

**Action Plan resulting from the Human Resources Strategy for Researchers at the University of Warsaw  
For 2022 – 2027 with respect of the principles of the European Charter for Researchers**

No.	GAP Principle(s)	Action	Timing (at least by year's quarter/semester)	Responsible Unit	Indicators/Target(s)	Current Status (new/ in progress/ completed/ extended)	Remarks, incl. no. in IDUB/ZIP/other (if applicable)
		<b>Ethical and professional aspects</b>					
1.	2 Ethical principles	Preparing the Code of Conduct /Ethics covering ethics, conduct of research and avoidance of any conflicts of interest.	4 <sup>th</sup> quarter 2024	A working group set up by the Rector including, among others, the Ombudsman	Submitting The Code of Conduct/Ethics for the Senate approval.	extended	
2.	4 Professional attitude	1. Pilot programme for Research Project Managers. 2. Dean's Academy - programme for deputy deans and heads of organisational units carrying out research or didactic activities.	1. 4 <sup>th</sup> quarter 2023 2. 4 <sup>th</sup> quarter of 2022	1. Human Resources Office 2. International Management Center at the Faculty of Management / Human Resources Office	1. At least 50 participants in the programme. 2. At least 2/3 of the deans and vice deans for the 2020 - 2024 term trained 2020 – 2024.	1.extended 2.completed	1. Excellence Initiative – Research University, action V 3.1. Development of the UW Staff competences. 2. Integrated Programme for the UW Development (ZIP), task 7.
3.	8 Dissemination, exploitation of results	Develop an Open Science Policy at the University of Warsaw and launch an Institutional Repository at the University of Warsaw enabling all members of the UW community to deposit, store, and make openly available research papers, conference proceedings, the UW publications, doctoral and dissertation works, teaching materials, and other types of documents produced at the University.	4 <sup>th</sup> quarter 2023	University of Warsaw Library	Publication of the Open Science Policy and creation of the Repository.	completed	Excellence Initiative – Research University, action V.3.3. Development, adoption and implementation of the open science policy at the University of Warsaw.

4.	8 Dissemination, exploitation of results	Conduct meetings and dissemination training workshops for researchers as part of the alliance of the 6 universities' staff-led outreach to their scientists.	3 <sup>rd</sup> quarter of 2022	University of Warsaw Library in cooperation with Universities of 4EU+ Alliance	14 meetings	complete d	4EU+, Alliance Action 4.2
5.	10 Non- discrimination	Building awareness on the issue of combating discrimination, sexual harassment, supporting equality and diversity by means of issuing the anti-discrimination procedure and anti-discrimination guidebook, and the guidebook on combating sexual harassment.		Equality Unit	Publication of the following: the Guide on the prevention of sexual harassment; Recommendations on using antidiscrimination language; Antidiscrimination Guidebook and Procedure; Launching a "We Are All Equal," social campaign.	complete d*	* in the original Action Plan, drafting of other documents was planned, but with time it was decided as more beneficial to issue those indicated in KPI.
6.	10 Non- discrimination	1. Conducting training and workshops (i.e. obligatory equality training for new employees), training for decision-makers, administration, Ph.D. students. 2. Further development and improvements of the equality website: rownowazni.uw.edu.pl	1. 3 <sup>rd</sup> quarter 2023 2. 4 <sup>th</sup> quarter of 2023	Equality Unit	1. Introducing the recommendation regarding an obligatory equality training. 2. All changes to the website are introduced.	extended  complete d	
7.	10 Non- discrimination	1. Establishment of the Equality Observatory (collection of data on equality, cyclical research on the state of equality at the University and the state of knowledge; publication of results; publication of comparative statistics). 2. Introduction of an electronic tool allowing for reporting sexual harassment and discrimination behaviours.	1. the first survey planned in the 4 <sup>th</sup> quarter of 2022, then of 2024 and 2026 2. 4 <sup>th</sup> quarter of 2023	Equality Unit	1. Increased awareness as measured by the survey designed in collaboration with PEJK & Equality Unit on the awareness of issues and university policies in 2 years cycles. 2. Introducing the tool.	complete d	
8.	10 Non- discrimination	Removing architectural and organisational barriers: 1. within the Level Up programme: a) diagnosis of the needs in terms of ensuring full accessibility of teaching buildings and architectural adaptation of the elements of the academic space, b) preparing trainings for educators on how to support students with neurodevelopmental difficulties,	1. 4 <sup>th</sup> quarter of 2023 2. 4 <sup>th</sup> quarter of 2025 3. 1 <sup>st</sup> quarter of 2025	1. Office for Persons with Disabilities 2. Welcome Point 3. Translation Coordination Unit	1. Accordingly: a) 2 university facilities adapted to the needs of people with disabilities, b) 592 participants of inclusion education training, 180 academic teachers will be trained in UDL,	complete d	1. Level up (NCBiR - The National Centre for Research and Development) . 2. Excellence Initiative – Research University,

