

## Internal Review

**Case number:** 2019PL367817

**Name Organisation under review:** WROCŁAW UNIVERSITY OF ENVIRONMENTAL AND LIFE SCIENCES

**Organisation's contact details:** Norwida 25, Wrocław, Lower Silesia, 50-375

### 1. Organisational Information

*Please provide an update of the key figures for your organisation. Figures marked \* are compulsory.*

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Total researchers = staff, fellow ship holders, bursary holders, PhD. students either full-time or part-time involved in research *	887
Of w hom are international (i.e. foreign nationality) *	4
Of w hom are externally funded (i.e. for w hom the organisation is host organisation) *	13
Of w hom are w omen *	467
Of w hom are stage R3 or R4 = Researchers w ith a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	311
Of w hom are stage R2 = in most organisations corresponding w ith postdoctoral level *	366
Of w hom are stage R1 = in most organisations corresponding w ith doctoral level *	210
Total number of students (if relevant) *	7879
Total number of staff (including management, administrative, teaching and research staff) *	1823
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	50000000
Annual organisational direct government funding (designated for research)	38500000
Annual competitive government-sourced funding (designated for research, obtained in competition w ith other organisations – including EU funding)	5000000
Annual funding from private, non-government sources, designated for research	1230000

#### **ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)**

WROCŁAW UNIVERSITY OF ENVIRONMENTAL AND LIFE SCIENCES (WUELS) is one of the best specialized

Universities in the country. It focuses its wide-ranging activities on education and research covering agriculture and related sciences. The profile of the WUELS and its mission are directly involved in the policies dealing with rural development and food quality and management, with full respect paid to social support and interaction. The knowledge acquired and the research projects carried out at the WUELS make provision for future development, regarding all aspects of environmentally sustainable development, which is friendly to human and animal welfare.

## 2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

**Note:** Click on the name of each of the four thematic headings of the Charter & Code to open the editor and provide your answers in the Internal Review for Interim Assessment dedicated section.

## Ethical and professional aspects\*



## Strengths and Weaknesses (Initial Phase)

## Strengths and Weaknesses (Interim Assessment)

WUELS uses best efforts to ensure that the ethical practices and principles are appropriately addressed at the institutional level, which has been reflected in the internal survey conducted at the initial stage of application for the HR Reward. Section regarding professional and ethical aspects, received the most positive feedback from the researchers. This was also confirmed by the HRS4R Monitoring Group (R1 to R4, management and administration staff) during the interim assessment meetings. The University has developed relevant legislation concerning the ethical and professional aspects in line with the national regulations. The University's Code of Ethics put emphasis on crucial aspects as truth, justice, responsibility, dignity and tolerance. It is important that the University keeps the highest standards in the scope of: value of academic ethos; reliable fulfilment of official duties; proper relationship and respect for the rights of employees, PhD researchers and students; respect for differences of opinion, attitudes, origin, cultural and religious identity. Moreover, the Committee for Ethical Conduct of Employees ensures that the Code of Ethics is fully abided.

In 2018 the Polish Parliament passed the Law on Higher Education and Science (Law 2.0). This comprehensive reform of higher education will result in big changes in the functioning of universities, their financing, and scientific careers. The HEIs will gain more autonomy and are obliged to develop new statutes until October 2019 which will serve as key legal documents referring to the university management. The Charter and Code principles play crucial role in the process of developing the WUELS Statute.

In case of any infringement of the Code of Ethics, the University's Committee for Ethical Conduct of Employees takes the role of mediator and uses best efforts to find the most appropriate remedy. Each case is approached individually taking the Charter and Code principles as the guidelines.

Despite of all relevant regulations and bodies dealing with the ethical aspects at the university, the academics were not always fully aware of their tasks and objectives, therefore all employees were obliged to get acquainted with the principles of the Code and signing relevant declaration in 2019.

## Remarks (max 500 words)

The university is particularly sensitive to the ethical issues in science and research due to its profile (Veterinary Medicine and Biological Sciences).

