions (employment period, organizational unit in which work is to be performed, working time/hours, etc.);

6) a list of required documents;

7) the mode of submitting applications (in person, via post and/or email) and the deadline for filing the documents, which cannot be shorter than seven working days from the date the competition is announced;

8) the scheduled date of the competition settlement and the mode of notifying the candidates of the competition result.

E - recruitment

In order to avoid discriminating against candidates based on geographical location or/and financial means, in accordance with UW recruitment policy:

- external candidates may send the application by e-mail;
- interviews with candidates may be conducted by electronic media (teleconferences or videoconferences);
- exchanging correspondence with the candidates is also conducted by electronic means (e-mail).

¹ The Law on Higher Education of 2011 requires Polish higher education institutions to publish job vacancies on the EURAXESS portal.

Selection and evaluation phase

Clear rules governing the appointment of selection committees (contest committee) - the contest commission and its chairperson shall be appointed by the Dean (respectively, head of inter-faculty or university-wide organizational unit), after seeking the opinion of the council of faculty (inter-faculty or university-wide organizational unit).

Clear rules concerning the composition of selection committees - the composition of contest commission and the procedure of its appointment are set out in regulations of the faculty (inter-faculty or university-wide organizational unit). The Dean may appoint to the contest commission a person or persons from outside the University, holding the academic title or degree of doctor habilitated in the discipline relevant from the point of view of the scope of duties in the post for which the contest is organized (experts from different sectors – public, academic, non-academic); the number of said persons cannot be higher than 30% of the commission's membership.

All Competitions Board consists of minimum of 3 members. The Board Chairman shall exclude from the Competition Board any member who is:

- 1) a spouse, cousin, or a relative of a candidate, up to the second degree of relationship;
- 2) related to the candidate by way of adoption, care, or wardship;
- 3) legally or factually related to the candidate in a way that impartiality of such a member is not certain;
- 4) an applicant.

The committees are sufficiently gender-balanced – women represent on average 35% of the commission's membership.

Evaluation - the commission qualify candidates by judging their academic, didactic and organizational achievements. Each member of the committee when evaluating the candidate may assign from 0 to 10 points. Evaluation of research, teaching and organizational output of a candidate is made in the context of the position to be filled.

It is a general practice at the University of Warsaw to conduct both face-to-face interviews and remote interviews. The committees are properly prepared to process and evaluate applicants and conduct interviews in English.

The same committee is involved in all steps: preliminary qualifying procedures (examination of the documents filed by the candidates, evaluation of the completeness of documents, and acceptance of the candidates who meet formal requirements for further proceedings); conducting the interviews, evaluation and settlement of the competition.

Appointment phase - the Competition Board Chairman informs the candidates of the results of the competition proceedings. The Rector supervised whole recruitment process and shall annul any

competition which involves a breach of the law. Each complaint is carefully examined by Rector and Legal Department.

In case of Positions of Professors the competition is the first stage of the procedure of employment on the position of an academic teacher, as defined in the Statute of the University of Warsaw, a positive result of which shall be the ground for further proceedings.

Rector's Committee for Employment in the Positions of Professors also operates at the University. The Committee's task is to present opinions on applications for employment in the position of a professor. When presenting its opinions, the Committee analyses the reviews of academic output of candidates, including the reviews made by experts from outside the UW.

According to the Survey results University's employees are satisfied with the work and competences of contest committees.

Actions required

No internal guide setting out all procedures and practices within recruitment process (in one document).

Develop **internal guide** setting out clear the procedures and practices for recruitment and employment at the four stages:

- planning and approvals,
- advertising and application phase,
- evaluation and selection phase,
- appointment phase.

Applicants should be able to find in that internal guide all the necessary information on the whole selection process.

Publication of the internal guide (also in English version) on the UW website.

For details and timeline please see **Action Plan - Action 3**.

2.27. Contractual and Legal Obligations; Intellectual Property Rights

Existing regulations and practices

The UW academic teachers are familiar with the national, sectoral and institutional regulations governing training and/or working conditions. Every new employee signs a relevant document to confirm their awareness of their specific employment terms.

The University Technology Transfer Centre (UOTT), which ensures the proper protection of inventions at the UW, provides information related to the protection process, supports the promotion of creative work and organises regular workshops on intellectual property protection and academic entrepreneurship. The workshops promote the use of knowledge in innovative business activities. The Centre operates a Patent Information Office, which supports UW staff members seeking to protect their research results. The main role of the Office is to provide advice on invention protection, to promote inventions and to assist inventors in finding partners in order to commercialise their inventions. On behalf of the Enterprise Europe Network, the UOTT staff members are also on call at DELab UW, under the so-called “University Knowledge Transfer Centre”, which organises meetings and workshops on intellectual property, on how to obtain research funding in cooperation with SMEs, on the commercialisation of results and on how to open spin-off companies.

On 19 January 2011, the Senate of the University passed Resolution no. 314 on the acquisition, exploitation and protection of intellectual property at the University of Warsaw. The contents of relevant regulations and appendices, i.e. agreement and declaration templates, have been translated into English.

The grounds for applying for legal protection of staff members’ creative output are analysed by the Intellectual Property Protection Officer, who also determines the way, in which such output should be protected.

The Office of Research Administration, apart from the actions specified in the European Charter for Researchers-4, informs about the researchers and the University employees involved in the research administration not only about the research grants opportunities but also about the rules of the execution of the research contracts, including rules of employment, IPR and eligibility of costs. To this end the ORA runs its website <http://bob.uw.edu.pl/> divided into new sections (national and international research grants) and distribute the relevant information through the dedicated mailing lists to the targeted groups (researchers and research administration at the departmental level). ORA has also all the civil law contracts used by the UW translated, and, in cooperation with the Office for Staff Affairs, has drafted Polish and English versions of all contracts concerning the employment of researchers involved in international programmes (EU framework programmes), in compliance with grant makers’ requirements, including aspects relating to intellectual property protection.

Apart from the Office of Research Administration, the Office of University Advancement also organises workshops for staff members, to provide them with legal information and to assist them in the drafting of applications for new projects financed from the Structural Funds.

Actions required

Improvement of accessibility of information about rules of participation in research grants by launching a new website of the Office of Research Administration (ORA - national and International Research Programmes Section), which will make searches for information about research funding, career development at different career stage and intellectual property protection more effective. Additionally preparation of guides on major domestic research funding programmes (OPUS, PRELUDIUM, MAESTRO) and international ones (including Horizon 2020) for researchers, project managers and research administration staff within the UW organisational units.