		<ul style="list-style-type: none"> <li>c) developing procedures for the evacuation of people with special needs,</li> <li>d) equipping laboratories with the equipment that enables people with the most severe disabilities to conduct research, improving transport infrastructure,</li> <li>e) development of 3 e-guides for the university staff in three areas: Model of integrated support for students with special diseases; Standard of creating maps using 3D printing to learn spatial orientation; E-guide for educators in the field of supporting people with neurodevelopmental and mental disorders and learning disorders, presenting the developed support model and the guidelines for its application.</li> </ul> <p>2. Supporting the relocation process of the foreign employees by preparing the community and administrative infrastructure to receive foreign employees:</p> <ul style="list-style-type: none"> <li>a) training for employees (Polish language courses, a culture orientation programme),</li> <li>b) networking events,</li> <li>c) development of the Welcome Point website.</li> </ul> <p>3. Extending the scope of translation into English of the internal University regulations.</p>			<ul style="list-style-type: none"> <li>c) 60 participants in the training on safe evacuation,</li> <li>d) purchases of equipment for 3 faculties and the purchase of 3 buses,</li> <li>e) publishing the guidelines.</li> </ul> <p>2. Accordingly:</p> <ul style="list-style-type: none"> <li>a) at least 5 Polish language courses per year,</li> <li>b) at least 2 networking sessions per year,</li> <li>c) ongoing.</li> </ul> <p>3. All ordinaries of Rector and the resolutions of the Senate translated into English and published.</p>		<p>action II.2.4. Support for the relocation process of employees from abroad by preparing the University of Warsaw academic community and administrative infrastructure for hosting employees from abroad.</p>
9.	10 Non-discrimination	Verification of the Regulations of the Employee Benefit Fund in terms of its availability for young employees, including foreign employees, with a particular emphasis on support in the form of loans for housing and related purposes.	1 <sup>st</sup> quarter of 2023	A team appointed by the Rector including a representative of the Office for Personnel Social Benefits, Trade Unions, financial services, and representatives of young researchers.	Implementation of the proposed changes and inclusion into the 2024 budget.	completed (annulment)	The planned changes proved to be discriminatory for other groups of employees
10.	11 Evaluation /appraisal systems	Improving access to the data on scientific resources, competences and achievements of employees by developing and implementing the in-house method of the Knowledge	1-2 4 <sup>th</sup> quarter of 2022, further development	Office of University Advancement with other units at the University of Warsaw	Implementation - incrementally - of subsequent	extended	Excellence Initiative – Research University, action

		Management Platform, integrated with the existing IT systems at the university.	s - 4 <sup>th</sup> quarter of 2024		data registers within the Platform:  1. Register of intellectual property. 2. Register of projects and undertakings. 3. Research infrastructure register. 4. Register of personal profiles.		V.1.1 The development and implementation of knowledge (and research) management platform integrated with the existing university IT systems.
11.	11 Evaluation /appraisal systems (in Internal Review 2018 point 2)	Development of principles and procedure for the assessment of staff members who are involved in research but are not academic teachers (assessment sheet templates).		Human Resources Office	A draft version of the ordinance and evaluation sheet.	completed (annulment)	Recommendation to leave without completion - change of priorities.
12.	11 Evaluation /appraisal systems	Implementation of an IT tool supporting the periodic assessment of academic teachers.	4 <sup>th</sup> quarter of 2024	Human Resources Office	Implementation of the IT tool in 1/3 of the UW faculties.	completed	
13.	11 Evaluation /appraisal systems	Implementation of the ordinance of the Rector regarding the periodic assessment of academic teachers.		Senate Committee for Staff Policy, Rector	The Ordinance announced:  <a href="https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5285/M.2020.96.Zarz.33.pdf">https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5285/M.2020.96.Zarz.33.pdf</a>	completed	
14.	11 Evaluation /appraisal systems	Update of the ordinance of the Rector regarding the periodic assessment of academic teachers (assessment criteria).	4 <sup>th</sup> quarter of 2023	Rector in cooperation with the Senate Committee for Staff Policy	Submitting the proposal of a new ordinance to the Senate.	completed	
15.	11 Evaluation /appraisal systems	Pilot implementation of the Performance Review for young researchers.	2 <sup>nd</sup> quarter of 2023		The summary of the pilot.	completed	
16.	11 Evaluation /appraisal systems	Diagnosis of Evaluation Systems at the University of Warsaw – a comprehensive review and analysis of the principles, criteria, and current practices used in the assessment	4 <sup>th</sup> quarter of 2026	Representative in the Office of the Vice-Rector for Research	Diagnosis of Evaluation Systems Used at the University of Warsaw.	new	

