



## INTERNAL REVIEW

Name Organisation under review:

**University of Warsaw**

Organisation's contact details:

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Web-link to published version of organisation's HR Strategy and Action Plan:

<http://en.uw.edu.pl/research/european-charter-for-researchers/>

**SUBMISSION DATE TO THE EUROPEAN COMMISSION:** 17 JULY 2018

## 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, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	<b>5 936</b>
Of whom are international (i.e. foreign nationality)	<b>428</b>
Of whom are externally funded (i.e. for whom the organisation is host organisation)	<b>69</b>
Of whom are women	<b>3 017</b>
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	<b>1 415</b>
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	<b>1 358</b>
Of whom are stage R1 = in most organisations corresponding with doctoral level	<b>3 163</b>
Total number of students (if relevant)	<b>45 430</b>
Total number of staff (including management, administrative, teaching and research staff)	<b>6 960</b>

<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
<i>Total annual organisational budget</i>	341 640 317
<i>Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,...)</i>	222 680 668
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	32 894 842
<i>Annual funding from private, non-government sources, designated for research</i>	4 230 549
<b>ORGANISATIONAL PROFILE</b> (a very brief description of your organisation, max. 100 words)	
<p>The University of Warsaw (UW) is the largest university in Poland, with 200 year history and focus on interdisciplinary global range research projects concerning issues important to the society.</p> <p>The University of Warsaw is among the top 3% of the world's universities according to Times Higher Education World University Ranking (THE), Quaquarelli Symmonds World University Ranking (QS), Academic Ranking of World Universities (ARWU). UW is evaluated as the best university in Poland and one of the leading ones in this region of Europe.</p> <p>The University of Warsaw holds very good positions in comparative evaluations of the quality of education, in particular of its study programmes, featuring amongst the world's elite institutions in 17 of the 48 subjects from 5 broad subject areas featured in the 8th edition of the QS World University Rankings by Subject (2018); 15 programmes offered by UW have been listed in Eduniversal Best Masters &amp; MBA Ranking 2017.</p> <p>Approximately 47,600 people study at the University of Warsaw in the fields of humanities, social sciences and natural sciences, and many interdisciplinary courses.</p> <p>The University employs 3,750 scholars. Their scientific competence and research extend over 3,350 research topics.</p> <p>UW scholars have won over 50 grants from the Horizon 2020 programme, 6 SESAR Joint Undertaking grants and 2 grants from the COSME programme, and 14 prestigious European Research Council grants, which are more than half of the ERC grants awarded to Polish research institutions.</p> <p>The University works with over 800 international partners. Recently, UW together with Charles University, Sorbonne University and Heidelberg University formed the European University Alliance ("4EU"), which aims at strengthening cooperation in research, education, the mobility of researchers and students as well as developing activities in innovation and entrepreneurship.</p> <p>The University of Warsaw community includes 4,400 foreigners: students, doctoral students, employees and participants of the Erasmus+ programme.</p> <p>Until 2025, UW will establish new interdisciplinary research centres and will be supporting the internationalisation process and the development of faculties and centres of humanities and social science, in particular within the major multiannual development plan, financed by the Polish government.</p>	

## 2. NARRATIVE

The University of Warsaw received the HR Excellence in Research award in July 2016 based on Action Plan for the period 2015-2019, submitted as part of our HR Strategy - The Human Resources Strategy for Researchers (HRS4R) at the University of Warsaw (UW) with Respect of the Principles of the European Charter and the Code of Conduct for the Recruitment of Researchers. It identifies areas in which actions are to be carried out in order to fully adjust the situation and practices at the UW to the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C).

The adaptation of internal procedures of the University of Warsaw to the principles of the Charter and the Code is perceived by UW as a crucial step in implementing the university's strategic goals, such as providing employees with the best possible environment for further development and attracting researchers from abroad to conduct research at the highest level.

Most of the actions introduced by the initial Action Plan have been successfully completed, some of them have been updated as well as the new ones have been identified as necessary to be carried out in the next years.

There has been significant progress in the area of human resources policy, open, transparent and merit-based recruitment, enhancement of international mobility of students and researchers, promotion of equality and non-discrimination.

The rules for employment of researchers have been defined, including the kinds and duration of employment contracts as well as requirements and conditions for employment in the position of academic teachers (guidelines and good practices regarding employment rules and competition procedures have been developed and publicized). The internal guide – Employment Handbook (also in English version) was drafted and published. Actualised on a regular basis, it comprises useful information on recruiting and employment rules for both a job candidate and an employee, at various stages of their career at the University of Warsaw

Further actions concerning human resources policy are planned for next years, in particular concerning periodic assessment of academic teachers – new procedures and updated template of assessment sheet, "Good practices in periodic assessment of academic teachers", implementation of an application (EVA) supporting the periodic assessment of academic teachers. Having in mind an immense role of employees soft skills competences, University of Warsaw is going to implement university-wide solutions in the area of „soft” HR – a long-term process will be coordinated by the human resources Coordinator.

Other important results of the implementation of C&C include the development and launching the new mobility portal to pool in one place all mobility opportunities offered under different programmes and funding schemes to enhance researchers' mobility, development of research partnership offer for incoming researchers under individual MSC fellowships and the tutors/supervisors data base (candidates for MSCA IF fellows tutors), as well as launching of „Welcome Point” - the central information service for international guests (students – action partially completed, candidates of PhD studies and foreigners doctoral students, employees and persons applying for employment – in this area the work is still in progress).

In the area of boosting mobility, we have partially completed actions such as improving the efficiency of services for incoming students, PhD students, lecturers and researchers taking part in academic exchanges and research and mobility projects, work on the specification for the electronic outgoing mobility application to improve mobility organisation and for analytic purposes, training on problem solving in an intercultural environment – these actions will be continued in the coming years.