## Recruitment and selection\*



## Strengths and Weaknesses (Initial Phase)

## Strengths and Weaknesses (Interim Assessment)

Overall evaluation of the Recruitment and selection section was marked with very positive feedback at the initial stage of application for the HR Reward. The Committee for Implementation decided that neutral responses “neither agree or disagree” that exceeded 20% were classified as self-improvement measures. That resulted in three actions that need to be tackled in the frame of appropriate qualifications of the recruitment board, exemption from the chronological order and acknowledgment of informal qualifications in application process. According to the Action Plan appropriate measures have taken place as described below. Nonetheless, during meetings and discussions within the Monitoring Group (researchers R1-R4, management staff and administration) it turned out that the analysis of the OTM-R principles showed a major drawback in the field of recruitment mechanisms that are being used at the university. The alignment to the OTM-R guidelines requires a lot of commitment and engagement in order to create proper recruitment standards so that the employment process at the university guarantees equality, transparency and boosts trans- and international co-operation. In the next three years the self-improvement activities will mostly focus on the recruitment and selection aspects in order to meet the C&C requirements. Considering the fact that introduction of so many amendments involves quite considerable amount of work and engagement of staff at many management levels, the university has applied for a project within the National Centre for Research and Development in order to implement activities enhancing the OTMR principles. The application was awarded and thus, the university will perform i.a. the following tasks: implementation of OTMR standards at the university level; preparation of guidelines for newly hired academic and administrative staff; translation of relevant documents and website information regarding employment for English-speaking staff; participation of personnel involved in the implementation process in the HRS4R trainings, workshops and events. The above activities will provide the university with ameliorated policies regarding recruitment and selection process.

## Remarks (max 500 words)

The planned activities for the next three years described above will result in many benefits for the university, such as: enhanced incoming and outgoing mobility of researchers, reinforcement of the university visibility as an attractive employer, facilitated recruitment within national and international research projects and intersectoral exchange of researchers.

## Working conditions\*



## Strengths and Weaknesses (Initial Phase)

## Strengths and Weaknesses (Interim Assessment)

The internal survey conducted at the initial stage of application for the HR Reward showed that this section requires not only self-improvement but also two corrective measures. One of them concerns Continuing Professional Development (30). During discussions within the Monitoring Group it turned out the teaching programme for early stage researchers focuses mainly on the career development in academia environment. Although, most of the PhD students will not be employed at any HEI since the number of positions at universities are limited. Therefore, the R1 should be provided with additional skills and competences that will equip them with necessary knowledge and abilities desired by employers in the private sector. Considering the above the university's management decided that the Career Office should expand its scope of activities in providing PhD students and ESR with career advice with a special focus on personal and social development and career management. Beforehand the Career Office had been providing its services solely to BS and MA students and graduates. The guidance for ESR comprises of complex offer such as: strengthening interpersonal competences, self-awareness development, career development guidance with special dedication to setting up private business, enhancing employability skills, stress management, group work, etc. Moreover, the ESR can benefit from the University's Centre of Personal Excellence confidential guidance in the scope of psychological, pedagogical and personal counseling with highly competitive staff - <https://www.upwr.edu.pl/poradnia>. In order to disseminate the scope of activities and the possibility of potential support from the Centre, the Marketing Department published the article at the University's website - [http://www.glos.upwr.edu.pl/aktualnosci/49295/poradnia\\_rozw\\_oju\\_osobistego\\_dla\\_studentow\\_i\\_doktorantow.html](http://www.glos.upwr.edu.pl/aktualnosci/49295/poradnia_rozw_oju_osobistego_dla_studentow_i_doktorantow.html). The second corrective measure refers to Teaching (33). The negative answer was a result of the comparison of national and European remuneration within European projects (lower rates). Besides that, salaries in Polish HEIs are relatively lower than in the private sector. The payments for academic staff at WUELS correspond to the national average level. The burden of teaching duties at the University does not differ from the national standards. Teachers conducting research in scientific projects have a reduced teaching level. Conducting classes outside the teaching hours is treated as overtime and appropriately remunerated, and in addition, in the periodic evaluation of academic teachers, points are awarded for introducing modern didactic methods, new subjects and distance learning. The teaching activities are evaluated by the students annually, the best didactics receive dedicated rector's prize. The university uses its best efforts in order to attract as many external funds as possible. This way the academic staff can benefit from additional source of income based on involvement in national and international educational and research programmes. Moreover, the university is among 20 Polish universities that is entitled to apply for becoming a Centre of Excellence. 10 Polish universities granted with the prestigious distinction will receive additional funds for the 5 incoming years (additional 10% of current university budget), which would be reflected in higher salaries of the staff.