		of research, academic staff, and doctoral students at the University of Warsaw.					
17.	11 Evaluation /appraisal systems	Comparative analysis of evaluation systems — a comparative review of the University of Warsaw's assessment principles against the national evaluation system, the CoARA and DORA guidelines, the practices used by CoARA member institutions, and the leading academic centres in Europe and worldwide whose academic profile is similar to that of the University of Warsaw.	4 <sup>th</sup> quarter of 2027	Representative in the Office of the Vice-Rector for Research	Comparative Analysis of Evaluation Systems.	new	
18.	11 Evaluation /appraisal systems	Engagement of the University of Warsaw community in the reform process — dissemination of the conclusions from activities 1–2 within the UW community; raising awareness of the evaluation reform through training sessions and workshops; organizing debates on the direction of changes in the evaluation system with the University authorities and Senate, representatives of disciplinary councils and organizational units, as well as the broader UW community.	4 <sup>th</sup> quarter of 2028	Representative in the Office of the Vice-Rector for Research	1. Training sessions, workshops.  2. Report with conclusions from the consultation stage.	new	
		<b>Recruitment</b>					
19.	13 Recruitment	1. Setting up a dedicated internal organisational unit (section in the Human Resources Office) responsible for recruitment. 2. Define the UW's strengths as an employer and post the information on the Human Resources Office website directed at candidates.	4 <sup>th</sup> quarter of 2022	1. Rector 2. Internal Organisational unit responsible for recruitment	1. Issue of an Ordinance amending the Organisational Rules of the University with regard to the establishment of a new unit. 2. Publishing the information on the website.	completed	
20.	13 Recruitment	Selection and implementation of the Internet Employee Registration platform which acts as a database of candidates meeting the requirements of GDPR, facilitating the selection of applications and communication with candidates and monitoring of the recruitment process also in terms of the number of candidates and their demographic structure.	4 <sup>th</sup> quarter of 2024	Welcome Point in cooperation with the internal organisational unit responsible for recruitment	Implemented system in a basic version and trained participants from more than half of the organisational units (excluding the university-wide administration units).	extended	Excellence Initiative – Research University, action II.2.4. Support for the relocation process of employees from abroad by

							preparing the University of Warsaw academic community and its administrative infrastructure for hosting foreign employees
21.	14 Selection	<ol style="list-style-type: none"> <li>1. Prepare a set of Good Practices applicable in the recruitment process for academic positions.</li> <li>2. Preparing the training for the heads and members of recruitment committees.</li> <li>3. Include the recommendations for gender balance on qualifying teams in the Doctoral School Recruitment Resolution.</li> </ol>	1-2 4 <sup>nd</sup> quarter of 2024 3 – 1 <sup>st</sup> quarter of 2024	1-3 internal organisational unit responsible for recruitment 3. Heads of the Doctoral School	<ol style="list-style-type: none"> <li>1. Announcing the guidelines.</li> <li>2. 90 % of heads and 50% of the regular selection committees members (competitions for academic positions) trained in good practices.</li> <li>3. Submitting the proposal of an amended Resolution to the Senate.</li> </ol>	completed	
22.	19 Recognition of qualifications	Acquiring information on good practices in the area of recruitment of candidates for academic staff within the 4EU+ alliance and implementing the selected solution at the University.	4 <sup>th</sup> quarter of 2023	Human Resources Office	A set of information on good practices from other Universities.	completed	Train 4EU, WP2
23.	22 Recognition of the profession	Conducting a survey among PhD students from the doctoral schools.	1 <sup>st</sup> quarter of 2022	Education Quality Evaluation Unit (PEJK)	An on-line survey tool available on the UW website.	completed	
24.	15 Transparency	E- request for a new recruitment for academic position announcement.	4th quarter of 2026	Human Resources Office	All requests for academic positions submitted with e-tool.	new	
25.	15 Transparency	Audit of compliance with obeying recruitment regulations at UW.	4th quarter of 2027	Human Resources Office	At least 200 new participants of a an e-learning or stationary courses till 4th Q of 2027.	new	
26.	16 Judging merit	E-learning course for recruitment committees.	4th quarter of 2026	Human Resources Office	1st report from the audit submitted to the Rector incl. recommendations for faculties.	new	
		<b>Working conditions and social security</b>					
27.	23 Research environment	Bringing the culture of the core facility to the University of Warsaw.	1 <sup>st</sup> quarter of 2024	Centre of New Technologies (CeNT UW) / Biological and Chemical Research Centre (CNBC UW) in cooperation with other units concerned	- The List of University's Core Facility with the description including: governance structure, size, equipment, staff, user data, access and list of provided services).	extended	INFRASTARt (the internal policies of the participating units: Biological and Chemical Research Centre