The activity actions in the domain of equality were launched in 2017 by the appointment of the equal opportunities specialist. The newly appointed specialist started several actions concerning introduction of equality measures at the University of Warsaw, although due to the late appointment, the actions were delayed in comparison to the initially envisaged timeframe. The Gender Equality Plans will be introduced at the University of Warsaw on the basis of multimethod research project that was started in 2017 and will last until the beginning of 2019. Some of the aspects of the project were changed in order to make it more extensive with regard to the needs of GEP. The variety of methods was broadened in order to grasp experiences from all the member of the University community, the choice of faculties was slightly changed to gain more variety, and the time frame was adjusted to the academic calendar to make it more feasible. The planned equality and antidiscrimination training schedule was changed: the traditional equality and anti-violence training are introduced in 2018 and will be supported by online equality course for students and employees. The plan is to introduce obligatory equality training for new employees, in a form of a decree of University of Warsaw. The planned publication on good practices in equality and diversity was postponed to the beginning of 2019 in order to include activities conducted at the University of Warsaw, with special focus on Gender Equality Plans. Both the guidebook of antidiscrimination and the good practices guidebook will be regularly updated. The equal opportunities specialist launched information campaign about equality and diversity and support institutions at the University of Warsaw: website <http://en.rownowazni.uw.edu.pl/>, leaflets and posters that will be distributed in autumn 2018.

A number of initiatives aimed at further embedding of C&C rules into our policies and routines have also taken place (actions not directly foreseen in our original Action Plan but in line with it and supplementary to the actions), these include:

- **UW opened its Psychological Counselling Centre** - UW students and employees can get there psychological support - the centre provides support, diagnosis, psychoeducation, and crisis intervention,
- **Prevention of mobbing in the workplace** - in order to prevent mobbing and its consequences Rector of UW has appointed anti-mobbing coordinator (working in the Ombudsman Office at the University) and set up anti-mobbing Committee as well as issued the ordinance on prevention of mobbing at UW (employees are required to get acquainted with it). The ordinance explicitly stresses that all relationships at UW shall be based on the principles of respect and tolerance, and spells out the procedures to deal with the cases when this might be violated;
- **Workshops for employees of the University of Warsaw on communication difficulties and conflicts in employee relations, resolving conflicts in employee relations and preventing mobbing** (conducted by UW Ombudsman) - participants get acquainted with most common employee relations issues and methods to handle them and resolving conflict situations in the workplace;
- **“Get inspired in Warsaw” campaign – presentation of foreign researchers scientific profiles, interest and work to the wider University community** (each year more and more foreigners

study and work at the University of Warsaw and we would like to present some of them on our website <http://en.uw.edu.pl/uw-connecting-people/>). "My impression is that there is a lot of progress right now at the University of Warsaw. This is another reason why I think it is a great opportunity to be here," said Phillip Iain Jolly, PhD from UK, a postdoc at the UW Biological and Chemical Research Centre, one of the researchers presented in this campaign.

An important part of our revised Action Plan regards PhD students. In response to results of report on studying conditions at the PhD studies (conducted by the PhD Students' Council at UW) new actions - "PhD Studies" Programme as a part of ZIP Programme- have been launched aiming at improvement the quality and effectiveness of the PhD studies at the University of Warsaw.

For more than two years the Government of Poland has been working on a new law for the Polish system of higher education and science. Draft version of the bill on higher education and science, the so-called Law 2.0, also known as the *Constitution for Science*, being currently proceeded at Polish Parliament (going to take effect from 1.10.2018 with transition periods until 2020) provides for system-wide changes. University of Warsaw has taken an active part in the process of Law 2.0 consultations.

Being aware of upcoming law changes the University of Warsaw has begun to prepare for these changes setting up think-tanks (their main task is to prepare assumptions for a new organisational model of University and doctoral schools) and running a series of debates and information events at the University. These activities let all stakeholders take an active part in the process of drafting solutions for the future university system. The University of Warsaw perceives the new law on higher education and science, accompanied by perspective thoroughgoing changes and a need to change a number of basic internal regulations and documents as an opportunity to further embed C&C principles in our regulations and practices.

### 3. ACTIONS

Most of the actions introduced by the Action Plan for 2015-2019 have been successfully completed, some of them have been altered as well as the new ones have been planned to be introduced in the next years. The new actions or alteration in the prior ones result from conceptual changes, broadening of target group, getting acquainted with outcomes of Report on situation of PhD students and the quality of PhD studies at the University, creating new opportunities and areas to introduce The Charter and Code. The main goal of our updated Action Plan is to embed in daily functioning of University of Warsaw as well as in its procedures The Charter and Code principles.

We do hereby present updated Action Plan for upcoming 3 years.