Considering the limited number of words in this section, the self-improvement measures are described in the Remarks section below.

Remarks (max 500 words)

The internal survey conducted at the initial stage of application for the HR Reward showed that this section requires the highest number of self-improvement measures. The specific actions taken within this unit are described in detail below. The working conditions and social security policies at the university are above the national standards, nevertheless, the institution takes the best effort towards constant improvement.

The university's infrastructure is adjusted to the needs of people with disabilities. Moreover, a position of the Rector's Plenipotentiary for the disabled has been appointed. WUELS carries out workshops regarding students with autism and spectrum and mental disorders - <http://www.tnm.org.pl/szkoleniakadr/2019/04/17/szkolenia-na-universytecie-przyrodniczym/>. WUELS actively strives for projects in the area of The internal survey conducted at the initial stage of application for the HR Reward showed that this section requires the highest number of self-improvement measures. The specific actions taken within this unit are described in detail below. The working conditions and social security policies at the university are above the national standards, nevertheless, the institution takes the best effort towards constant improvement. WUELS provides its employees with complex information regarding pension schemes and organises info sessions with the Social Security Institution – ZUS (last info day 26th October 2018). The university's infrastructure is adjusted to the needs of people with disabilities. Moreover, a position of the Rector's Plenipotentiary for the disabled has been appointed. WUELS carries out workshops regarding students with autism and spectrum and mental disorders - <http://www.tnm.org.pl/szkoleniakadr/2019/04/17/szkolenia-na-universytecie-przyrodniczym/>. WUELS actively strives for implementing activities in the area of organizational change and raise the awareness and competences of university staff in the field of disability. Therefore, the institution is currently preparing a project within the National Centre for Research and Development funds, aiming at introduction of educational modifications ensuring accessibility for students and employees with disabilities and activities in the field of elimination of architectural barriers. The University applies the gender balance policy, not only in all the projects but also in daily practices of the institution. The university has established a model of career path for R1 to R4 which is supported by financial funds, so-called pro-development grant. The value of geographical mobility is highly appreciated, however, the university plans to work on recognition of the intersectoral mobility value. The intellectual property rights are properly protected by adequate regulations. The Code of Ethics has been amended as to co-authorship and it appoints the Committee for Ethical Conduct of Employees as arbitrator in the event of circumstances indicating a conflict of interest regarding ethical issues. The representatives of the scientists at various stages of their career are present in all collegial bodies. The university academic and administrative staff constitute the Solidarność labour union.

Training and development\* ▼

## Strengths and Weaknesses (Initial Phase)

## Strengths and Weaknesses (Interim Assessment)

The university is highly committed to provide its employees with opportunities for career development by accessing resources that enable constant development. It continuously and successfully applies for grants concerning skills and competences development for the academic and administrative staff. As the internationalisation is one of the key strategic element, the university offers the subsidized foreign language courses for both, scientific and didactic staff on regular basis. Cooperation with National / Regional Contact Points empowers the academics with the knowledge regarding writing applications, preparation of financial statements, project financial management, scholarships for researchers, EURAXESS offer, etc.

Although the university is one of the leading institutions among Polish HEIs in terms of the number of obtained patents, the funding from private, non-government sources, designated for research is moderate. The university has undertaken a set of measures in order to improve the relations with the business sector. The Office of Vice-Rector for Innovation and Business Cooperation organises training and support in the following areas: assistance in research and development analysis in terms of economic suitability; commercialization potential evaluation of research results; guidance in patent acknowledgement; trainings, courses, conferences and study visits organised directly with business entities; support in establishing contacts with entrepreneurs enabling the knowledge and technology transfer; help in setting up and running spin-off and spin-out undertakings; etc.

Within the reform of HEIs in Poland, the university will undergo transformation from the 5 faculties into 7 scientific disciplines. Referring to the fact that the university is applying for the Centre of Excellence, WUELS has obtained a grant from the Ministry of Science and Higher Education i.a. for selecting the Leading Research Groups (LRG). The newly established body will be mostly responsible for interdisciplinary cooperation in science and research; representing the institution in the country and abroad; intensive acquisition of external funds for research activities. Moreover, LRG will serve as an advising body for early-stage researchers providing them with mentoring, evaluation and feedback on their scientific performance.