					- Identifying the best practices for strengthened competences and on-the-job development of the research infrastructure and implementing the best practices guidelines.		(CNBC), Center for Preclinical Research and Technology (CePT), Interdisciplinary Centre for Mathematical and Computer Modelling (ICM), Faculty of Physics, Faculty of Geology Excellence Initiative – Research, action I.4.1 Strengthening the core-facility potential on the Ochota Campus, action I.4.2 Fund for the Renovation and Development of Research Infrastructure. Train4EU, WP 3
28.	24 Working conditions	Conduct a survey among the academics regarding the implementation of C&C principles at UW.		Education Quality Evaluation Unit (PEJK)	Report of the research in 2018 published <a href="http://pejk.uw.edu.pl/wp-content/uploads/sites/289/2019/07/Raport_pracowniczy_2019.pdf">http://pejk.uw.edu.pl/wp-content/uploads/sites/289/2019/07/Raport_pracowniczy_2019.pdf</a>  A new edition of the research conducted in 2021.	completed	
29.	24 Working conditions	<ol style="list-style-type: none"> <li>1. Development of the childcare infrastructure at the University.</li> <li>2. Development and dissemination of the recommendations on work-life balance i.e. with respect to hours of meetings of scientific councils, teaching councils and faculty councils.</li> <li>3. Diagnosis of the needs of those returning to teaching and research activities after childcare leave.</li> </ol>	<ol style="list-style-type: none"> <li>1. 4<sup>th</sup> quarter of 2025</li> <li>2. 4<sup>th</sup> quarter of 2023</li> <li>3. 4<sup>th</sup> quarter of 2023</li> </ol>	<ol style="list-style-type: none"> <li>1. Equality Unit in cooperation with relevant councils, offices (i. a. Social Support Office) and central authorities</li> <li>2. Equality Unit in cooperation with relevant councils, offices (i. a. HR Office and central authorities)</li> <li>3. Equality Unit</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase in the number of children of the UW employees, Ph. D students and students being looked after in the UW childcare facilities.</li> <li>2. Dissemination of the recommendation to the faculties, the UW units and scientific councils.</li> </ol>	<ol style="list-style-type: none"> <li>1.completed (annulment)</li> <li>2.extended</li> <li>3.completed</li> </ol>	<ol style="list-style-type: none"> <li>1. Excellence Initiative – Research University, action IV.5.3 Nursery school and Kindergarten on the Ochota UW Campus and the</li> </ol>