<i>Title action</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target</i>	<i>Current status</i>
<b>Action 1</b> 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).	By the end of March 2018	Senate Committee for Staff Policy, Rector	<p>The rules of employment of academic teachers have been defined, including the kinds and duration of employment contracts as well as requirements and conditions for employment in the position of academic teachers with a view to ensuring high quality of teaching and research conducted.</p> <p>The action have been implemented by law changes published in the legal bulletin, discussions at UW Senate and Senate Committee for Staff Policy meetings on aspects of human resources policy, guidelines and good practices have been developed regarding employment rules and competition procedures.</p> <p>a. UW Statute amendment (Resolution no 131 of the Senate of the University of Warsaw of 24 May 2017 on the amendment of the Statute of the University of Warsaw (UW Monitor 2017, item 168) i.a. employment as a full professor by way of promotion (new formula), composition of competition committees - at least 20% of their composition shall be persons from outside the faculty.</p> <p>b. Ordinance no 52 of the Rector of the University of Warsaw of 14 June 2017 on setting out detailed rules and the procedure for promotion to the position of a full professor and extension</p>	Action completed

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			<p>of employment of academic teachers at the University of Warsaw (<a href="#">UW Monitor 2017, item 199</a>); procedure for promotion to the position of a full professor, procedure for extension to an unlimited period of employment on the currently occupied position;</p> <p>c. Guidelines pertaining to the rules of employment in positions of academic teachers (in the group of teachers-researchers, researchers and teachers): announcement no 11 of the Rector of the University of Warsaw of 6 September 2017 on guidelines pertaining to the rules of employment in positions of academic teachers at the University of Warsaw (UW Monitor 2017, item 246). The guidelines shall supplement the criteria and rules of employment in positions of academic teachers set out in the Act of 27 July 2005 – Law on Higher Education and in the Statute of the University of Warsaw.</p> <p>d. Contests for the positions of academic teachers -ordinance no 51 of the Rector of the University of Warsaw of 19 June 2017 on amendments to ordinance no 18 of the Rector of the University of Warsaw of 7 March 2016 on setting out the procedure as well as terms and conditions of contests for the positions of academic teachers at the University of Warsaw (UW Monitor 2017, item 198, consolidated text: UW <a href="#">Monitor z 2017, item 203</a> and <a href="#">229</a>);</p> <p>e. The procedure of contests for the positions of academic teachers at the University of Warsaw – detailed guidelines (good practices) regarding the procedures of competitions for positions of academic teachers at various stages (including the principles for conducting the competition, templates of requests for consent to the announcement of a competition for the position of an academic teacher and sample template</p>	

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			of report on the work of the competition committee – letter (dated September 11, 2017) of Vice Rector for Human Resources and Financial Policy to Deans of faculties/Head of other units with request of implementation and application of guidelines.	
<b>Action 2</b> Development of principles and procedure for the assessment of staff members who are involved in research but are not academic teachers (assessment sheet templates);	By the end of 2018	Office of Human Resources	Draft of the ordinance and evaluation sheet. Due to procedure change (further consultation with Senate Committee for Staff Policy and The Board of Rectors) the actions were delayed in comparison to the initial time frame, but proposals for the required documents and new regulations have been worked out.	<i>Work in progress</i>
<b>Action 3</b> Develop internal guide setting out clear the procedures and practices for recruitment and employment	By the end of May 2017	Office of Human Resources	The internal guide (also in English version) has been drafted and published on the UW website (new version of HR Office website: <a href="http://en.bsp.adm.uw.edu.pl/">http://en.bsp.adm.uw.edu.pl/</a> )- Employment Handbook - guide to employment at the University of Warsaw describing including the rules of recruitment process, employment, remuneration and many other issues, useful for both a new job candidate and an employee, at various stages of his career at the University of Warsaw. Sending out newsletter to UW researchers with the information about guide and the link to the website where the guide was published (November, 2017) *Continuous monitoring of change of law as well as internal regulations in order to update of Employment Handbook.	<i>Action completed</i> <i>*Ongoing</i>
<b>Action 4.1</b> Launching a new website	By the end of 2016	Office of Research Administration	Launching of new website ( <a href="http://bob-epb.uw.edu.pl/english/">http://bob-epb.uw.edu.pl/english/</a> )	<i>Action completed</i>

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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.		With: Computer Networks Department		
<b>Action 4.2</b> 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.	By the end of 2016	Office of Research Administration With: Bursar's Office, Office for Staff Affairs, Research Administration Sections/Finance Sections within the organisational units	Elaborated information on EU Framework Programme for Research and Innovation – Horizon 2020 has been prepared and published on-line in form of a step-by step guide (from the project proposal to the project final report) on the website dedicated to the H2020 programme at UW run by the Regional Contact Point of EU Research Programmes operating at the ORA and on the ORA website in Polish ( <a href="http://bob-epb.uw.edu.pl/h2020-od-wniosku-do-projektu/">http://bob-epb.uw.edu.pl/h2020-od-wniosku-do-projektu/</a> ). Draft of the Guide on major domestic research programmes has been prepared. However, the National Science Centre financing/co-financing those programmes has made available descriptions of the rules and procedures concerning submission of proposals, evaluation criteria and procedures, project funding principles etc. in respect of those programmes on its website both in Polish and English and at the ORA there are officers assigned to those programmes as consultants explaining any details concerning proposal preparation	<i>Partially completed</i>

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			and submission. Repeating already available information in form of an extra guide has been considered redundant and thus further work on it discontinued. Instead an on-line guide on University procedures and document flow concerning international research proposals and project is under preparation will be prepared.	
<b>Action 4.3</b> 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 projects.	Multiple editions of training sessions per year (in 2016 and 2017, with an option to continue training in the future)	Office of Research Administration	There are held periodical training events for researchers, project managers and administrative personnel - workshop on the eligibility of costs, project management in EU research grants; e.g. training courses on calculation of productive time and remuneration in the EU research grants, eligibility of costs or Open Science and Open Access issues.  Anonymous on-line questionnaires - feedback from the participants of the training event are being collected to adjust the scope of training to the needs of participants.	<i>Ongoing carried out on a regular basis</i>
<b>Action 5.1</b>	By the end of 2016	International Relations Office, Office of Research Administration (coordinator of the action), Office of University Advancement, Computer Networks Department	Development and launching the new shared mobility portal: " <a href="#">Mobility in Research &amp; Education @ the University of Warsaw</a> " - this website in PL and EN: <ul style="list-style-type: none"> <li>collects information on programs and projects financed from domestic and foreign sources,</li> <li>contains information about mobility projects and programs operated by three offices of the University of Warsaw, i.e. the Research Services Office, the International Relations Office and the Office for University Advancement,</li> <li>allows collected mobility programs and projects to be sorted by different criteria i.e. addressees, activities (research, education), incoming and outgoing options, program names,</li> </ul>	<i>Action completed *Ongoing</i>