## Remarks (max 500 words)

## Have any of the priorities for the short- and medium term changed? (max 500 words)

The priorities for the short- and medium term have not changed, however, some corrective and self-improvement measures will be continued especially in the area of career path, trainings, professional guidance and personal development.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)

In 2019 Polish HEIs undergo the reform of Higher Education in Poland, so called Law 2.0. The HR issues included in the reform are in line with the C&C principles, which was confirmed by the Ministry of Science and Higher Education, Andrzej Kurkiewicz (Deputy Head of the Innovation and Development Department) during annual, national seminar dedicated to the HR Award, Warsaw 18th January 2019. This shows that Polish authorities are fully aware of the C&C importance and supports Polish HEIs in obtaining and maintaining the HR Award. The university's academic community is regularly informed on the ongoing changes and plans within the reform (e-mailing, articles on the university's website, plenary meetings etc.). The changes are openly consulted and the researchers can have the possibility to make suggestions for alterations.

Are any strategic decisions under way that may influence the action plan? (max 500 words)

Currently, there are no threats to the implementation of the Action Plan. Furthermore, the national and institutional activities are directed at empowerment of C&C principles.

### 3. Actions

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered or omitted, please provide a commentary for each action. You can also add new objectives.

**Note:** Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.

#### **Proposed ACTIONS**



## Proposed ACTIONS

### Action 1

The University's Careers Service Office extended its scope of activities in providing PhD students and early stage researchers with career advice with a special focus on personal and social development and career management. The series of workshops will be organised in the scope of: Interpersonal communication, stress management, public appearances, team-work. Additionally, the University is engaged in European networking projects, such as H2020 Twinning or NAWA APM (National Agency for Academic Exchange) aiming at i.e. scientific career development. The workshops organised within the projects will be open to ESR from other HEIs in Poland and Europe. Moreover, the activities with the University's Centre of Personal Excellence <https://www.upwr.edu.pl/poradnia> have been disseminated at WUELS.

#### GAP Principle(s)

30. Access to career advice

#### Timing (at least by year's quarter/semester)

Spring 2019

#### Responsible Unit

Career Services Promotion Office Personal Development Centre

#### Indicator(s) / Target(s)

No. of PhD students who benefited from advice

#### Current Status

COMPLETED

#### Remarks

Corrective measure The Careers Service Office has extended its offer recently in providing PhD students and early stage researchers with career advice

**Proposed ACTIONS**

**Action 2**

**Action 2**

Time devoted by senior members of staff to the training of the early stage researchers is adequately recognised in the academic evaluation sheet (thesis supervision and mentoring). Remuneration of academics at WUELS corresponds to the national average level and the

best didactic staff is also financially awarded by the rector. The above information has been disseminated among WUELS academic staff. Negative feedback obtained in the questionnaire results from comparison of the salaries with other EU states on the basis of EU programmes (ex. Erasmus+, teachers daily rate for Poland is €74 while in Austria it is €241). The above issue was discussed with a group of researchers R1-R4 involved in the process of implementation of the HR4RS (the Monitoring Group).

**GAP Principle(s)**

33. Teaching

**Current Status**

**Current Status**

COMPLETED

**Timing (at least by year's quarter/semester)**

Spring 2018

**Remarks**

**Remarks**

Corrective measure The information is available on the university's website and it was disseminated during meetings at the faculties.

