



HR STRATEGY FOR RESEARCHERS AT THE UNIVERSITY OF WARSAW FOR THE PERIOD 2022–2027



HR EXCELLENCE IN RESEARCH

UNIVERSITY OF WARSAW	4
THE PRACTICE OF THE UNIVERSITY OF WARSAW AND THE PROVISIONS OF THE EUROPEAN CHARTER FOR RESEARCHERS AND THE CODE OF CONDUCT (C&C) FOR RESEARCHERS RECRUITMENT	8
HR EXCELLENCE IN RESEARCH UW - GAP ANALYSIS 2021	9
I. Ethical and professional aspects	9
1. Research independence	9
2. Ethical principles.....	10
3. Professional responsibility.....	12
4. Professional attitude	14
5. Contractual and legal obligations.....	16
6. Accountability.....	17
7. Good practices in research	19
8. Dissemination and exploitation of results.....	20
9. Public engagement	22
10. Non-discrimination.....	24
11. Evaluation/ systems of appraisal.....	26
II. Recruitment.....	28
12. Recruitment.....	28
13. Recruitment (2)	29
14. Selection	31
15. Transparency	33
16. Judging merit.....	34
17. Variations in the chronological order of CVs.....	35
18. Recognition of mobility experience.....	36
19. Recognition of qualifications.....	36
20. Seniority.....	37

21. Postdoctoral appointments.....	37
22. Recognition of the profession	38
III. Working conditions and social security.....	39
23. Research environment	39
24. Working conditions	40
25. Stability and permanence of employment.....	42
26. Funding and salaries.....	43
27. Gender balance	44
28. Career development.....	48
29. Value of mobility	48
30. Access to career advice	51
31. Intellectual Property Rights.....	52
32. Co-authorship.....	52
33. Teaching	53
34. Complaints/appeals.....	55
35. Participation in decision-making bodies.....	56
IV. Training.....	58
36. Relation with supervisors	58
37. Supervision and managerial duties	59
38. Continuing Professional Development.....	60
39. Access to research training and continuous development.....	64
40. Supervision	64
GANTT CHART 2022-2024 (three years period)	65

UNIVERSITY OF WARSAW

The University of Warsaw (the UW) is the largest university in Poland and the best research centre in the country. The UW was founded in 1816 and thus is the oldest active academic institution in Warsaw and one of the top employers based in the Masovian Voivodship. Since its establishment, the UW community has produced many distinguished and eminent scholars, as well as has created numerous renowned and leading scientific schools. In the UW history so far, six of its graduates were awarded the Nobel Prize, i.e. Henryk Sienkiewicz, Menachem Begin, Czesław Miłosz, Joseph Rotblat, Leonid Hurwicz and Olga Tokarczuk.

The UW life concentrates within three campuses that are located in the various districts of Warsaw. The Main Campus is situated in the heart of the city, at the Warsaw's famed Royal Tract. The Main Campus and its vicinity are home mainly to the UW authorities, and the Humanities and Social Sciences faculties. The Ochota Campus is home to the Natural Sciences units while the Służewiec Campus is largely dedicated to the Faculty of Management.

The UW authorities

Professor Alojzy Z. Nowak was elected the UW Rector for the 2020–2024 term. Prof. Nowak specialises in international economic relations, banking, financial and capital risk management. He is the 45th Rector of the University of Warsaw.

Vice-Rectors' positions are held respectively:

Prof. Sambor Grucza – Vice-Rector for Cooperation and Human Resources,

Prof. Ewa Krogulec – Vice-Rector for Development,

Prof. Zbigniew Lalak – Vice-Rector for Research,

Prof. Sławomir Żółtek – Vice-Rector for Students and Quality of Teaching.

The UW Community

The UW community consists of:

- 7,936 employees,
- 2,127 doctoral candidates,
- 37,852 undergraduate and graduate students,
- 1,900 postgraduate students,
- 2,713 international students and doctoral candidates.

In 2020, the UW studies were completed by almost 9,000 students, including: 6,700 full-time graduates and 2,200 part-time graduates. As the first Polish academic institution, the UW began a regular follow-up of its graduates' career path. According to the results obtained until now, over 90 per cent of the survey interviewees are successfully employed within the first year following their graduation from UW studies.