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			<p>short descriptions, and names of the offices that support given programs or projects.</p> <p>The main goal of this portal is to pool all mobility opportunities in one place offered under different programmes and funding schemes and operated by different central offices to be made easily available to students and scholars in order to enhance their mobility by allowing them to travel for internships or research purposes. The mobility platform contains also information about the mobility opportunities to the incoming scientists, staff and students from abroad to be hosted by UW. Interested persons may contact directly one of the three central offices responsible for a specific mobility programme (contacts details are given for each programme);</p> <p>*This portal is being updated. Remarks/comments concerning its content and/or operation (suggestions for improvement) are collected in a dedicated e-mailbox (e-mail address: <a href="mailto:hr.mobility@adm.uw.edu.pl">hr.mobility@adm.uw.edu.pl</a>.)</p>	
<b>Action 5.2</b> <i>Increasing the number of incoming international students and academic teachers (fellowships, placements, research and lectures).</i>				
<b>Action 5.2A</b> Preparation of a research partnership offer for incoming researchers under individual MSC fellowships.	By mid-June 2016  Feedback by the end of September	Office of Research Administration	Research partnership offer for incoming researchers under individual MSC fellowships and the <a href="#">tutors'/supervisors' data base</a> (candidates for MSCA IF fellows tutors) have been created and made available on-line to the potential IF MSAC applicants to easily get in touch with to support them while preparing their applications and supervise their research work and provide mentoring once they are successful.	<i>Completed</i> <i>*Ongoing</i>

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	2016		<p>And MSCA IF leaflet and other practical information about proposal preparation and individual consultations opportunities are to be found on the website: <a href="http://bob-epb.uw.edu.pl/marie-sklodowska-curie-actions/">http://bob-epb.uw.edu.pl/marie-sklodowska-curie-actions/</a>.</p> <p>Distribution of the MSCA IF welcome offer:</p> <ul style="list-style-type: none"> <li>– sent out via European NCPs,</li> <li>– published on „net4 mobility”</li> <li>– published on Euraxess website</li> </ul> <p>*Tutors’ data base – is being constantly updated.</p> <p>The MSCA IF welcome offers are being sent out and published on the Internet annually to encourage scholars from abroad to carry out their research projects at the University of Warsaw.</p>	
<p><b>Action 5.2B</b></p> <p>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.</p>	By the end of 2017	New UW employees delegated by UW Authorities to administrate the Welcome Centre	<p>Launching of „Welcome Point” (<a href="http://welcome.uw.edu.pl/">http://welcome.uw.edu.pl/</a>):</p> <p><u>1) for students</u> – <i>action partially completed</i> (September 2017)</p> <p>- the central information service for international students – both those who come to the UW for one semester exchange and to pursue the whole cycle of their studies. It cooperates closely with the Admissions Office, the International Relations Office, the Office for Student Affairs and other University units to provide students with relevant and up-to-date information in matters related to the University (practical information about the University, including an orientation package covering University structure orientation, commuting to campuses, contact with organisational unit), student activities ,etc.</p> <p><u>2) for PhD students (doctoral students), lecturers and researchers</u> – work in progress - work is going on to prepare proper information for</p>	<i>Partially completed</i>

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			candidates of PhD studies and foreigners doctoral students as well as for employees and persons applying for employment.	
<b>Action 5.3</b>  Continuation of work on the specification for the electronic outgoing mobility application to improve mobility organisation and for analytic purposes		International Relations Office, Bursar's Office, Computer Networks Department, two UW organisational units (testing)	ON-line Travel Application Form is the main document, which needs to be filled out by a student or an employee ( including research staff) when going abroad. A beta version of the digital application form has been developed by UW IT team. The form aims to be fully compatible with other IT systems at UW. The system (ON-line Travel Application) is currently being tested by members of staff from the Faculty of Mathematics, Informatics and Mechanics, which is one of the UW faculties characterized by a high number of international projects realized with various external funds as well as high students' and staff mobility. Full implementation of the digital system is planned for autumn 2018. Works on reports for analytic purposes is scheduled to commence at the same time. Arrangements with UW Bursar's Office will be then intensified. The system will be ultimately compulsory for all UW units. The slight delays in the implementation of the system are caused by the shortage of appropriate IT developers. It needs to be highlighted that the online application form will be offered as a feature of the larger university system called USOS for approximately 60 Polish HEIs which are members of MUCI.	<i>Partially completed / ongoing</i>
<b>Action 5.4</b>  Development of a specification for an incoming mobility		International Relations Office  Welcome Centre	Cf. Action 5.2B In order to improve the efficiency of actions, it was decided that the tasks of Welcome Point (WP) ought to be focused and increased, with a view to provide international visiting/exchange students, academics and Incoming research staff with the highest quality of information,	<i>Partially completed / ongoing</i>