					3. Development of the report of the UW parents needs including recommendations.		childcare facilities at the Warsaw University campus/Central Administration Budget
30.	26 Funding and salaries	Implementation of the university-wide solutions in the area of „soft” HR: Implementation of the Remuneration System.		Human Resources Office	Ordinance announced: <a href="https://monitor.uw.edu.pl/Lists/Uchwaly/Attachments/5240/M.2020.26.Zarz.9.pdf">https://monitor.uw.edu.pl/Lists/Uchwaly/Attachments/5240/M.2020.26.Zarz.9.pdf</a>	completed	
31.	26 Funding and salaries	Performing an audit on salaries and income earned by the researchers at the UW.	4 <sup>th</sup> quarter of 2023	A team appointed by the Rector including a representative of Human Resources Office and Bursary Office (Payroll)	A post-audit report with proposals for possible changes in the system of remuneration of researchers.	extended	
32.	26 Funding and salaries	Research on gender pay gap at the UW.	4 <sup>th</sup> quarter of 2023	Equality Unit in cooperation with the relevant committees, organisational units (i. a. Education Quality Evaluation Unit. HR Office) and the UW authorities	Reports on the Gender Pay Gap issued every two years.	completed	
33.	27 Gender balance	Development of the guidelines on gender-balanced representation of women and men in: <ul style="list-style-type: none"> <li>a) recruitment, competition, expert, reviewer and examination teams and committees,</li> <li>b) in projects, scientific and popularisation events held at the UW,</li> <li>c) as chairpersons of decision-making committees.</li> </ul>	by 4 <sup>th</sup> quarter of 2023	Equality Unit in cooperation with relevant committees and HR Office	Drafting and publishing the guidelines.	extended	
34.	27 Gender balance	1. Supporting female researchers: <ul style="list-style-type: none"> <li>a) Networking groups for female doctoral candidates,</li> <li>b) Popularisation of good practices related to supporting women’s careers, applied at the faculties and units,</li> <li>c) Doctoral Schools gathering statistical data on starting doctoral dissertation procedures and defence of doctoral</li> </ul>	1a 2021 preparations, 2 <sup>nd</sup> quarter of 2022 launch of the project 1.b ongoing, 2 <sup>nd</sup> quarter of 2022 summary of actions	1.a, b, c Equality Unit	1. Accordingly: <ul style="list-style-type: none"> <li>a) A project on networking and role-model discussions coordinated by Equality Unit, free to access recruitment,</li> <li>b) periodically published on the <a href="http://rownowazni.uw.edu.pl">rownowazni.uw.edu.pl</a> website,</li> </ul>	completed	1a Excellence Initiative – Research University, action IV.5.1 Programme supporting female researchers at the early stage of their career



		dissertation by gender, and submitting these data to the Equality Unit.	1c 3 <sup>rd</sup> quarter of 2022 summary and presentation on the website		c) periodically published on the rownowazni.uw.edu.pl website.		
35.	27 Gender balance	Conducting a follow-up research on existing: <ul style="list-style-type: none"> <li>a. barriers and differences in the career development of women and men (including access to goods such as grants, training, laboratories, scholarships, internships, awards etc.),</li> <li>b. barriers and differences in the access of women and men to decision-making positions (including the study of the phenomena of horizontal and vertical segregation),</li> <li>c. experience of discrimination (including experience of violence and various types of discrimination, e.g. indirect discrimination, harassment, experience of discrimination based on various characteristics, e.g. disability, age, nationality, etc.).</li> </ul>	2 <sup>nd</sup> quarter of 2023	Equality Unit in cooperation with organisational units and the UW authorities	The follow up report on the equal treatment and gender balance at the UW.	completed	
36.	27 Gender balance	Preparation of a new edition of GEP.	4 <sup>th</sup> quarter of 2023	Equality Unit in cooperation with the organisational units and UW authorities	Adoption and dissemination of a new edition of GEP.	extended	
37.	27 Gender balance	Integration of the gender dimension in research and innovation content following the Horizon Europe requirements.	4 <sup>th</sup> quarter of 2023	Equality Unit in cooperation with the Office for International Research and Liaison, scientific councils, Office of Research Administration and organisational units	Adoption and dissemination of the guidelines for researchers and innovators with methodological tools for sex, gender and intersectional analysis.	extended	
38.	29 Value of mobility	<ol style="list-style-type: none"> <li>1. Introduction of a university-wide programme, preceded by a pilot for foreign researchers, to familiarise new staff with the university.</li> <li>2. Support system for international employees who need additional assistance in matters not related to the University.</li> </ol>	<ol style="list-style-type: none"> <li>1. 3<sup>th</sup> quarter of 2024</li> <li>2. 1<sup>st</sup> quarter of 2023</li> </ol>	Welcome Point in cooperation with: <ol style="list-style-type: none"> <li>1. the organisational unit responsible for recruitment</li> <li>2. the Volunteer Centre of the University of Warsaw</li> </ol>	<ol style="list-style-type: none"> <li>1. Introduction of the pilot programme and on-line guidelines for newcomers.</li> <li>2. Establishing the group of 10 volunteers</li> </ol>	completed	(Partially) within Excellence Initiative – Research University -Action II.2.3 Support for the relocation