**Responsible Unit**

Department of Research

**Indicator(s) / Target(s)**

No. of academics informed on the issue

**Proposed ACTIONS**

<b>Action 3</b>	<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
<p>Introduction of regulation regarding sex equality policy and appropriate qualifications of the recruitment board to the University Statute. The Scientific Staff Committee consists of representatives of all faculties and administration department representing various experiences and</p> <p>qualifications as well as various industries (of both state and private sector) - <a href="https://www.upwr.edu.pl/uczelnia/16211/komisje_senackie.html">https://www.upwr.edu.pl/uczelnia/16211/komisje_senackie.html</a></p>	14. Selection (Code)	Spring 2018	Human Resources Department	Introduction of regulation
	<b>Current Status</b>	<b>Remarks</b>		
	COMPLETED	Self-improvement measure Relevant regulation was introduced.		
<b>Action 4</b>	<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
<p>The University respects the exemption from the chronological order in the resume when applying for the position of an assistant professor and an adjunct professor. Maternity leave, leave under the maternity leave conditions, paternity leave, parental leave or unpaid extended post-maternity leave, and other breaks related to sickness benefit or rehabilitation allowance due to incapacity for work, including illness caused by medical rehabilitation, are taken into account. This was stipulated in the Rector's ordinance No. 7/2018.</p>	17. Variations in the chronological order of CVs (Code)	Spring 2018	Human Resources Department	Introduction of regulation
	<b>Current Status</b>	<b>Remarks</b>		
	COMPLETED	Self-improvement measure Relevant regulation was introduced.		

**Proposed ACTIONS****Action 5**

The University acknowledges the multifaceted mobility among scientists and recognizes obtaining informal qualifications, which is reflected in the Evaluation Sheet of the academic teacher at Wrocław University of Environmental and Life Sciences in the following areas: \* recognition of international mobility - scientific activity - didactic activities - participation in the works of national and foreign collegiate bodies - organizing conferences and trainings \* recognition of informal qualifications The Evaluation Sheet is under revision with regard to Constitution for Science (the reform of Higher Education in Poland, so called Law 2.0). The University will make sure that provisions regarding multifaceted mobility are in line with the Charter and Code principles. The researchers who go abroad for internship, conduct research projects, post-docs etc. receive regular remuneration apart from scholarships gained outside the University.

**GAP Principle(s)**

19.  
Recognition of qualifications (Code)

**Timing (at least by year's quarter/semester)**

Spring 2018

**Responsible Unit**

Department of Research

**Indicator(s) / Target(s)**

Relevant provisions in the university's legal acts and strategy

**Current Status**

IN PROGRESS

**Remarks**

Self-improvement measure Pursuant to the University's Statute, the post of an Adjunct Professor requires from a candidate to hold at least the academic doctorate degree, and in addition, to complete at least one semester of the foreign scientific internship. The evaluation of researchers include aspects regarding informal qualifications.

**Proposed ACTIONS**

<b>Action 6</b>	<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
<p>The University's policy with regard to working conditions is in line with the Polish provisions defined in Law on Higher Education and Senate Resolution and fully respects</p>	24. Working conditions	Spring 2018	HR Logo Coordinators	No. of academics informed on the issue
<p>all kind of leaves of absence. The academic staff may fix the working hours depending on the current workload in order to maintain the proper work-life balance. Additionally, the working time of academic staff is flexible depending on the engagement in activities above normal standards. For example, teachers conducting research projects have a reduced teaching level and conducting classes outside the post is treated as overtime and appropriately remunerated. The University always take into account the needs of disabled staff and students, therefore a position of the Rector's Plenipotentiary for the disabled has been appointed. The information on the above is disseminated among researchers on the regular basis through the website and meetings at the faculties.</p>	<b>Current Status</b>	<b>Remarks</b>		
	IN PROGRESS	Self-improvement measure	The information is available on the university's website and it was disseminated during meetings at the faculties.	

## Proposed ACTIONS

### Action 7

#### Action 7

In order to emphasise the University's policies regarding the a representative gender

balance at various staff ranks the Senate introduced the amendments to the Statute of the Wroclaw University of Environmental and Life Sciences with reference to, inter alia, gender balance. In the light of the reform of Higher Education in Poland the University is working on the appropriate provisions to be included in the new Statute. The University applies the gender balance policy in all the projects (research, educational, structural etc.).

**GAP  
Principle(s)**

**GAP  
Principle(s)**

27. Gender  
balance

**Current Status**

IN PROGRESS

**Timing (at least by  
year's  
quarter/semester)**

**Timing (at least by  
year's  
quarter/semester)**

Winter 2017

**Remarks**

Self-improvement measure

**Responsible  
Unit**

**Responsible  
Unit**

HR Logo

Coordinators

**Indicator(s)  
/ Target(s)**

**Indicator(s)  
/ Target(s)**

Relevant

provisions in the university's legal acts and strategy

**Proposed ACTIONS**

<b>Action 8</b>	<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
	28. Career development	Spring 2018	Research Department	No. of researchers participated in scientific grants
	<b>Current Status</b>	<b>Remarks</b>		
	COMPLETED	Self-improvement measure		