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registration system for analytic purposes, including the more effective use of research and intellectual potential of incoming persons, e.g. visiting professors.			<i>before, during and after</i> their stay at UW. Considering the recent change in the very concept of WP, the idea of digital registration by those planning to stay at UW will be given further analysis and consideration (this does not concern short term /exchange students, who register via <a href="http://www.mobility.uw.edu.pl">www.mobility.uw.edu.pl</a> or for prospective students registering through <a href="http://www.irk.uw.edu.pl">www.irk.uw.edu.pl</a> ).	
<b>Action 5.5</b>  Development, testing and implementation of an application for the registration of international networks and associations in which the UW is a member.		International Relations Office	The application has been tested and implemented. Data may be entered by an employee of any UW unit and by an employee of the International Relations Office based on information provided to IRO.	<i>Completed</i>
<b>Action 5.6</b>  Development of a report on which UW organisational units recognise as strategic the particular countries and foreign institutions, and the extent to which		International Relations Office	A new report has been developed concerning bilateral agreements on academic cooperation with 3 distinct groups of international HEIs that UW currently cooperates with. These HE institutions can either be considered as strategic or of high importance for international cooperation. The report has been formulated on the basis of data provided by UW units and outlines the following groups:  a) A group of universities from 8 countries with whom between 10 to 6 UW units have been cooperating with for	<i>Partially completed / ongoing</i>

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they do so.			<p>several years; the cooperation is coordinated by IRO;</p> <p>b) A group of universities with whom 5 or 4 UW units have been cooperating with for at least 3 years; the cooperation is coordinated by IRO;</p> <p>c) A group of HE institutions with whom cooperation is realized on specific topics and coordinated at the faculty level.</p> <p>The report also considers the rank of the given foreign institution in reputable international rankings.</p> <p>Such an analysis of data will be conducted on a cyclical basis, including future data gathered from the ON-line Travel Application Forms (system) - vide Action 5.3.</p>	
<b>Action 5.7</b>  Continuation of training on problem solving in an intercultural environment.		International Relations Office	<p>These training sessions are offered on a regular basis by the Center for Conflict and Dispute Resolution at the Faculty of Law and Administration. They are also offered to academic staff from universities abroad, with whom UW cooperates as part of Erasmus+ Credit Mobility programmes (for instance, in June 2018, 24 people from 22 countries participated in a workshop on Conflict Resolution in an International Environmental ). UW offers a variety of workshops and training courses. Particular attention is being given to improving language skills of different employees (administrative, support staff). In 2017, 21 language courses have been organized majority of them in English, totalling 230.700 Euro in value and 290 participants. Those participating in these courses are either in planning their travel (English for Mobility Purposes) or deal with international guests/students/Staff/researchers, regularly in their daily work. The</p>	<i>Partially completed / ongoing</i>

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			main aim of organizing these training courses is the improvement of communication in the multi-cultural work environment and the quality of services.	
<b>Action 6.1B</b> Desk Research including Internal & external regulations, aimed at broadening the knowledge about the institutional context of actual gender balance.	July – September 2017	Equal Treatment and Non-Discrimination Coordinator in cooperation with the research team	Desk research report on the equality regulations at the University of Warsaw, analysis of current solutions at the faculties level, analysis of information available at University's and faculties' websites, with recommendations for Gender Equality Plans.	<i>Action completed</i>
<b>Action 6.2B</b> Pilot studies on the three faculties (Economics, Law and Administration, Physics) with the use of qualitative and quantitative methods, that provides empirical knowledge about the gender gap, discrimination, sexual harassment and work life balance.	October 2017 – August 2018	Equal Treatment and Non-Discrimination Coordinator in cooperation with the research team	Research report based on study on the three pilot faculties available for the university community, which also will be used for creation of Gender Equality Plans. Based on multimethod research strategy, the report will provide knowledge about experiences of the students and employees in terms of discrimination, sexual harassment and work-life balance, working conditions, opportunities for professional and scientific development, workplace communication and climate, and their views on the support procedures at the faculty and at the University of Warsaw. The report will give an insight into the faculties' organizational cultures that will enable to design Gender Equality Plans for each of the faculty.	<i>Ongoing</i>
<b>Action 6.1A</b> General study on the gender gap at the University of Warsaw (the collection of	April - December 2018	Equal Treatment and Non-Discrimination Coordinator in cooperation with	The research conducted in form of online questionnaire distributed to all members of the community of University of Warsaw: students and employees. The questionnaire will be elaborated on the basis of pilot study conducted at the three pilot faculties in order to grasp the variety of experiences in terms of discrimination, sexual harassment,	<i>Ongoing</i>

<i>Title action</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target</i>	<i>Current status</i>
<p>statistical data, on-line questionnaire, expert interviews, mini-groups interviews)</p> <p><b>+ Action 6.1D</b></p> <p>Extending the research in form of online questionnaire to other faculties and all units of the University of Warsaw aimed to broaden knowledge about the gender gap in order to create Gender Equality Plans.</p>		the research team	<p>work-life balance and support measures at the University of Warsaw. Expert interviews with key stakeholders at the University of Warsaw - representatives of central administration, current and former rectors, trade unions will be conducted in order to improve the design of Gender Equality Plans. The draft versions of GEPs will be consulted in form of mini-group interviews with the participants from the three pilot faculties.</p> <p>The studies will be complemented by secondary data analysis about the gender employment gap.</p>	
<p><b>Action 6.1E</b></p> <p>Drafting, publishing and distributing the final report.</p>	November 2018 – February 2019	Equal Treatment and Non-Discrimination Coordinator in cooperation with the research team	Publication of the research report based on collection of various data – qualitative, quantitative, secondary data, conducted in Actions 6.1A, 6.1B, 6.2B, 6.1D available at the UW level.	<i>Ongoing</i>
<p><b>Action 6.2A</b></p> <p>Creation of Gender Equality Plans</p>	Continuous starting from June 2018	Equal Treatment and Non-Discrimination Coordinator in cooperation with the team	Adoption process of Gender Equality Plans: design of GEP on the basis of outcomes of research project, desk research, collection of good practices, expert interviews. Consultations process in form of mini groups interviews (Action 6.1A) on the draft version of GEPs. Preparation of final version of GEPs, presentation at the university level. Implementation in cooperation with the authorities of the University of Warsaw.	<i>Ongoing</i>
<p><b>Action 6.3A</b></p> <p>Organizing of gender equality training for students, lecturers and</p>	Continuous starting from May 2018	Equal Treatment and Non-Discrimination Coordinator in	<p>Launching of the equality and diversity on-line course for students and employees.</p> <p>Conducting traditional, face-to-face anti-discrimination, anti-violence training for students and employees.</p>	<i>Ongoing</i>