In order to make access to information in question complete regular information meetings with new project managers and research administration staff within the UW organisational units on the existing institutional rules and practices regarding the implementation of research projects will be carried out.

For details and timeline please see **Action Plan - Action 4.**

2.28. Recognition of Mobility Experience, Value of Mobility

Existing regulations and practices

Survey results: Respondents stressed the importance of mobility experiences. Over 70% of respondents declared that mobility should be one of elements taken into account when selecting candidates for employment.

According to all the available data, every instance of student or staff mobility is of great significance to their personal development and affects further progress of their careers. Becoming familiar with different values, increasing one's cultural, linguistic and social competences, encountering different teaching methods and contents, different work cultures and different education and management systems results in wider opportunities in the employment market and greater entrepreneurship and competitiveness, whilst also contributing to the advancement of an institution. An increase in the number of international students necessitates the enhancement of the learning offer in foreign languages and a better organisation of mobilities, as well as a better and more transparent flow of information addressed to various recipients. It also affects the improvement of competences of all staff members, including those who are not directly involved in activities aimed at the intensification of the internationalisation process, since it calls for the development and implementation of procedures, and thus leads to the better management of the institution. The mobility of academic teachers and researchers, but also of librarians and programmers, contributes to the comparing of ideas, to changes in the learning contents and teaching methods, and to the development of interdisciplinary research.

In order to ensure the efficient organisation of student and doctoral student exchanges, a Mobility Coordinator has been appointed at every Faculty.

The Erasmus Policy Statement of the University of Warsaw (www.bwz.uw.edu.pl) reflects an unprecedented technological growth, the speed of the current economic and social changes (including population ageing and growing unemployment, especially among the younger generation), the development of a dynamic private higher education sector in many countries and the higher competitiveness between education systems, as well as the decline in government subsidies. These are major factors that produce a radical shift in public higher education landscape across the world. The global character of these factors forces every institution to redefine its role and position within their region, country and on the international scene, whilst the acceleration of the internationalisation process is a *sine qua non* prerequisite for its further development in the right direction.

The UW has been active in the subsequent EU programmes, e.g. TEMPUS, Socrates I/II, Lifelong Learning Programme and Erasmus Mundus. This involvement has been aimed at: 1) raising the quality of teaching, research and institutional management; 2) increasing international student and staff mobility, in particular the number of incoming students and staff; 3) reinforcing the University's position in Central Europe and in the EHEA and ERA by transforming the international contacts and cooperation into institutionalised strategic partnerships; and 4) increasing the recognition of the University on the international scene, and thus contributing to the raising of the attractiveness of European higher education. The UW works with numerous institutions worldwide, albeit this cooperation has been highly dependent on the funding opportunities. Polish universities do not receive financial support that is comparable to that of e.g. German ones. Erasmus+ is, therefore, another chance to obtain the funding that is necessary to achieve the four goals mentioned above, which are consistent with the objectives of the flagship project Youth in Action, defined in the Europe 2020 strategy and in the Communication from the Commission on European higher education in the world.

The University staff is supported and encouraged to take part in international mobilities, including research conferences and various fellowship programmes. Approximately 340 staff members per year travel abroad under projects like Erasmus+ Learning Mobility. This includes some 200 academic teachers who teach at foreign partner institutions, whilst around 140 staff members are sent abroad to receive training. The total value of funds for this type of mobility is approximately EUR 230,000 per year. This project also provides for organisational and monitoring visits, both for the staff of the UW and foreign institutions (approximately 50 visits; the total annual value of the Erasmus funding for this is roughly EUR 50,000).

The annual UW budget for Erasmus+ Learning Mobility is approximately EUR 3,400,000. This is the highest budget among Polish universities, and one of the highest ones in the EU. Every year, it supports around 1,000 UW students and PhD students (doctoral students) who travel to take part in international study periods, and 360 who take part in international placements. Also, under this project, about 900 international students carry out study periods and placements at the UW, and 100 academic teachers and other staff members from foreign institutions come here to work.

In its efforts to secure external funding for the support of international research and teaching collaboration, and the mobility of students, PhD students (doctoral students) and staff members, the UW played an active role in the prestigious flagship EU programme Erasmus Mundus Action 2 (EM A2). The UW became involved in the programme in 2007. It took part in 28 projects and coordinated 4 (SALAM and SALAM2: Iraq, Iran and Yemen; and SIGMA and SIGMA Agile: Western Balkans). Statistics show that among Polish universities, the UW boasts the widest experience in the implementation of EM A2 projects, in projects with budgets of several million euro, in the implementation of procedures and in the promotion of countries, project objectives and higher education systems, in addition to the dissemination of project results. Apart from the Middle East and Balkan countries mentioned above, the projects in which the UW has been involved have included members of the Eastern Partnership (WEBB), Russia (AURORA and AURORA II); Asian countries, including Central Asia (several projects); the Southern Mediterranean countries (JOSYLEEN and JOSYLEEM) and South America (FellowMundus). The contacts and partnerships established in these projects will be continued under the Erasmus+ programme and International Credit Mobility (“KA107”) projects, e.g. Mobility between Programme and Partner Countries, which in a way, will continue the Mundus projects. It is expected that the budgets for these projects up to 2021, will amount to several millions euro.

On the basis of purchased ticket data, we can conclude that the number of UW students and staff members who take part in mobilities is approximately 6,000 per year. There is no reliable data regarding incoming mobility.

The foreign exchange of students, PhD students (doctoral students) and staff members is not limited to EU learning and mobility programmes, but is also organised under:

- International programmes (the Visegrad Fund, CEEPUS, the Fulbright Programme, VULCANUS);
- Bilateral agreements: the UW has signed direct partnership agreements with some 400 universities from 70 countries; most of these agreements regard exchange of students, PhD students (doctoral students) and staff;
- Government scholarships coordinated by the Bureau for Academic Recognition and International Exchange;
- International research programmes, including the largest research and innovation programme in Europe: Horizon 2020 Marie Skłodowska Curie Actions (international and inter-sectoral mobility), which includes individual fellowships (also outside Europe) and a return phase (a reintegration phase serving the transfer of the acquired knowledge); the International Research Staff Exchange Scheme (IRSES);
- Other fellowship funding and organisations.

The University staff members are given numerous international sabbatical leaves (both paid and unpaid), based on Resolution no. 62 of the UW Senate of 18 March 2009 on the terms and procedure of delegating staff members abroad for research, teaching and training purposes. This proves that

both the UW and its staff attach great importance to mobility as a valuable contribution to the professional development of researchers.

A common practice in the UW recruitment procedure is to specify, in contest announcements, a requirement for candidates to present their research projects and plans, their research achievements and their career so far, including at institutions abroad.