## Unselected principles:

1. Research freedom
2. Ethical principles
3. Professional responsibility
4. Professional attitude
5. Contractual and legal obligations
6. Accountability
7. Good practice in research
8. Dissemination, exploitation of results
9. Public engagement
10. Non discrimination
11. Evaluation/ appraisal systems
12. Recruitment
13. Recruitment (Code)
15. Transparency (Code)
16. Judging merit (Code)
18. Recognition of mobility experience (Code)
20. Seniority (Code)
21. Postdoctoral appointments (Code)
22. Recognition of the profession
23. Research environment
25. Stability and permanence of employment
26. Funding and salaries
36. Relation with supervisors
37. Supervision and managerial duties
38. Continuing Professional Development

**The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.**

Please provide the link to the dedicated webpage(s) on your organisation's website \*:

URL \*: <https://www.upwr.edu.pl/university/45112/eu>

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles (Initial Phase)

### Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

The alignment to the OTM-R at WUELS is multidimensional and requires significant workload of the management and administrative staff in the near future. Bearing in mind the necessity of changes and adjustments to be performed, university has successfully applied for a grant for internationalisation, where the implementation of the OTM-R is a separate Work Package (*UPWR 2.0 International and Interdisciplinary Development at WUELS, funded by the National Centre for Research and Development 2019 - 2023*). The actions within the Work Package embrace i.a. adjustment of the existing recruitment procedures to OTM-R rules, introduction of guidelines for newly hired staff at WUELS, translation of key recruitment documents, modernisation of the HR Department website, participation in national and international workshops, trainings and info-days regarding HR award.

**Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website.**

Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

URL: <https://www.upwr.edu.pl/university/45112/eu>

## 4. Implementation

General overview of the implementation process: (max. 1000 words)

Creating a friendly scientific work environment and transparent recruitment rules, as well as providing stable working conditions and professional development to researchers are the main factors guaranteeing the attractiveness of scientific careers, the quality of research and education, and the competitiveness of the university. The process of HRS4R implementation not only aims to increase the number of researchers in the EU and to improve the attractiveness of their work conditions but it is also a key element leading to sustainability and constant development of the university. The decision on the application process and a number of actions undertaken under the umbrella of C&C principles resulted in numerous benefits for the institution. The analysis of the internal legal documentation and the feedback from the research community enabled to realise what is the university's actual state in terms of the research HR conditions and policies. This allowed the university to select a series of actions that need to be tackled in the areas where drawbacks are the most palpable. Consequently the university engaged the authorities, research community and support staff in order to tackle the downsides in an appropriate and duly manner. The Working and Monitoring Groups were established holding regular meetings aiming at creating policies and monitoring of actions taken. Within 2-years implementation period most of the shortcomings have been successfully addressed, however, some actions will be continued especially in the areas of training, career and personal development, social and gender issues. The HRS4R process has become one of the main elements of the university's strategies where its principles are embedded in overarching policies. Furthermore, the Award motivated the institution towards applying for national projects aiming at the increasing the quality of the university management processes. The HRS4R undertaking has resulted in many benefits for the university itself and its academic community. The HR Award enhanced international visibility, credibility and attractiveness. Moreover, the university has altered a set of internal regulations for the benefits of researchers and introduced more transparency into HR mechanisms. One of the unquestionable advantages is also the university community awareness raise in the area of C&C principles, as well as increase of internal cooperation. The abovementioned betterments have led to



tangible results. The university's participation in international research projects such as Horizon 2020, Interreg, COST Actions etc. and extension of international academic networks has significantly increased over the last three years.

Make sure you also cover all the aspects highlighted in the checklist, which you will need to describe in detail:

**Note:** Click on each question of the checklist to open the editor.

How have you prepared the internal review?\*



Detailed description and duly justification (max. 500 words)

The preparation process for the Internal Review has been carried out with full engagement of the R1 to R4, administrative and management staff. During a set of individual and group meetings the implementation of the Action Plan has been monitored, on regular basis. Tasks concerning regulations were duly implemented in internal procedures, however, a number of them require a constant execution, for example, access to research training, continuous and career development or research supervision.