The UW comprises 24 faculties, 4 doctoral schools and approx. 30 research and teaching centres. The UW offers a world-class education delivered in the Humanities, Social Sciences, and Natural Sciences, including interdisciplinary courses, 24 programmes with English as the language of instruction, 22 joint degree programmes, 13 paramedical programmes, 9 engineering and technology programmes, and 3 BA programmes in science.

Research

In 2019, the University of Warsaw was granted the status of a research university in the “Excellence Initiative – Research University (2020-2026)” competition by the Ministry of Science and Higher Education. Within the years of 2020-2026, the UW has been granted a 10% increase in subsidies, which is approx. 70 million PLN per year, to finance its activities under the five Priority Research Areas and 70 activities that include development programmes for the UW employees, doctoral candidates and students. In addition, the programme provides the UW with opportunities to raise the level of quality in the area of scientific as well as academic education, and consequently to increase the international prestige of the UW undertakings.

The UW research activities are funded by the Ministry of Science and Higher Education subsidies, as well as by numerous national and international grants. Within 2011–2020, the UW became a leader among the Polish beneficiaries of the EU Framework Programme Horizon 2020 (96 projects and coordination). The UW researchers conduct over 1,400 projects under the grants received from national and international entities, e.g. the EU framework programmes, and the ERC grants. Between 2007-2021, the researchers from Poland won 53 the ERC grants, out of which 22 grants were awarded to the UW researchers. The UW research teams cooperate with prestigious academic and research centres from the around world.

In 2016, the UW was granted the “HR Excellence in Research Award” in the recognition for its adherence to the principles of the European Charter for Researchers and the Code of the Conduct for Recruitment of Researchers.

Top research achievements

The UW Astronomic Observatory conducts the project “The Optical Gravitational Lensing Experiment (OGLE)” the main aim of which is to search for the dark matter with microlensing phenomena. The OGLE project is one of the largest sky surveys worldwide. It monitors the brightness of almost two billion stars. The OGLE collections of variables stars, including Milky Way Cepheids, are the largest in the world and are used by many researchers for various studies of the Universe. The UW astronomers presented a unique three-dimensional map of the Milky Way that is based on the direct distances to thousands of individual objects as distant as the expected boundary of the Galactic disk. The map demonstrates that the Milky Way disk is not flat, and it is warped at distances greater than 25,000 light years from the Galactic centre. For over 28 years, the OGLE survey has been a source of numerous discoveries, thus paving new paths for research in the modern astronomy and time-domain astrophysics. In 2009, Professor Andrzej Udalski was awarded a prestigious European Research Council Advanced Grant to advance the research in this field.

The UW researchers from the Institute of Archaeology, the Antiquity of South-eastern Europe Research Centre, the Polish Centre of Mediterranean Archaeology, and the Centre for Andean Studies, conduct their research work in 30 different sites throughout Poland and across the world. Their discovery of a royal tomb at El Castillo de Huarmey, Peru, were described in the American journal “Archaeology” as one of the top ten most important archaeological discoveries in 2013. In April 2016, Bartosz Markowski, an art conservator, and Robert Żukowski, an archaeologist, from the Polish Centre of Mediterranean Archaeology were the first foreign archaeologists to participate in the rescue of the monuments from the ruins of the Syrian Palmyra, just a few days after recapturing the city from the Islamic State. The Archaeological Research Centre in Cairo was founded in 1959. The UW archaeologists also work in the Research Centre in Sudan. Furthermore in 2021, another centre was opened in Pafos, Cyprus.

Professor Piotr Sankowski, from the Faculty of Mathematics, Informatics and Mechanics (MIM), is the first academic in Poland who received three European Research Council grants. The scientist works on simple, efficient and useful algorithms for several algorithmic problems. Professor Stefan Dziembowski from MIM UW leads a Cryptography and Blockchain Lab. He has received numerous grants and fellowships. His research papers presented on the Eurocrypt conference and the IEEE Symposium on Security & Privacy won the “Best Paper Awards”.

The scientists from the UW Faculty of Physics, headed by Professor Michał Tomza, and the experimental team led by Professor Tobias Schaetz at the University of Freiburg, were the first to observe the Feshbach resonances between a single ion and ultracold atoms. The article that presents their

research results has been published in “Nature” and even made it to the cover of the magazine.