On the other hand, within the University Internationalisation Strategy, efforts are made to increase the number of incoming students, teachers and researchers. A major success was the *Nowoczesny Uniwersytet* (Modern University) project, financed from the Structural Funds. It offered grants for week-long or two-week-long placements to early-stage researchers (110 grants within 4 years), and provided the financing for the employment of visiting professors for one or two semesters. Obviously, projects and actions like these should be continued in the future.

Every year, the UW financial plan includes resources for actions that aim to fund international cooperation, publications and research initiatives. In 2015, this reserve was PLN 1,100,000, of which a considerable amount was allotted to the supporting of travel to academic conferences.

Actions required

Increasing access to information about international fellowships, placements and staff exchanges funded under various programmes and from various sources, within research networks, etc. This will be supplemented with information about the formal requirements resulting from the principles specified by the funding institutions and the internal UW regulations on the settlement of mobility expenses and on other formalities via a shared information website (portal) for three offices that deal with student and academic teacher mobility administration, i.e. the International Relations Office (IRO), the Office for Research Administration (ORA), and the Office of University Advancement (OUA).

In addition preparation of a research partnership offer for incoming researchers under individual Marie Skłodowska-Curie fellowships under H2020 will be drafted, tutors for the fellows searched for and the offers distributed to the research institutions abroad through the mailing lists including the mailing list of the Polish National Contact Point for H2020; the single IRO, ORA, and OUA websites (until the new integrated mobility platform is ready).

Improving the efficiency of services for incoming students, PhD students (doctoral students), lecturers and researchers taking part in academic exchanges and research and mobility projects via “The Welcome Centre” (implementation of this action is conditional depending on the availability of external funds).

For details and timeline please see **Action Plan - Action 5.**



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Good beginning

**THE HUMAN RESOURCES STRATEGY FOR RESEARCHERS (HRS4R)
- ACTION PLAN FOR 2015-2019**

Based on the internal gap analysis of the state of implementation of the principles of the Charter and Code at the University of Warsaw

3. ACTION PLAN - ACTIONS TO BE CARRIED OUT, WHO AND WHEN AND THE IMPLEMENTATION SCHEDULE

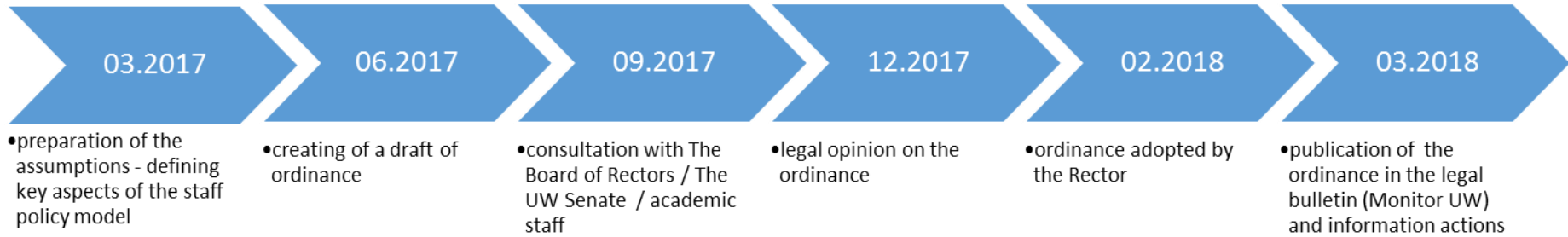
Based on the internal analysis, including the Survey results and the appraisal by the Committee for the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers, areas have been identified in which actions are to be carried out in order to decrease the discrepancy between the Charter and Code principles and the existing situation at the UW.

The following presentation layout has been used: the Charter and Code principles, suggested actions to be implemented (including those which have already been implemented) – actions to be carried out, who/when (person/body responsible for carrying out an action and time horizon for carrying out an action) and a timeline for each improvement action.

Action 1.	<i>The Charter and Code principles: Stability and Permanence of Employment; Career Development</i>	
Actions to be carried out		Who/When?
<p>Development of a staff policy model, including research staff (academic teacher) career path taking into account the principle of stability of employment, strongly emphasised in the Charter and Code.</p> <p>Information actions on perspectives of professional career development (through sending a newsletter for employees and PhD students).</p>		<p>Who? Senate Committee for Staff Policy, Rector</p>
<p>Changes implemented since early 2015</p> <p>UW Statute amendment and delegation to the Rector of the right to pass a regulation – paragraph 89, section 5 of the UW Statute in force since 01.10.2015: The Rector may define the rules of employment of academic teachers by</p>		<p>When? By the end of March 2018</p>

ordinance, including the kinds and duration of employment contracts as well as forms of establishing employment relationship, with a view to ensuring high quality of teaching and research conducted.
Discussions at Senate Committee for Staff Policy meetings on aspects of human resources policy.

TIMELINE – Action 1.



Action 2. The Charter and Code principles: *Evaluation/Appraisal Systems*

Actions to be carried out

Development of principles and procedure for the assessment of these staff members (assessment sheet templates); regulation of the Rector; to put it on the website.

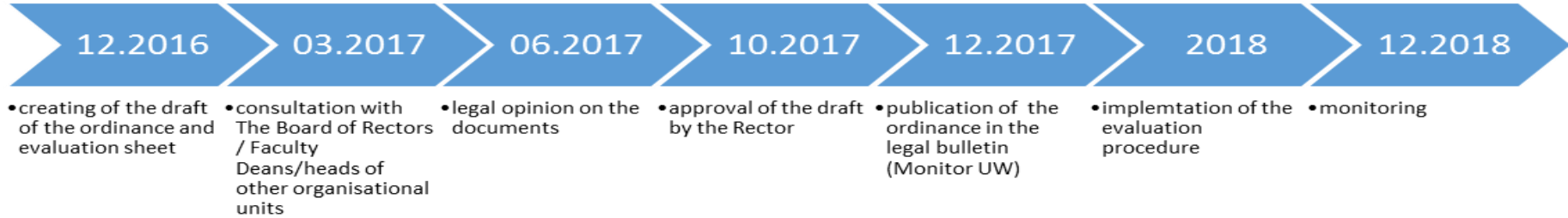
Who/When?

Who?
Office for Staff Affairs

When?

	By the end of 2018
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TIMELINE – Action 2.