The meetings of the Monitoring Group have been one of the core elements of the preparation process for the internal review. No less important was the work of the HR Logo Coordinators who supervise the whole implementation process of the HR Strategy for Researchers at WUELS. The coordination activities also include participation in national and international Euraxess thematic workshops and info-days (National and Regional Contact Points trainings; ERASMUS Staff Training Week 2018 - HRS4R Assessment, Liege; HRS4R: dedicated workshop on 2 October afternoon in Vienna - MSCA 2018 conference; annual info-days in Brussels). The involvement in the events resulted in obtaining professional knowledge and was an excellent opportunity for best practices exchange, which led to establishment of informal national and international networks of HR Award beneficiaries. These contacts are of a great value in regard to the peer-review of internal practices.

How have you involved the research community, your main stakeholders, in the implementation process? \*



Detailed description and duly justification (max. 500 words)

The university's authorities decided to apply for HR Award in 2016 and therefore on 27th September 2016 - HM Rector Tadeusz Trziszka signed the declaration of support for the European Charter for Researchers and the Code of Conduct for the recruitment of Researchers. The implementation of HRS4R became one of the priority actions as part of striving for creating friendly environment for scientific work at WUELS and guaranteeing transparent rules for recruitment of researchers. The next step towards implementation of C&C principles was the establishment of the Team of the C&C Implementation, which consisted on key personnel at management, research and administrative level. The main task of the Team was to check the conformity of C&C guidelines with the university policy and regulations. On the basis of the analysis and the questionnaire conducted among research staff, the Team actively participated in the Action Plan development. In the course of the ongoing efforts, the Working and Monitoring Groups consisted of management, administration and academic employees were established. In order to engage the research community, the university has undertaken a series of disseminative activities, such as: displaying posters at the faculties with information about HR Award and questionnaire; informative e-mailing; presentations at the faculty councils and senate sessions, information on the university's website, articles in the university electronic periodical, individual consultations, etc. Furthermore, the use of HR Award icon is obligatory on the university's headed paper. Moreover, the HR Award is an incentive for various decisive bodies to discuss strategic decisions in the light of C&C principles. The whole HRS4R is supervised and under the patronage of the Vice-rector for Research and International Relations and the Vice-rector for Innovation and Business Cooperation. The administrative stakeholders include the representatives from a wide circle of departments, i.a. Human Resources, Research, Marketing, Career Office, International Relations Office, Ethics Committee, Scientific Staff Committee, Patent Agent, Continuing Education Centre, Foreign Language Centre, Innovation and Business Cooperation Office etc.

Do you have an implementation committee and/or steering group regularly overseeing progress?\*



Detailed description and duly justification (max. 500 words)

The authorities of the university convened two bodies in charge of implementation and monitoring of the HRS4R. The Committee for Implementation (Working Group) consists of the Vice-rector for Research and International Relations (Chairman), the Vice-rector for Innovation and Business Cooperation (Deputy Chairman), Coordinators of the implementation process and other employees responsible for documentation regarding organizational, legal and informational issues, including HR Strategy and operational planning. The Committee for Implementation meets on regular basis executing the Action Plan and discusses all aspects concerning the HRS4R such as: preparation of internal and external documentation, development and update of legal regulations, dissemination activities, acquisition of feedback from researcher community, internal review preparation etc.

The Monitoring Group consists of R1 to R4, management and administrative staff. The Group works under the supervision of the Vice-rector for Research and International Relations. Each of the research group (R1 to R4) has its representative in order to stand up for their interest and express their needs. The academics are supported with the assistance of the key administrative employees which indicate practical solutions. The main tasks of the Group is to supervise the implementation process of the HRS4R including: monitoring process, analysis of documentation and regulations, providing feedback on the implemented activities and coming up with new solutions, drafting the plan for next 3 years until Interim Assessment, etc.

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy

\*



Detailed description and duly justification (max. 500 words)

The alignment of the researchers promotion with the HRS4R is stipulated in the draft of the university's development strategy for 2020-2030. Moreover, provisions regarding recruitment system of researchers in line with C&C principles will be reflected in the new university's statute, which will be effective from September 2019.