The UW researchers' contribution is also found in other fields, e.g.:

- The discovery of the earliest tetrapod tracks from the Zachełmie Quarry, the Holy Cross Mountains, Poland;
- GaN crystals growing;
- the Higgs boson, also called the Higgs particle;
- chemical modification of mRNA in the therapy and research on cellular processes;
- key problems of the Deflationary Theory of Truth;
- an electronic form of the Polish Sign Language Corpus – in 2013, the PSL Corpus was declared the World's largest collection of textual data.

International cooperation

The UW belongs to the 4EU+ European University Alliance selected by the European Commission for funding in the 'European Universities' call for proposals, launched as part of the 2019 Erasmus+ programme. The six partner universities, i.e. Charles, Heidelberg and Sorbonne Universities, and the Universities of Copenhagen, Milan and Warsaw, have come together to establish a shared, seamless infrastructure which will bring together professors, researchers, students and staff from the Alliance institutions. The 4EU+ Alliance is based on a shared vision of the European University that embraces academic values, ensures equitable access to education, and shapes the next generations of open-minded and critical-thinking citizens to be ready to face and solve global challenges. The 4EU+ mission is to develop a barrier-free and continuously deepen cooperation in education, research, mobility and innovation within the Alliance. The collective ambition of 4EU+ is to strengthen the European vision of deeper cooperation and mutual enrichment. The transformation of the partner organisations through shared academic traditions and values and the expansion of well-established collaborations shall not only benefit the Alliance but also better serve the society.

The UW cooperates with 1,000 national and international partner institutions, including 500 under bilateral cooperation agreements with the UW.

The UW carries out projects within three European Institute of Innovation & Technology (EIT) Knowledge and Innovation Communities (KIC): EIT Food (Europe's leading food innovation initiative, with the focus on making the food system more sustainable, healthy and trusted), EIT Climate (KIC working to accelerate the transition to zero-carbon economy), and EIT Raw Materials (the largest EIT consortium developing raw materials into major strength for Europe and enabling sustainable competitiveness of the European minerals, metals and materials sector along the value chain by driving innovation, education and entrepreneurship).

The UW Strategy

The University of Warsaw continues to develop and pursue its four strategic objectives: strengthening the position of UW as a leading research centre in Poland, maintaining its high ranking among the Central European universities and becoming one of the continent's top universities, gaining international recognition, continuing a strong impact on its environment, in particular by addressing socially significant research topics.

The UW continues the multi-annual development plan until 2027. Its main objective is to enhance the potential of the Humanities and Social Sciences, and integrate them into the innovative experimental programmes, as well as to strengthen the international position of the University and increase its role in fostering social and economic transformations. Between 2016–2027, UW has undertaken the construction of 16 new buildings and the expansion and reconstruction of the existing facilities. By 2027 the programme will have exploited approximately 1 billion PLN from the State budget.

The UW conducts the Integrated Development Programme (ZIP). It is a comprehensive project focused on improving the quality and effectiveness of education in the Bachelor, Master and Doctoral programmes, as well as on supporting the adaptation of the University's offer in order to meet the needs of the economy, labour market and the society.

The main aim of the programme is to contribute to the implementation of permanent changes in the functioning of the University of Warsaw, adapted

to the needs of the academic community and taking into account the current socio-economic challenges.

In 2020 University of Warsaw, as the first university in Poland, adopted a Gender Equality Plan, based on diagnosis, analysis and consultations. It is based on five goals: 1. Raising awareness of the importance of equality issues and strengthening positive attitudes towards diversity; 2. Supporting the development of women's scientific careers; 3. Ensuring gender equality in recruitment of female and male employees, and in doctoral schools; 4. Easier combination of work and family life; 5. Increasing balanced sex representation with respect to chairpersons of faculty and university committees, management, expert and reviewer teams, and chairpersons of scientific and popularisation events. GEP is a strategic document that integrates extensive actions focused on equality and inclusiveness with ongoing antidiscrimination activity led by the Ombudsman office and Rector's commissions.

Facing the climate changes and the consequences they bring about, the UW Rector's Team for Ecology and Climate Crisis has issued a document that describes the strategic "milestones" to be achieved by the University of Warsaw in the forthcoming years. The Agenda refers to the Sustainable Development Goals adopted by the United Nations.