					available on specific requests).		process of employees from abroad by introducing solutions facilitating the involvement of new foreign employees to work at the UW and the preparation for their stay in Poland
39.	29 Value of mobility	Continuation of the work on the specification for the electronic outgoing mobility application.		International Relations Office		completed (annulment)	Change of priorities
40.	29 Value of mobility	Implementation of the Internet Guest Registration system.	3 <sup>rd</sup> quarter of 2023	Welcome Point	A basic system implemented and participants from more than half of the organisational units trained (excluding the university-wide administration).	completed	Excellence Initiative – Research University, action II.2.4 Support for the relocation process of the employees from abroad by preparing the University of Warsaw academic community and administrative infrastructure for hosting employees from abroad
41.	29 Value of mobility	Implementation of an application for the registration of international networks and associations in which the UW is a member.		International Relations Office	Application developed and implemented, made available on the office website (a different registration form was used due to some technical issues).	completed	
42.	29 Value of mobility	Strengthening the cooperation with strategic partners/ establishing new strategic partnerships.	2 <sup>nd</sup> quarter of 2026	International Relations Office	Analysis of the status quo of internationalisation at the UW – a report;	completed	Excellence Initiative - Research

					10 new strategic partners (by 2026); recommendations for long-term internationalisation policy at UW.		University Action II.1.2 Establishing and strengthening the cooperation with strategic partners
43.	29 Value of mobility	Continuation of the training on problem solving in an intercultural environment.		International Relations Office	<p>In 2019 Erasmus+ Staff Training Week for 29 people from 20 countries, combined with workshops on intercultural communication and dealing with conflict situations in a multicultural environment. In 2020 and 2021 online meetings with the representatives of the partner universities and mobility coordinators at the UW, presenting the rules of cooperation within the international academic exchange programmes.</p> <p>Training on working with multicultural student groups for the academic staff (4 trainings and 39 people trained in 2020-21).</p> <p>Intensive foreign language training (primarily English) for the administrative staff has been conducted since 2015, approximately 330 people attending per year. In 2021, English language courses for the academic staff (about 50 people trained).</p>	completed	
44.	30 Access to career advice	Introducing individual counselling for the academics.	4 <sup>th</sup> quarter 2022	Office for International Research and Liaison	10 academics receiving individual counselling by the end of 2022.	extended	Excellence Initiative – Research University, action IV.1.3. „From the Diamond Grant to the ERC grant”–

							creating individual plans for the research career development
45.	31 Intellectual Property Rights	Updating the Regulations for the Management of Intellectual Property at the University of Warsaw, including the accompanying model agreements.	1st quarter of 2023	University Technology Transfer Centre	Submit a draft of a new Resolution for consideration by the UW Senate.	extended	
46.	33 Teaching	Summary of the Young Educators Programme.	3 <sup>rd</sup> quarter 2022	Human Resources Office	Recommendations for a university-wide program for beginning didactics.	completed	
47.	18 Recognition of mobility experience	Enhancing the recognition of mobility through the development of recommendations concerning the organization and utilization of mobility, as well as the monitoring of their implementation.	4th quarter 2026	International Relations Office	Implementation of the procedure entitled "University-wide Rules for the Recognition of Staff Mobility Abroad within the Erasmus+ Programme."	new	
48.	27 Gender balance	The development and specialisation of the equality data expert team (development of evidence-based equality policies).	4th quarter 2026	Equality Team	<ul style="list-style-type: none"> <li>- Number of studies/analyses and reports.</li> <li>- Number of areas of the University of Warsaw's operations covered by systematic monitoring and reporting in the field of equality and diversity.</li> </ul>	new	
49.	24 Working conditions	<ol style="list-style-type: none"> <li>1. Establishment of the Team for Parental Support and Parenting Issues.</li> <li>2. Creation of an email inbox for collecting questions regarding difficult or non-obvious matters.</li> </ol>	<ol style="list-style-type: none"> <li>1. 4th quarter 2026</li> <li>2. 1st quarter 2027</li> </ol>	Equality Team in cooperation with relevant units (Human Affairs Office, Office for Personnel Social Benefits, Student Welfare and Support Office, Representative for the development of doctoral schools, Financial Department)	Number of inquiries addressed to the team from parents.	new	
		<b>Training</b>					
50.	36 Relation with supervisors	Organisation of a pilot programme for talented early career researchers (from the University and partner universities) to join research teams.	2 <sup>nd</sup> quarter of 2026	International Relations Office	Selection of young researchers in the programme and implementation of internships for approximately 40 young researchers per year (160 by 2026) - outgoing and incoming.	completed	Excellence Initiative – Research University, action IV.2.2 Inclusion of talented young scientists in research teams