How has your organisation ensured that the proposed actions would be also implemented?\*



Detailed description and duly justification (max. 500 words)

During the 2-years period of the Implementation Process the university has managed to implement a series of actions in order to improve its performance concerning issues described in corrective and self-improvement measures. WUELS will continue to use its best efforts to fulfil all the C&C principles, however, the main objective for the next three years will be focused on the recruitment and selection section aiming at OTM-R accomplishment. The necessity of OTM-R implementation is a bottom-up approach resulting from a vast consultation of the Monitoring Group with the university academic staff and the Scientific Staff Committee.

In order to ensure that the proposed actions for the next three years will be duly implemented, the university has successfully applied for a grant called POWER 3.5 aiming at the increasing of the quality of the university management processes. The project will be held in the years 2019-2023 and the work package specially dedicated the OTM-R implementation is planned for 2020-2023. The new action plan, embedded in the POWER 3.5 project, embrace i.a. the following tasks:

- adjustment of the existing recruitment procedures to OTM-R rules;
- introduction of guidelines for newly hired staff at WUELS;
- translation of key recruitment documents;
- reorganisation and modernisation of the HR Department website;
- participation in national and international workshops, trainings and info-days regarding HR award.

The realisation of the above mentioned project is under the supervision of Vice-Rector for Research and International Relations, who is also in charge of HRS4R at WUELS.

How are you monitoring progress (timeline)?\*



Detailed description and duly justification (max. 500 words)

The university's staff directly engaged in the implementation process of the HR Strategy meets on regular basis. The Working and Monitoring Groups monitor the implementation process regularly with assistance of academic environment and relevant administrative departments. Moreover, the university's HRS4R coordinators systematically and actively take part in national and international events dedicated to HRS4R. The exchange of good practices and guidance of the European experts allow to verify if the actions taken are in line with the C&C principles and aiming at the right direction. In order to reach the widest academic audience a series of dissemination activities have been undertaken (Internal meetings, presentations, publications etc).

The detailed timeline of the actions taken can be reached at the university's HRS4R website - [https://www.upwr.edu.pl/university/45112/european\\_charter\\_for\\_researchers.html](https://www.upwr.edu.pl/university/45112/european_charter_for_researchers.html)

How will you measure progress (indicators) in view of the next assessment?\*



Detailed description and duly justification (max. 500 words)

The indicators for the next assessment are directly connected with the HRS4R plan for the next 3 years. There are a number of policies that need to be revised and introduced in order to meet the requirements from the OTM-R guidelines. The existing recruitment procedures also need to be adjusted to the OTM-R rules. In order to attract research staff from abroad the university plans to introduce guidelines for newly hired staff and translate key recruitment documents. The HR department will reorganize and modernize its website to make it more user-friendly and accessible. It is planned to engage more staff in the implementation of the HRS4R through the participation in national and international workshops, trainings and info-days regarding HR award in order to increase their awareness.

The above measures are embedded in the acquired grant of the National Centre of Research and Development, called POWER 3.5, aiming at the increasing the quality of the university management processes. The project will be held in the years 2019-2023 and will require collection of evidence of the tasks performed within particular work packages. The project objectives within the HRS4R Work Package guarantees proper realisation of actions supported by the relevant indicators.

How do you expect to prepare for the external review?\*



Detailed description and duly justification (max. 500 words)

Having realized the plan for 2019 – 2021 the university will conduct an internal review which will be subsequently assessed by external experts. The internal review will be a great opportunity to reflect and summarize the progress made. It will also allow WUELS to create new actions for the upcoming time horizon. According to the HRS4R guidelines the university will submit report on the tasks already fulfilled and the proposed action plan for the next three years.

The university will provide adequate conditions in order to allow the group of European experts to meet with the university key stakeholders (researchers, management, administration staff) to discuss confidentially the issues and questions arising from the report analysis.

The agenda of the visit will include i.a.: meeting with the authorities; meeting with administrative staff members involved in the process; individual meetings; meeting with the Monitoring and Working Group. The university's HRS4R coordinators will be responsible for organisational issues including assistance in the process of staff selection with different level of experience and responsibilities, in compliance with gender balance. The coordinators will also take the role of liaison persons at the disposal of the lead expert take care that the organisational, facilities and logistical arrangements are provided. The university is aware that the European Commission will cover the costs of travel and accommodation and the host institution has to provide the experts with beverages and meals while they are on site.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)