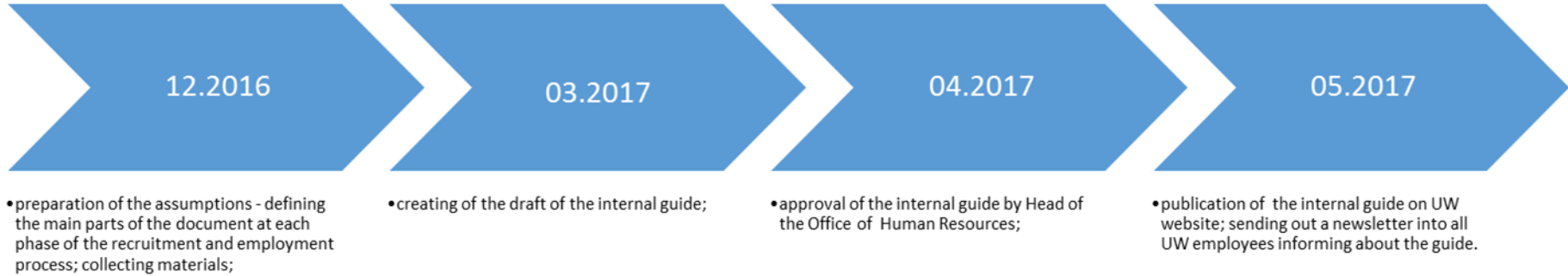


Action 3. *The Charter and Code principles: Recruitment; Selection; Transparency (Code)*

Actions to be carried out	Who/When?
Develop internal guide setting out clear the procedures and practices for recruitment and employment at the four stages: <ul style="list-style-type: none"> • planning and approvals • advertising and application phase • evaluation and selection phase • appointment phase 	<p>Who? Office for Staff Affairs</p> <p>When? By the end of May 2017</p>

Applicants should be able to find in that internal guide all the necessary information on the whole selection process.
 Publication of the internal guide (also in English version) on the UW website.
 Sending out newsletter to all UW researchers with the information about guide and the link to the website where the guide was published.

TIMELINE – Action 3.



Action 4. *The Charter and Code principles: Contractual and Legal Obligations; Intellectual Property Rights*

Actions to be carried out

Who/When?

Action 4.1

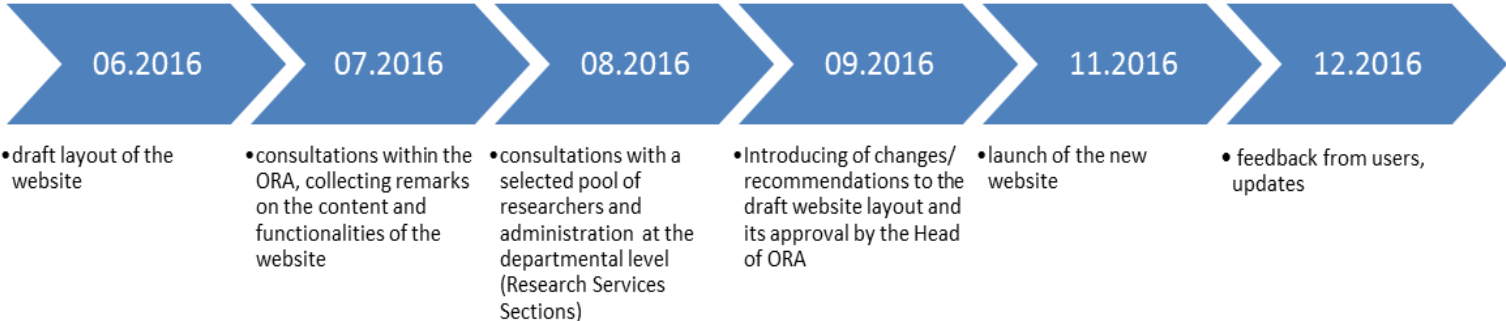
Action 4.1
Who?
 Office of Research

Launching a new website of the Office of Research Administration (ORA) (Domestic and International Research Programmes Section), which will make searches for information about research funding, career development and intellectual property protection more effective.

Administration
With: Computer Networks Department

When?
By the end of 2016

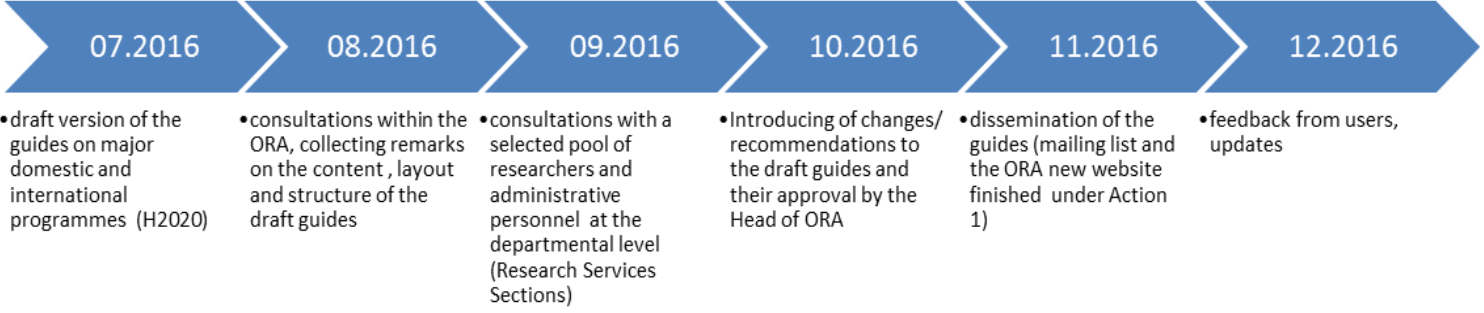
TIMELINE – Action 4.1



Action 4.2

Preparation of guides on major domestic research funding programmes (OPUS, PRELUDIUM and MAESTRO) and international ones (Horizon 2020) for researchers, project managers and research administration staff within the UW organisational units. The guide will contain the institutional regulations concerning the circulation of project documentation and the competences of project managers. It will also provide information about eligible costs, including the principles of calculating remuneration and accounting for working hours, and the principles of employing project staff, as well as reporting and intellectual property protection responsibilities.