<i>Title action</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target</i>	<i>Current status</i>
the administrative staff		cooperation with the team		
<b>Action 6.3B</b> Preparing of publication on antidiscrimination and equal treatment: 1) Anti-discrimination Guidebook for students and employees of the University of Warsaw 2) Collection of good practices in the field of equality and diversity published on the UW webpage 3) Anti-discrimination leaflets 4) Anti-discrimination posters	1) November 2017 2) December 2018 3) October 2017 4) September 2018	Equal Treatment and Non-Discrimination Coordinator	1) Issuing of the Anti-discrimination Guidebook that provides legal knowledge and expert advices about variety of forms of discrimination and sexual harassment, complemented by list of support institutions at the University of Warsaw and in Poland. 2) Issuing of the Collection of good practices – review of gender equality good practices, including the actions conducted by University of Warsaw. 3) Issuing of the anti-discrimination leaflets 4) Issuing of the anti-discrimination posters	1) Action completed 2) Action to be completed on time according to a new schedule 3) Action completed 4) Ongoing
<b>Action 6.3</b> Launching of the equality university website	January 2018	Equal Treatment and Non-Discrimination Coordinator	Launching of the equality website in Polish and English that provides extensive information about equality and diversity activities and support institutions at the University of Warsaw: <a href="http://Weareallequal.uw.edu.pl">Weareallequal.uw.edu.pl</a> <a href="http://Rownowazni.uw.edu.pl">Rownowazni.uw.edu.pl</a>	Action completed
<b>Action 6.4A</b> Appointment of the Equal Treatment and Non-Discrimination Coordinator	April 2017	HR recruitment unit	Appointment of the Equal Treatment and Non-Discrimination Coordinator	Action completed

<i>Title action</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target</i>	<i>Current status</i>
<b>Action 7</b> Constant monitoring by 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.	By the end of June 2018	Senate Committees, The Charter and Code Committee	<p>The studying conditions at the PhD studies at the Warsaw University –online survey and report.</p> <p>At request of the Committee for the European Charter for Researchers and of the Code of Conduct for the Recruitment of Researchers, there has been conducted the survey (questionnaire) re: the studying conditions at the PhD studies at the Warsaw University in the 2016/2017 academic year. The survey has been conducted by the PhD Students' Council at Warsaw University.</p> <p>The main conclusions from the survey are as follows:</p> <ol style="list-style-type: none"> <li>1) The respondents expressed high expectations re: the university and scientific work. Most of them have decided for PhD studies due to their passion, but also the prestige of the university and scientific work.</li> <li>2) The most negative aspects of being a PhD student are: <ul style="list-style-type: none"> <li>- financial problems and issues related to the lack of time;</li> <li>- difficulties to reconcile academic work with private life.</li> </ul> </li> <li>3) The PhD students, for whom additional paid work is the main source of income, have generally worse results during their studies (fewer publications, grants, etc.), less satisfaction with studying and more often think about resigning from their studies.</li> <li>4) There are some differences between particular departments and types of studies. Students of</li> </ol>	Action completed

<i>Title action</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target</i>	<i>Current status</i>
			<p>technical studies are more satisfied with their research, they spend more time on research.</p> <p>5) Many PhD students indicate deficit of information as one of the main problems during their studies (lack of information about scholarships, grant applications, interesting conferences, internships and trips). The respondents often blame for that their promoters, although these duties should be met by specialized entities of the University.</p>	
<b>Action 8 (NEW)</b> “PhD Studies” Programme (as a part of University’s Integrated Development Programme, ZIP)	from April 2018 by the end of the first quarter of 2022.	Office for University’s Integrated Development Programme (ZIP Office)/ Faculties	<p>In order to respond to results of aforementioned report new actions have been required - “PhD Studies” Programme.</p> <p>“PhD Studies” Programme regards improvement the quality and effectiveness of the PhD studies at the University of Warsaw, including in particular:</p> <ul style="list-style-type: none"> <li>- ensuring the best possible conditions for scientific development for 150 PhD students;</li> <li>- financial support for their national and international mobility (scholarships);</li> <li>- support of interdisciplinary research projects, trainings and workshops developing soft skills, didactic competences and IT competences;</li> <li>- new education programs for PhD studies;</li> <li>- doctoral summer schools;</li> <li>- general university courses for PhD students.</li> </ul>	<i>Work in progress</i>
<b>Action 9 (NEW)</b> The new model of PhD	From March 2018 by the	Team for	The Polish Parliament is working currently on the new Law on Higher Education and Science. One aim of the new regulations is to	<i>Work in progress</i>