51.	37 Supervision and managerial duties	Mentor Program: 1. announcing the enrolment to the Mentoring Programme, 2. appointing a nomination team composed of members of each Priority Research Field, 3. recruiting and selecting researchers; 4. organizing the first mentoring visit within the Project.	2 <sup>nd</sup> quarter of 2026	Office for Research Administration	At least 20 visits of the mentors organized.	completed	Excellence Initiative – Research University, action I.1.1/IV.1.1 Mentoring Programme
52.	37 Supervision and managerial duties	Programme for young female researchers.	2 <sup>nd</sup> quarter of 2024	Human Resources Office	At least 30 participants in the programme.	completed	Excellence Initiative – Research University Action IV.5.2
53.	28. Career development /38. Continuing Professional Development/39. Access to research training and continuous development	Create a UW employee training search tool facilitating an easy access to information on all training offered to the employees by the University units.	2 <sup>nd</sup> quarter of 2023	Digital Competence Centre of the University of Warsaw	At least 75% of training offers are available through the IT tool.	completed	
54.	28. Career development /38. Continuing Professional Development/39. Access to research training and continuous development	1. Introduction of reporting on the development activities for employees, including academics. 2. Further expansion of the development offer for academics.	1. 2 <sup>nd</sup> quarter of 2022 2. 4 <sup>th</sup> quarter of 2024		1. The first report on development activities in 2021. 2. At least 150 training programs for academics.	completed	
55.	28. Career development /38. Continuing Professional Development/39. Access to research training and continuous development	Continuation of the implementation of university-wide programs for the development of doctoral students competences, including in particular: 1. financial support for their national and international mobility (scholarships), 2. financial support of interdisciplinary research projects, trainings and workshops developing soft skills, didactic competences and IT competence, 3. new education programs for PhD studies; 4. doctoral summer schools, 5. general university courses for PhD students.	4 <sup>th</sup> quarter of 2022	Office of Innovation in Teaching and Learning in cooperation with the organisational units	Up to date 420 PhD students took part in different university-wide programs, in particular:  1. 389 PhD students received international mobility scholarships, 2. 51 PhD students received financial support for interdisciplinary research projects, trainings and workshops developing soft skills, didactic competences	completed	University's Integrated Development Programme, ZIP/task 4 and 5

		Evaluation of the effects of these programs and preparation of recommendations regarding the implementation of solutions developed in these programs to standardise paths of development of PhD students' competences at the University of Warsaw.			and IT competence, and 11 PhD students obtained doctoral degree, 3. 12 PhD students took part in new education programs, 4. 82 PhD students took part in 7 doctoral summer schools, 5. 199 PhD students took part in the general university courses.		
56.	38 Continuing Professional Development	Academic Career Development Policy.	4th Q 2027	Human Affairs Office based on the University-wide consultations and existing regulations	A new regulation proposal submitted to the Rector	new	
57.	38 Continuing Professional Development	Implementation of at least two development programmes for heads of study programmes and experienced teachers.	4th Q 2027	Human Affairs Office	At least 50 participants.	new	ZIP 2.0. task 9
58.	38 Continuing Professional Development	Implementation of a development programme for academics in the field of green and digital transformation	4th Q 2027	Human Affairs Office	At least 200 participants.	new	ZIP 2.0. task 9
59.	27 Gender balance	Development of a leadership program for women (women's leadership in academia)	4th Q 2028	Equality Team in cooperation with Faculty of Management	At least 20 participants.	new	
60.	27 Career Development	Implementation of a complex, development programme for doctoral candidates (incl. didactics)	4th Q 2028	Division of the Deputy Rector for doctoral and legal issues	At least 315 participants.	new	FERS
61.	33 Teaching	International Experts Visiting programme: Modification and updating of study programmes with global perspectives and improved quality of teaching through international collaboration.	2nd Q 2026 - 4th Q 2028	Office for Innovation in Teaching and Learning/ Welcome Point	168 visiting experts in 47 study programmes.	new	ZIP 2.0 tasks 1, 2,3