Action 4.2
Who?
Office of Research Administration
With: Bursar’s Office, Office for Staff Affairs, Research Administration Sections/Finance Sections within the organisational units

	<p>When? By the end of 2016* * Principles of calculating remuneration and accounting for working hours in projects implemented under EU research programmes, e.g. Horizon 2020 as Rector's communication - by the end of February 2016 - DONE</p>												
<p>TIMELINE – Action 4.2</p>  <table border="1"> <thead> <tr> <th>07.2016</th> <th>08.2016</th> <th>09.2016</th> <th>10.2016</th> <th>11.2016</th> <th>12.2016</th> </tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> • draft version of the guides on major domestic and international programmes (H2020) </td> <td> <ul style="list-style-type: none"> • consultations within the ORA, collecting remarks on the content, layout and structure of the draft guides </td> <td> <ul style="list-style-type: none"> • consultations with a selected pool of researchers and administrative personnel at the departmental level (Research Services Sections) </td> <td> <ul style="list-style-type: none"> • Introducing of changes/recommendations to the draft guides and their approval by the Head of ORA </td> <td> <ul style="list-style-type: none"> • dissemination of the guides (mailing list and the ORA new website finished under Action 1) </td> <td> <ul style="list-style-type: none"> • feedback from users, updates </td> </tr> </tbody> </table>		07.2016	08.2016	09.2016	10.2016	11.2016	12.2016	<ul style="list-style-type: none"> • draft version of the guides on major domestic and international programmes (H2020) 	<ul style="list-style-type: none"> • consultations within the ORA, collecting remarks on the content, layout and structure of the draft guides 	<ul style="list-style-type: none"> • consultations with a selected pool of researchers and administrative personnel at the departmental level (Research Services Sections) 	<ul style="list-style-type: none"> • Introducing of changes/recommendations to the draft guides and their approval by the Head of ORA 	<ul style="list-style-type: none"> • dissemination of the guides (mailing list and the ORA new website finished under Action 1) 	<ul style="list-style-type: none"> • feedback from users, updates
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<p>Action 4.3</p> <p>Regular information meetings with new project managers and research administration staff within the UW organisational units to explain the existing institutional rules and practices regarding the implementation of research</p>	<p>Action 4.3</p> <p>Who? Office of Research Administration</p>												

projects.

When?
Multiple editions of training sessions per year (in 2016 and 2017, with an option to continue training in the future)

TIMELINE – Action 4.3



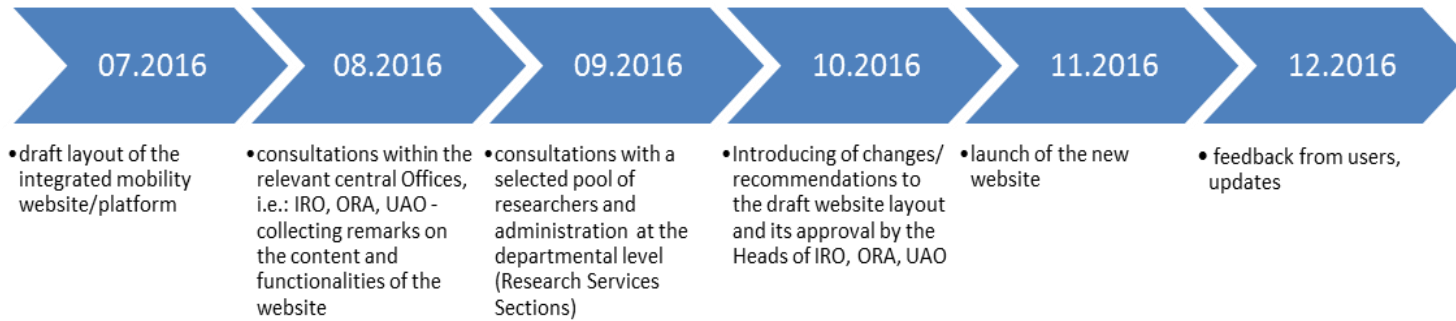
Action 5. *The Charter and Code principles: Recognition of Mobility Experience , Value of Mobility*

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

Action 5.1
Increasing access to information about international fellowships, placements and staff exchanges funded under various **Action 5.1**
Who?

<p>programmes and from various sources, within research networks, etc. This will be supplemented with information about the formal requirements resulting from the principles specified by the funding institutions and the internal UW regulations on the settlement of mobility expenses and on other formalities.</p> <p>Tool: A shared information website for three offices that deal with student and academic teacher mobility administration, i.e. the International Relations Office (IRA), the Office for Research Administration (ORA), and the Office of University Advancement (OUA). The website will feature information about all domestic and international programmes, in addition to information about bilateral agreements and fellowships under which student, teacher and researcher mobilities are offered, financed from national resources, e.g. the programme <i>Mobilność+</i>, from EU research and innovation funds (the Marie Skłodowska-Curie Actions, H2020) and from the Structural Funds (including programmes coordinated by the Foundation for Polish Science). Moreover, the portal will also contain information about the EURAXESS Researches in Motion portal, where researchers will be able to find fellowship and placement offers available under EU programmes, as well as practical information on the formalities related to travelling abroad, the type and content of relevant agreements to be signed abroad, and regulations concerning social insurance, income tax and legalisation of the stay abroad, and the duties towards the administration bodies of a given country.</p>	<p>International Relations Office, Office of Research Administration, Office of University Advancement, Computer Networks Department</p> <p>When? By the end of 2016</p>
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TIMELINE – Action 5



Action 5.2

Increasing the number of incoming international students and academic teachers (fellowships, placements, research and lectures).

- Action 5.2A

Preparation of a research partnership offer for incoming researchers under individual MSC fellowships. The offer will specify the areas of research cooperation/subjects, the name of the receiving organisational unit and the names of the proposed mentor and contact person (a member of the administration staff). Administration staff will support the formal preparation of applications (the Office for Research Administration at the central level and the research administration sections at organisational unit level or persons appointed by unit heads).

Making the offer available to as many recipients as possible by publishing relevant information on the Internet (home pages of UW organisational units, the Office for Research Administration and the shared website for the International Relations Office, the Office for Research Administration and the Office of University Advancement; via partnership

Action 5.2A

Who?