The UW authorities and academic community members have decided to prepare and commence the implementation of a comprehensive plan which will not only minimise the environmental impact of the University and its campus life, but also prepare to learn and work in new and increasingly adverse environmental conditions, as outlined in the "Climate and Sustainable Development Agenda".

The Agenda describes the University's goals related to the climate changes and biodiversity crisis. The goals are grouped into six strategic "milestones": sustainable transport, sustainable nutrition, sustainable consumption, sustainable use of natural resources and energy, education and research, and preparing for the impacts of climate changes. These goals tackle all the aspects of the academic life and remain in line with the UN General Assembly resolution entitled "Transforming our world: the 2030 Agenda for Sustainable Development".

As the first university in Poland, the UW signed up to the Race to Zero, a global initiative for a Zero Carbon World. The campaign objective is to reach zero greenhouse gases as soon as possible, and by the mid-century at the latest, in line with global efforts to limit warming to 1.5C. The UW is also obliged to set an interim target to be achieved in the next decade, which reflects a maximum effort towards or beyond a fair share of the 50% global reduction in CO₂ by 2030, identified in the Intergovernmental Panel on Climate Change Special Report on Global Warming of 1.5C.

THE PRACTICE OF THE UNIVERSITY OF WARSAW AND THE PROVISIONS OF THE EUROPEAN CHARTER FOR RESEARCHERS AND THE CODE OF CONDUCT (C&C) FOR RESEARCHERS RECRUITMENT

An analysis of disparities between the rules of the European Charter for Researchers and Code of Conduct (C&C) for Researchers Recruitment and the practices of the University of Warsaw was conducted by the European Charter for Researchers and Code of Conduct Implementation Working Group for Researchers Recruitment (Working Group) based on an analysis of the internal legal regulations of the University of Warsaw, the Rector's report from the operations of the University of Warsaw for 2020 and the reports and data provided by selected organisational units of the University. Moreover, the analysis included results of consultations with representatives of the academic community and results of the study conducted during autumn 2018 and again in autumn 2021 by the Education Quality Evaluation Unit of the University of Warsaw (EQEU), a highly specialized sociological research unit, conducting research projects, e.g. for the Polish government. Results of the analysis included in the HR Strategy for Researchers of the University of Warsaw were also taken into consideration, having taken into account the rules of the Researchers Recruitment Code of Conduct drafted in 2015.

The analysis and prepared Action Plan were then submitted for discussion among the Steering Committee members, who supplemented it to include a strategic vision for the University's development in upcoming years and assigned the relevant priorities to the proposed activities.

Education Quality Evaluation Unit study scheme

Methodology of the study

The survey was conducted using the university's survey program: Ankieter. University workers received an invitation to participate in the study via e-mail with a link to the survey website, along with an invitation letter signed by the Vice-Rector for Cooperation and Human Resources, Prof. Sambor Grucza. Due to the difficulties related to starting a new academic year for full-time studies, after a long break, the study was delayed compared to the initial plan and was eventually conducted in December 2021. Despite the delay, intensive promotional activities ensured that 26.2% (1065 persons) of academic staff invited to participate responded to the survey, which constituted an increase compared to 18% of respondents in the previous survey conducted in 2018.

Survey structure

The questionnaire included questions regarding four areas of the C&C: Ethical and professional aspects, Recruitment, Work conditions at the University and Training. Respondents were invited to provide answers based on a five-point scale, where 1 denoted a clearly negative assessment and 5 a clearly positive one.

Respondent demographics

Among the group of respondents, females constituted 54%, while males accounted for 45% of the group (other – 1%). Employees with a doctoral degree were the most numerous (45%), followed by habilitated doctors (36%). Professors constituted 15% of the total number of respondents, while people with Master's degrees constituted 4%. Representatives of the social sciences accounted for 38% of the total number of respondents, representatives of the humanities made up 32%, while representatives of natural sciences accounted for 30%.