<i>Title action</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target</i>	<i>Current status</i>
education – “doctoral schools”	end of 2018	preparation of the guidelines of the new model of PhD education – “doctoral schools”	<p>create a new model of PhD education in Poland. The current PhD studies are going to be replaced by a completely new formula of organized PhD education – “doctoral schools”. “Doctoral schools” in the intention of the legislators are to be horizontal structures functioning within the framework of the universities. It should support interdisciplinary scientific research and development of advanced transferable competences.</p> <p>At the Warsaw University there has been launched the Team for preparation of the guidelines of the new model of PhD education – “doctoral schools” (Ordinance no 23 of the Rector of the University of Warsaw of 7 March 2018 on the appointment of the Team for preparation of the guidelines for the new model of PhD education – Doctoral Schools - PhD student being represented in the Team.</p> <p>The task of the Team is to prepare the list of issues to be discussed with regard to potential implementation of “doctoral schools” at the Warsaw University, according to the project of new regulations in this regard.</p> <p>The Team has been working since March 2018; it has organized working meetings in particular with the Chancellor of UW, PhD Students’ Council and with the Team for organization and structure of UW.</p> <p>As a result, very initial ideas on doctoral schools at UW emerged, to be further discussed and developed to work out the final form of doctoral schools. Further final development depends on the parliamentary works on the project of the new regulations.</p>	

<i>Title action</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target</i>	<i>Current status</i>
<b>Action 10 (NEW)</b> Periodic assessment of academic teachers – new ordinance of the Rector (procedures and updated template of assessment sheet, "Good practices in periodic assessment of academic teachers")	By the end of 2018	Senate Committee for Staff Policy, Rector	Amendments regarding periodic assessment of academic teachers – new ordinance of the Rector (procedures and updated template of assessment sheet, "Good practices in periodic assessment of academic teachers").  Main phases of work to be carried out and timescale:  05.2018 - preparation of the assumptions - defining by the Senate Committee for Staff Policy key aspects of the assessment policy model for academic teachers" (in the group of teachers-researchers, researchers and teachers),  06.2018 – drawing up: <ul style="list-style-type: none"> <li>• a draft of ordinance and updated template of assessment sheet;</li> <li>• good practices in periodic assessment of academic teachers (in the group of teachers-researchers, researchers and teachers</li> <li>• document called "Good practices in periodic assessment of academic teachers" (in the group of teachers-researchers, researchers and teachers) comprising recommendations and guidelines for</li> </ul> 08.2018 - consultation with The Board of Rectors / The UW Senate / academic staff  09.2018 - ordinance adopted by the Rector, publication of the ordinance in the legal bulletin (Monitor UW) and information actions (Rector's letter to Deans of Faculties and Heads of other units, updating of Employment Handbook)	Action required - Work in progress

Title action	Timing	Responsible Unit	Indicator(s) / Target	Current status						
<b>Action 11 (NEW)</b>  Implementation of an application (EVA) supporting the periodic assessment of academic teachers	By the end of 2020	Office of Human Resources, Department of Computer Applications, Department of Computer Networks, organisational units of the University (faculties and academic units)	<p>EVA (Evaluation of Academic Teachers) is a service supporting the process of conducting statutory periodic assessment of academic teachers as well as supporting academic teachers in submitting reports on scientific and didactic work (teachers can regularly enter information about their achievements, reported later in various reports). EVA has been developed and currently is being used by the Faculty of Mathematics, Informatics and Mechanics of University of Warsaw (WMIM).</p> <p>The aims to achieve:</p> <ul style="list-style-type: none"><li>EVA is used by all academic units of the University</li><li>EVA is maintained by central offices (regarding periodic assessment of academic teachers - Office of Human Resources; regarding reporting on scientific and research activities - Office of Research Administration, regarding technical administration – Department of Computer Applications / Department of Computer Networks)</li></ul> <table><tr><th>Project phase –task to be done</th><th>Responsible unit</th></tr><tr><td>Setting up a test environment</td><td>DSK (Department of Computer Networks)</td></tr><tr><td>Setting up a production environment</td><td>DSK (Department of Computer Networks)</td></tr></table>	Project phase –task to be done	Responsible unit	Setting up a test environment	DSK (Department of Computer Networks)	Setting up a production environment	DSK (Department of Computer Networks)	Action required
Project phase –task to be done	Responsible unit									
Setting up a test environment	DSK (Department of Computer Networks)									
Setting up a production environment	DSK (Department of Computer Networks)									

<i>Title action</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target</i>		<i>Current status</i>
			Running initial tests on test environment	DAK (Department of Computer Applications)	
			Running functional tests on test environment	BSS (Office of Human Resources), BOB (Office of Research Administration); one of the University units (end-users involved in testing)	
			User's Manual	MUCI (consortium of universities that develops EVA)	
			Closing eva.mimuw.edu.pl	WMIM (Faculty of Mathematics, Informatics and Mechanics)	
			Starting eva.uw.edu.pl	DSK (Department of Computer Networks)	
<b>Action 12 (NEW)</b>  Implementation of university-wide solutions in the area of „soft” HR; Appointment of the human resources management Coordinator*	By the end of 2020 *By September 2018	Rector, Office of Human Resources , HR management Coordinator	The University of Warsaw is going to implement a system of university-wide solutions in the area of "soft" HR -  Within first phase following actions are planned to be carried out: <ul style="list-style-type: none"> <li>• professionalization of recruitment processes (recruitment templates, (online) application form, selection panels etc.)</li> <li>• preparing and implementation of periodic assessment model of non-teaching staff,</li> <li>• designing solutions supporting internal mobility of UW staff members,</li> <li>• development of a strategy and policy of remuneration of UW.</li> </ul>		Action required - Work in progress
<b>Action 13 (NEW)</b>  The second edition of the survey among academic teachers at the	By the end of January 2019	The UW Centre for Education Quality Evaluation	The goal of the survey is to gather academic teachers' opinions on broadly defined employment conditions, and also description of their relationship with the University of Warsaw as an employer and a		Action required - Work in progress