Office of Research Administration

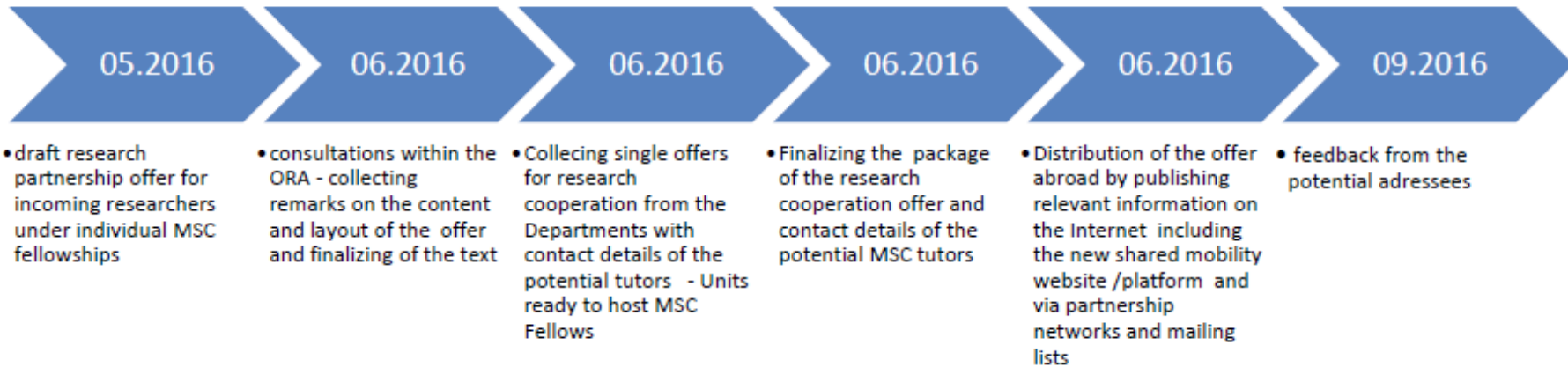
When?

By mid-June 2016

Feedback by the end of September 2016

networks, in which the UW is involved, including the National Contact Points network, the UNICA EU Research Liaison Officers network and the COST TN BESTPRAC partnership network.

TIMELINE – Action 5.2A



- Action 5.2B

Improving the efficiency of services for incoming students, PhD students (doctoral students), lecturers and researchers taking part in academic exchanges and research and mobility projects.

Tool:

The Welcome Centre. Developing the concept of an information and reception centre for incoming students, PhD students (doctoral students), lecturers and researchers, where they will be able to obtain information on the formalities related to their stay/employment at UW, including information about the legalisation of their stay, obtaining a national identification number (PESEL), the forms of employment/signing a fellowship agreement, accommodation, childcare and education system. The centre will also provide practical information about the University, including an orientation package covering University structure orientation, commuting to campuses, contact with organisational unit

Action 5.2B

Who?

New UW employees delegated by UW Authorities to administrate the Welcome Centre

When?*

*By the end of 2017 at the earliest, provided that additional financial resources

administration etc.

Expanding a mobile application originally developed to meet the needs of international student enrolment with information about the procedures concerning the organisation of travelling to and staying at the UW.

are obtained, e.g. from the Structural Funds

TIMELINE – Action 5.2B



- Concept development - draft document
- Consultations within the University - collecting remarks on the content from the Central Offices , Departments and the Authorities ; periodical check on funding availability
- *) Depending on the funding availability check results -> Finalization of the document - basis for the application for funding the Welcome Centre
- *) Draft application - consultations with the Office of University Advancement
- *) Final version of the funding application and submission
- *) Feedback from the potential funder/ contract award

Action 5.3

Continuation of work on the specification for the electronic outgoing mobility application to improve mobility organisation and for analytic purposes, e.g. fellowship offers could be more “tailor-made”, i.e. addressed to specific recipients according to their research interests; centres/institutions which are the most popular mobility destinations among the UW students, PhD students (doctoral students) and staff.

Action 5.3

Who?

International Relations Office, Bursar’s Office, Computer Networks Department, two UW organisational units (testing)

When?

		By the end of June 2017
TIMELINE – Action 5.3		
<ul style="list-style-type: none"> • completion of work on the assumptions (required data and structure) of the electronic travel application form (EWW) developed by IRO 	<ul style="list-style-type: none"> • EWW goals; consultations on the details of EWW with the Faculty of Mathematics, Informatics and Mechanics (MIM) including assumptions prepared by the IRO; appointment of a team of programmers / agreements with the programmers 	<ul style="list-style-type: none"> • development of the MIM of the first version of EWW to the needs of the department; Working consultations with the International Relations Office, Office of Research Administration, Office of University Advancement, and Office for Staff Affairs
<ul style="list-style-type: none"> • development of the second version of EWW by MIM, taking into account the agreements with the above mentioned offices; development of specifications for reports 	<ul style="list-style-type: none"> • agreements with Bursary on data, structure and implementation of the EWW; selection of the other faculty ready to test the EWW 	<ul style="list-style-type: none"> • completion by MIM of testing the third version of the EWW taking into account the agreements with Bursary and other than MIM unit of the UW (e.g. Faculty of Philosophy and Sociology, that introduced SAP)
<ul style="list-style-type: none"> • completion of work on the fourth version of the EWW, ready to be implemented by the next units of the UW 		
<p>Action 5.4</p> <p>Development of a specification for an incoming mobility registration system for analytic purposes, including the more effective use of research and intellectual potential of incoming persons, e.g. visiting professors.</p>	<p>Action 5.4</p> <p>Who? International Relations Office, Computer Applications Department, two UW organisational units (testing)</p> <p>When? By the end of December 2017</p>	

TIMELINE – Action 5.4



Action 5.5

Development, testing and implementation of an application for the registration of international networks and associations in which the UW is a member.

Action 5.5

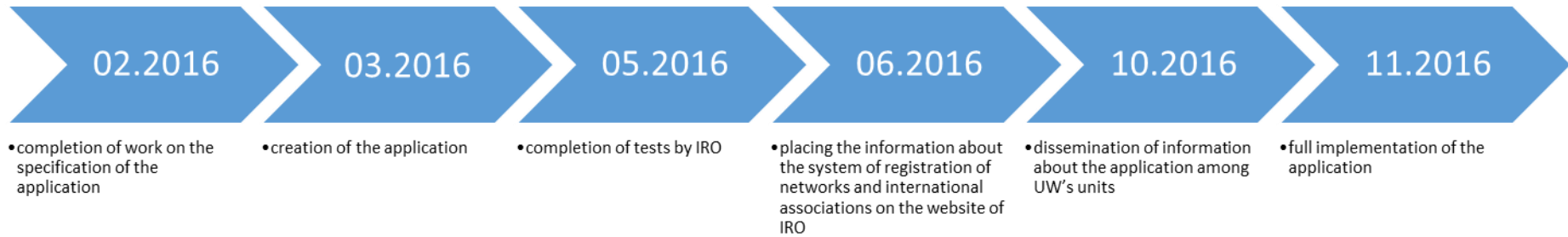
Who?

International Relations Office, all UW organisational units (testing and implementation)

When?

By the end of December 2016

TIMELINE – Action 5.5



Action 5.6

Development of a report on which UW organisational units recognise as strategic the particular countries and foreign institutions, and the extent to which they do so.