HR EXCELLENCE IN RESEARCH UW - GAP ANALYSIS 2021

I. Ethical and professional aspects

1. Research independence	Researchers should develop their research for the good of humanity and expanding the frontiers of scientific knowledge, whilst enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are resolved, according to recognised ethical principles and practices. Researchers should, however, recognise the limitations to this freedom that could arise due to specific circumstances (including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, particularly in the industrial sector, for the purpose of protecting intellectual property. Such limitations should not, however, violate recognised ethical principles and practices, to which researchers must adhere.
Current practices	Research freedom is ensured under Article 73 of the <i>Constitution of the Republic of Poland</i>. Additional provisions governing this freedom were stipulated under a number of legal acts, including the Law on Higher Education and Science Act, which guarantees autonomy for every university in all the areas of its operations. Public authorities ensure freedom of teaching, scientific research, artistic creation and autonomy of the academic community. According to the <i>Statute of the University of Warsaw</i>, academic freedom should be guaranteed to all members of the academic community, including academic staff, administrative workers, doctoral students and students (Statute of the University of Warsaw, section 3). The results of the study conducted in 2021 among member of academic staff show that most of the respondents (84%) have never encountered cases of violating the freedom of belief or freedom of speech. Survey respondents declare that they either know or know very well the codes and laws regarding research, including, but not limited to: principles or professional ethics (78%), occupational health and safety principles (72%), intellectual property rights (80%), personal data protection and confidentiality requirements (79%), requirements and conditions imposed on researchers by financing institutions (79%).
Links	https://monitor.uw.edu.pl/Lists/Uchway/Attachments/4934/M.2019.190.U.443.pdf PL
Action to be taken in the following period	None.

2. Ethical principles	Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in different national, sectoral or institutional Codes of Ethics.
Current practices	The task of formulating the ethical principles for Polish science was entrusted under statutory regulations to the Polish Academy of Sciences, under which the committee for ethics in science is operating (Polish Academy of Sciences Committee). The tasks of the Committee, which is composed of representatives of the scientific and higher education community, include e.g. the development of a code of ethics for research staff members and issuing opinions on ethics violations by researchers. The latest, 3rd edition of the “Code of Ethics for Researchers” (Polish Academy of Science Code) was issued in June 2020 and covers both universal rules and ethical values, as well as good practices in scientific research and guidelines on the mode of conduct in cases of violation of research reliability principles. The <i>Statute of the University of Warsaw</i>, among the other rules for operation stipulated therein, lists the implementation of the highest standards of ethics, protecting the reliability of research and following the provisions of the <i>European Charter for Researchers</i> (Statute, paragraph 3, section 5). Consequently, the <i>Terms and Conditions of Employment at the University of Warsaw</i> consider professional ethics violations to constitute serious breaches of employment obligations (Terms and Conditions of Employment at the University of Warsaw, paragraph 33, section 1, item 33). Concomitantly, the <i>Resolution No. 444 of the Senate of the University of Warsaw of 2019 on the adoption of the Regulations of Doctoral Studies at the University of Warsaw</i> specifies the conduct of research according to ethics principles as being one of the obligations applicable to doctoral students (Resolution No. 444 of the Senate of the University of Warsaw of 2019, paragraph 13, section 1, item 4). Concomitantly, academic staff members employed at the University of Warsaw shall comply with national regulations regarding ethical principles in their disciplines. Adherence to such regulations is monitored by local ethics committees established at numerous organisational units of the University of Warsaw. For example: at the Faculty of Psychology, there is a Committee for Ethics in Scientific Research that issues opinions on projects relating to grants, doctoral dissertations or research that is intended for publication. The Committee follows the standards set forth in the Psychologists’ Code of Professional Conduct acknowledged by the psychologist community in Poland. Moreover, the Rector of the University of Warsaw appoints the Rector’s Committee for the Ethics of Research Involving Human Participants. The Committee focuses on issuing opinions on research projects involving humans, in which personal data is used; research projects conducted on biological material collected from humans, which may cause a risk for the physical or mental health of the subjects and the risk of violating the privacy of subjects or risk of social or private harm; experimental research, follow-ups, surveys and other non-invasive projects. The Committee may also issue an opinion at the request of the institution financing the research. From the date of appointment of the Committee in its current composition, i.e. from September 2020 until the end of 2021, approximately 60 cases were submitted for consideration by the Rector’s Committee for the Ethics of Research Involving Human Participants. Another example of the Committee’s active involvement is the organisation in November 2021, in cooperation with the Polish Academy of Sciences Commission, of the conference entitled <i>Ethical Assessment of Human Research Projects</i>, attended, for example, by representatives of the European Commission. The goal of this event was the creation of a platform for sharing good practices in terms of research ethics.