<i>Title action</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target</i>	<i>Current status</i>
University of Warsaw. Developing a report on its results.			<p>place of their professional development and research career.</p> <p><u>Survey description:</u></p> <p>The research is comprised of three components:</p> <ol style="list-style-type: none"> <li>1) consultations (with UW authorities, representatives of UW selected offices as well as deans of faculties)</li> <li>2) qualitative research (<i>in-depth interviews</i> with employees)</li> <li>3) quantitative research</li> </ol> <p>The basic purpose of quantitative research is to examine the opinions of research and teaching staff on topics related to:</p> <ul style="list-style-type: none"> <li>- didactic work (i.a. didactic activity, organization and administrative service of didactics),</li> <li>- scientific work (participation in research projects, supporting research activity of scholars by the University, etc.),</li> <li>- working conditions (i.a. supporting of professional development, job position, job satisfaction, administrative staff service),</li> <li>- participation in the University's life (knowledge of the organization, identification with the University of Warsaw, involvement in university events).</li> </ul> <p><u>Survey methodology:</u> the research is going to be conducted using a traditional paper questionnaire (in Polish and English) that will be delivered directly to the respondents by secretary's offices of individual units).</p> <p><u>Research timeline:</u></p> <ul style="list-style-type: none"> <li>- March-June 2018 - consultations</li> <li>- May - June 2018 - qualitative research</li> <li>- September - October 2018 - quantitative research</li> <li>- January 2019 - survey report</li> </ul>	

<i>Title action</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target</i>	<i>Current status</i>
			<p>The Charter and Code Committee will get acquainted with the report (presentation of the report and its outcomes by The UW Centre for Education Quality Evaluation).</p> <p>Based on the discussing the results of the survey, in case of identifying the areas in which the implementation of the Chart and Code is insufficient, the Committee will propose activities to be carried out for fullest implementation of Chart's and Code's principles at UW in the future.</p>	
<b>Action 14 (NEW)</b> An on-line guide on University procedures and document flow concerning international research proposals and projects	Mid-2019	Office for International Research and Liaison (former International Research Section at the Office for Research Administration)	<p>The purpose of preparing this on-line guide is to integrate the existing documents and procedures concerning international research proposals preparation and project implementation under one navigation system with work-flow charts and hiperlinks also to documents prepared by other central offices (if involved in the project management cycle) to make them easily available and accessible to the researchers and the research faculty administration accompanied with practical tips on filling-in different forms and internal deadlines of submission.</p>	<i>Action required - Work in progress</i>

## 4. IMPLEMENTATION

The implementation of the Action Plan has been monitored by the Committee for the European Charter for Researchers and of the Code of Conduct for the Recruitment of Researchers composed of:

1. Professor Andrzej Tarlecki, Vice-Rector for Human Resources and Financial Policy, chairman of Committee since October 1, 2016,
2. Barbara Arciszewska, PhD associate professor, Faculty of History
3. Artur Chelstowski, PhD - Vice-Chancellor for Economic Affairs
4. Magdalena Gaczyńska, deputy head of Office of Human Resources
5. Anna Grędzińska, MSc - Equal Treatment and Non-Discrimination Coordinator (currently absent due to maternity leave, replaced by Julia Kubisa, PhD - equal opportunity specialist),
6. Monika Latos-Miłkowska, PhD - associate professor, Faculty of Law and Administration
7. Diana Pustuła, MA, LL.M - deputy head of Office of Research Administration
8. Sylwia Salamon, MSc - head of International Relations Office
9. Robert Stępień, MSc – PhD student, Faculty of Law and Administration

Permanent consultants of the Committee:

1. Robert Dąbrowski, PhD - Vice-Chancellor for IT
2. Magdalena Kocik, MSc - Office for University Advancement.
3. Professor Tadeusz Tomaszewski –former chairman of the Committee, Faculty of Law and Administration
4. Dominik Wasilewski, PhD – deputy head of the Office for University Advancement.

Secretary of the Committee – Maria Guzik, MSc – Office of Human Resources

The progress of implementation of the actions foreseen in the Action Plan (taking into account compliance with the timeline) has been monitored by the Committee on regular basis.

Monitoring activities:

- quarterly Committee meetings in order to check the status of implementation of actions (11.10.2016, 10.01.2017, 11.04.2017, 13.06.2017, 19.12.2017, 27.03.2018, 26.06.2018)
- interim (quarterly) and final (after the completion of task) report made by offices responsible for each action - presentations and reports were being prepared and presented at the Committee's meetings.

The activities of the Committee and selected main results of implementation of HRS4R at UW were presented at the spring meeting of UW Senate (composed of representatives of all members of university community). The Committee wanted Senate's members not only to be informed of the results of the implementation process but also to get acquainted with the plans regarding further activities aimed at the fullest incorporation of C&C in our regulations and daily routines.

The Committee will continue overseeing the progress of implementation of the actions foreseen in the revised Action Plan.

According to current practice, 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 make recommendations and initiate corrective actions.

Regular monitoring of the progress of implementation of the planned actions and continuous overseeing of the completion of tasks will allow University of Warsaw to be properly prepared for the final external review.

Furthermore, it is crucial for appropriate revisions and updates of the actions planned to obtain and analyse an extensive feedback from our stakeholders (academic community - staff members, PhD students, authorities) . For that reason, we are going to carry out questionnaire (Cf.: Action 13) and its results will be used to identify actions to be done to improve conditions of carrying out research and employment at the University of Warsaw. Discussing the results of the survey will allow us to identify the areas in which the implementation of the Chart and Code is insufficient. Based on that, further activities and premises of the strategy for their implementation in the future will be established at UW.