Action 5.6

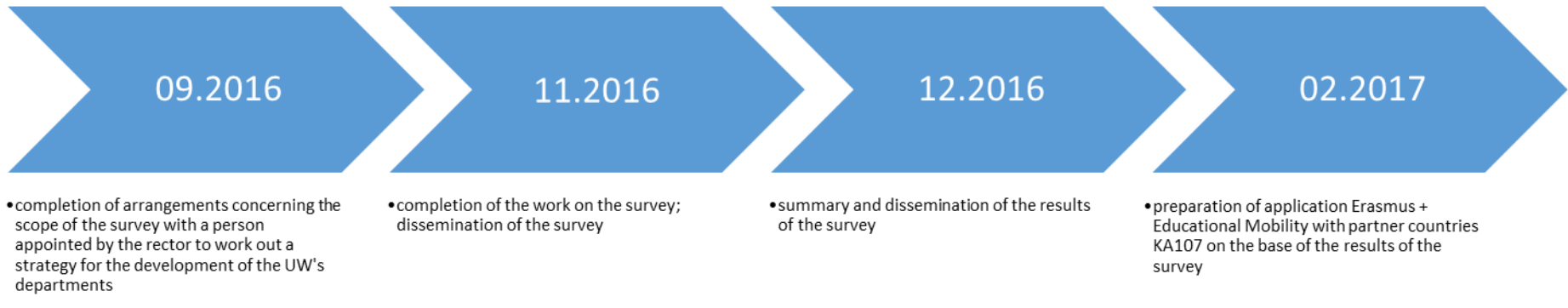
Who?

International Relations Office,
all UW organisational units

When?

By the end of December 2016

TIMELINE - Action 5.6



Action 5.7

Continuation of training on problem solving in an intercultural environment.

We expect that the improvement of access to information about the outgoing mobility offers (among the UW academic community) and incoming mobility offers (by disseminating the UW offer abroad) for students, lecturers and researchers, as well as the improvement of the reception service for incoming persons, the implementation of new computer applications and a training cycle will create a synergy effect, and contribute to greater mobility in the abovementioned groups and to the meeting of goals of the University Internationalisation Strategy.

Action 5.7

Who?

International Relations Office, UW Training Coordinator, UW staff members

When?

Several training sessions per year (in 2016 and 2017, with an option to continue training in the future)

TIMELINE – Action 5.7



•the first training

•the second training for people registered (subject to available resources)

•the third training

•fourth training (within available resources)

Action 6. *The Charter and Code principles: Gender Balance; Non-Discrimination*

Actions to be carried out

Who/When?

Action 6.1

Coordination of all sub-actions:
Equal Treatment and Non-Discrimination Coordinator.

Research

- **Action 6.1A**

Studies on the gender gap at the University of Warsaw (the collection of statistical data, questionnaire interviews, in-depth interviews) aimed to broaden knowledge about the gender gap.

Action 6.1A

Who?

Centre for Socio-Legal Studies of the Situation of Women at the Institute of Applied Social Science; Ombudsman office;

	<p>Legal Clinic at the Faculty of Law and Administration.</p> <p>When? By December 2016</p>
<p>- Action 6.1B</p> <p>Desk Research including Internal & external regulations, aimed at broadening the knowledge about the institutional context of actual gender balance.</p>	<p>Action 6.1B</p> <p>Who? Ombudsman office; Legal Clinic at the Faculty of Law and Administration.</p> <p>When? By December 2016</p>
<p>- Action 6.1C</p> <p>Pilot studies on the three faculties (Economics, Law and Administration, Philosophy and Sociology) aimed to broaden knowledge about the gender gap, resulting in reports (published and distributed among the members of the academic society).</p>	<p>Action 6.1C</p> <p>Who? Centre for Socio-Legal Studies of the Situation of Women at the Institute of Applied Social Science.</p> <p>When? By September 2017</p>
<p>- Action 6.1D</p>	<p>Action 6.1D</p>

<p>Extending the research to other faculties and all units of the University of Warsaw aimed to broaden knowledge about the gender gap.</p>	<p>Who? Centre for Socio-Legal Studies of the situation of women at the Institute of Applied Social Science</p> <p>When? By September 2018</p>
<p>- Action 6.1E Drafting, publishing and distributing the final report.</p>	<p>Action 6.1E</p> <p>Who? Centre for Socio-Legal Studies of the situation of women at the Institute of Applied Social Science</p> <p>When? By December 2018</p>

TIMELINE – Action 6.1



Action 6.2

Gender Equality Plans: creation and implementation

- Action 6.2A

Creation of Gender Equality Plans:

First step would be to establish a working team including experts on the matter and representative members of faculty (staff, administrative workers and students). Gender equality plans (GEPs) are to be based on the results of pilot research done according to the Action 1. GEP's will be based on the diagnosed institutional context and identified needs of future users (members of academic society). Documents will be created in cooperation with experts on gender issues, basing on a system of reviews. Proposals of the GEPs are to be consulted in open debate with the members of the faculty. Final drafts of GEP shall be accepted by the Faculty Boards.

Action 6.2A

Who?

Coordination: Equal Treatment and Non-Discrimination Coordinator.

When?

By September 2019

TIMELINE – Action 6.2



Action 6.3

Education

Coordination of all sub-actions:
Equal Treatment and Non-Discrimination Coordinator.

- **Action 6.3A**

Organizing two types of training on gender mainstreaming for faculty managers, the administrative staff and for students:

- 1 - Training workshops for people involved in prevention of discrimination and harassment at the UW and other people interested in the subject, including especially faculty managers, workers and members of the board of the student council.
- 2 - Mandatory one-time training for new employees (the same training as H&S) concerning discrimination and harassment and ways to counteract these phenomena, mode of reporting them to the authorities of the University of Warsaw and applicable laws.

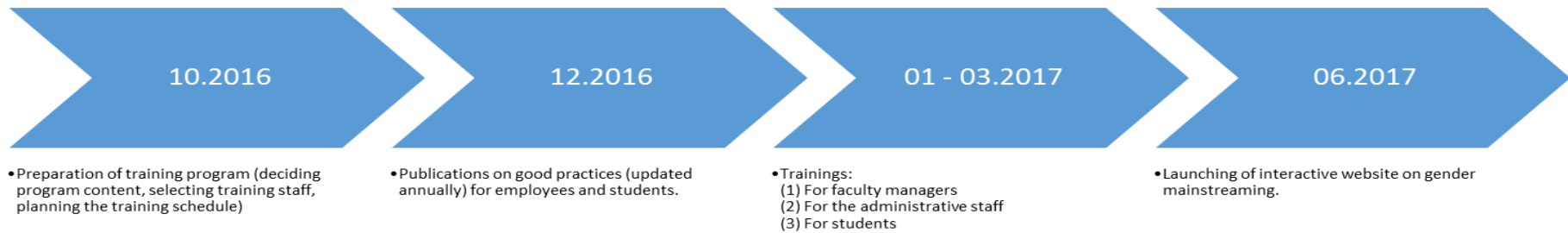
Action 6.3A

Who?