	Due to numerous attempts to regulate ethical matters concerning research activities and committees operating at the national and local level, supporting individual researchers and academic institution managers with their opinions, the problem is not the lack of but rather an excess of regulations, especially detrimental for a university as large as the University of Warsaw, conducting research in many scientific disciplines. At the University, there is no regulation, code of conduct or code of ethics that would collate information on all the regulations and specify their order of priority. At the same time, it is necessary for such a code, adopted by a collective authority of the University of Warsaw (i.e. the Senate), to fill the gaps in current codes, stipulating in greater detail the issues regarding relationships between university employees and between the employees, students and doctoral candidates, as well as issues of dealing with conflicts of interest concerning cooperation with external partners or simultaneous professional activity undertaken by researchers outside the university, alongside their scientific work. Absence of such regulations was identified by both the academic ombudsman (a person resolving disputes between employees at the University of Warsaw) and the University Council, an opinion-making body appointed at the University of Warsaw as part of introducing the <i>Act of 2018, the Law on Higher Education and Science</i>. In its Resolution No. 14 of 2020, the Council indicated that the provisions of paragraph 129 of the <i>Statute of the University of Warsaw</i> are too general. Although, as mentioned previously under item 1 – <i>Freedom of research</i>, university employees declare that they are aware of the codes and regulations concerning the conduct of research, including, but not limited to the rules of professional ethics, the university lacks a mechanism for ensuring that academic staff are aware of the ethical rules that apply to them, e.g.: there are no activities at the university-wide level that have as their intent the raising of ethical awareness of researchers. An exception to this is doctoral education – the Doctoral Schools programme provides for 8 hours of ethics classes, which include an analysis of the basic concepts and methods used in the field of science, as well as a presentation of the most important normative theories, supported by practical examples of the application of ethical principles. In a survey carried out among academic staff during autumn 2021, 19% of respondents reported that they often or very often deal with violations of ethics principles.
Links	https://instytucja.pan.pl/komisja-ds-etyki-w-nauce (PL) https://dokumenty.uw.edu.pl/dziennik/DWPsych/Lists/Dziennik/Attachments/850/DWPsych.2021.9.URW.8.pdf (PL) https://ws.uw.edu.pl/badania/komisja-etyki-ds-badan/ (PL) https://www.uw.edu.pl/universytet/wladze-i-administracja/komisje-i-zespoly/komisja-rektorska-ds-etyki-badan-naukowych-z-udzialem-czlowieka/ (PL and EN) https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5976/M.2021.213.Obw.16.pdf (PL)
Action to be taken in the following period	→ Preparing the Code of Conduct /Ethics covering ethics, conduct of research and avoidance of any conflicts of interest.