Legal Clinic at the Faculty of Law and Administration,
Gender Studies -
Interdisciplinary Studies in Cultural and Social Issues of Equality, University of Warsaw.

	<p>When?</p> <p>Recurrently, since the beginning of 2017</p>
<p>- Action 6.3B</p> <p>Preparing two types of publication on gender mainstreaming (updated annually) for employees and students</p> <p>1 - Guide for staff and students on discrimination and harassment.</p> <p>2 - Collection of good practices in the field of equality and diversity published on the UW webpage and also available in printed form.</p>	<p>Action 6.3B</p> <p>Who?</p> <p>Ombudsman of the University of Warsaw, Gender Studies - Interdisciplinary Studies in Cultural and Social Issues of Equality, University of Warsaw</p> <p>When?</p> <p>Annually, since June 2017</p>

TIMELINE – Action 6.3



Action 6.4

Institutional support

- **Action 6.4A**
Appointment of the Equal Treatment and Non-Discrimination Coordinator responsible for planned research, creation of Gender Equality Plans, education and monitoring of gender issues. Position will be set in the HR Office but coordinator will serve and co-operate on daily basis with the Rectors Commission for Non-Discrimination.

Action 6.4A
Who?
Rector of the University of Warsaw
When?
By October 2016

TIMELINE – Action 6.4



•Official legal act appointing the position of the Equal Treatment and Non-Discrimination Coordinator.

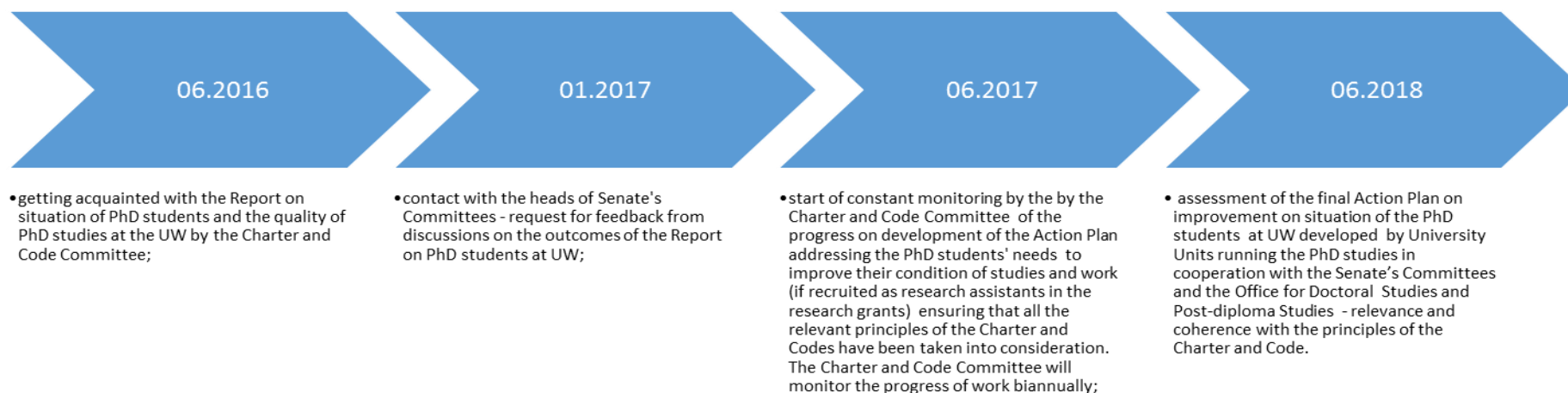
•Selection process: contest for the position.

•Employment of the chosen person.

Action 7. *The Charter and Code principles: Supervision; Relation with supervisors*

Actions to be carried out	Who/When?
<p>Constant monitoring by the the Committee for the European Charter for Researchers and of the Code of Conduct for the Recruitment of Researchers of the progress of the development of an action plan in response to the outcomes of the Report in question concerning the situation of PhD students and the quality of PhD studies at the University. To this end the Head of the relevant University's Senate committees will be contacted and in order to find out about the outcomes of the committees discussions of the Report and the proposed actions to be undertaken by the committees and the University units running the PhD studies. They will be requested to update the Charter and Code Committee on the intended measures to be taken in order develop a comprehensive Action Plan ensuring that all the relevant principles of the Charter and Codes have been taken into consideration. The Charter and Code Committee will monitor the progress of work biannually.</p>	<p>Who? Senate Committees, The Charter and Code Committee</p> <p>When? By the end of June 2018</p>

TIMELINE – Action 7



IMPLEMENTATION SCHEDULE

		IMPLEMENTATION PERIOD																																												
No.	ACTIONS for implementation of the Charter&Code principles	2016												2017												2018												2019								
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9
	<i>1 Stability and Permanence of Employment; Career Development</i>																																													
	<i>2 Evaluation/Appraisal Systems</i>																																													
	<i>3 Recruitment; Selection; Transparency (Code)</i>																																													
	<i>4 Contractual and Legal Obligations; Intellectual Property Rights (1)</i>																																													
	<i>Contractual and Legal Obligations; Intellectual Property Rights (2)</i>																																													
	<i>Contractual and Legal Obligations; Intellectual Property Rights (3)</i>																																													
	<i>5 Recognition of Mobility Experience, Value of Mobility (1)</i>																																													

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	<i>Recognition of Mobility Experience, Value of Mobility (2A)</i>																																																										
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7	<i>Supervision; Relation with supervisors</i>																																																					

4. MONITORING

The implementation of the Action Plan will be monitored by the Committee for the European Charter for Researchers and of the Code of Conduct for the Recruitment of Researchers, but it will be extended in order to include Ms Sylwia Salamon, Head of the International Relations Office (responsible for the issues concerning mobility). The Committee will be monitoring the progress of implementation of the actions foreseen in the Action Plan (taking into account compliance with the timeline). Where necessary, the Committee will invite the external experts helping to revise the Action Plan and assess progress of its implementation. Based on an assessment of the progress, the Committee will be make recommendations and initiate corrective actions.

Monitoring activities:

- quarterly Committee meetings in order to check the status of implementation of actions
- interim (quarterly) and final (after the completion of task) report made by offices responsible for each action
- internal audit – the second part of 2018 – to obtain data for eventual corrective actions to the Action Plan