3. Professional responsibility	Researchers should make every effort to ensure that their research is relevant to society and does not replicate research already undertaken elsewhere. They must avoid plagiarism of any kind and abide by the principle of the protection of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are capable of reproduction should not be interpreted as plagiarism, provided that the utilized data are explicitly referenced. Researchers should ensure, in the event that any aspect of their work is delegated, that the person to whom it is delegated has the requisite competences.
Current practices	Pursuant to the Statute, the faculty deans are responsible for the quality of scientific research conducted at the faculty (Statute of the University of Warsaw, paragraph 60). At the same time, as a result of adjusting the principles of University operations to the new <i>Act of 2018, the Law on Higher Education and Science</i>, academic councils for the particular academic disciplines were created at the University, whose tasks include e.g. providing the Senate of the University of Warsaw with periodical assessments of the level of research in a given discipline at the University compared to the international standards and determining scientific achievements assessment criteria in a given discipline (Senate of the University of Warsaw, paragraph 47–54). Moreover, the scientific activity of academic staff is subject to mandatory, periodic assessment conducted according to the provisions of Ordinance No. 33 of the Rector from 2020 on the procedure, rules and criteria for the periodic assessment of academic staff. Each member of academic staff subject to assessment is required to submit a detailed report e.g. from their research work, its topic, their participation in research projects, publications and innovative activity. Similarly, doctoral students at Doctoral Schools undergo a mandatory mid-term assessment, which covers their progress in scientific work. The assessment is carried out by a committee of experts, with a member holding a habilitated doctoral degree or the title of a professor, employed outside of the University of Warsaw. A doctoral candidate's dissertation is supervised by a supervisor or several supervisors. Therefore, it is essential to emphasise that the directions of scientific research of University of Warsaw researchers are regularly monitored. Disciplinary matters are dealt with at the university pursuant to the <i>Law on Higher Education and Science Act</i>, which includes a chapter dedicated to the disciplinary liability of researchers (<i>the Act of 2018, the Law on Higher Education and Science</i>, Part VII, Chapter I). Members of academic staff may be subject to disciplinary liability if they violate applicable professional and ethical standards. These include, but are not limited to: 1) false authorship or misleading others as to the authorship of all or part of a work or artistic performance; 2) distribution, without identification of the name or pseudonym of the author, of an original or derivative work; 3) distribution, without disclosure of the name or pseudonym of the author, of an original work or derivative of another person's artistic performance, or distorting such work, artistic performance, phonogram, videogram or broadcast; 4) infringing another person's copyright or related rights in any other way; 5) falsification of scientific research or research results, as well as other science-related frauds. The amendments introduced by the Act in 2018 and the new Statute provide for a slightly modified catalogue of penalties compared to the previous law and introduce the possibility of mediation as a form of dispute resolution. However, there continue to be severe penalties for committing the above offenses, which include temporary removal from the profession of a member of academic staff and dismissal from the university.

	The Rector shall appoint disciplinary proceedings representatives separately for academic staff and for students and doctoral students. The disciplinary proceedings representative, depending on the nature of the case, may make determinations at their own discretion or may refer the matter for consideration by one of the three committees provided for in the Law on Higher Education and Science Act: – in the 1st instance: a university disciplinary committee or a committee appointed by the General Council for Science and Higher Education; – in the 2nd instance: a committee working under the Minister competent for science and higher education. The university disciplinary committee is composed of academics as well as doctoral students and undergraduates. The Senate of the University of Warsaw appoints the committee members based on proposals from collegiate bodies representing both researchers, as well as doctoral students and students. Please find below the number of cases submitted in the years 2018–2021, divided into four categories. <table><tr><th>disciplinary matters regarding:</th><th>2018</th><th>2019</th><th>2020</th><th>2021</th></tr><tr><td>inappropriate relationships of academic staff with other teachers, university employees or students</td><td></td><td>3</td><td>7</td><td>4</td></tr><tr><td>violations of the freedom of expressing opinions at universities</td><td></td><td>1</td><td>3</td><td>2</td></tr><tr><td>scientific dishonesty (plagiarism)</td><td>1</td><td></td><td>1</td><td>1</td></tr><tr><td>violations of other employee’s duties</td><td></td><td>4</td><td>6</td><td>4</td></tr></table> In 2017, the Senate of the University of Warsaw adopted the Terms and Conditions for Intellectual Property Management applicable to both employees of the University of Warsaw students and doctoral students. This document, which replaced the regulations previously applicable in this respect at the University of Warsaw, specifies in detail the rights of universities, employees, students and doctoral students relating to the use of copyright, related rights and industrial property rights, the rules for remunerating authors and the rules and procedures for commercialization. More information on intellectual property is provided under item 31 – <i>Intellectual Property Rights</i>.	disciplinary matters regarding:	2018	2019	2020	2021	inappropriate relationships of academic staff with other teachers, university employees or students		3	7	4	violations of the freedom of expressing opinions at universities		1	3	2	scientific dishonesty (plagiarism)	1		1	1	violations of other employee’s duties		4	6	4
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Action to be taken in the following period	None.																									

4. Professional attitude	Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before commencing their research or accessing the resources provided. They should inform their employers, funders or supervisor in the event that their research project is delayed, redefined or completed, or give notice if it is to be terminated prematurely or suspended for any reason.
Current practices	In 2008, the Senate of the University of Warsaw adopted the <i>University of Warsaw Strategy</i>, specifying the mission and strategic assumptions of the university in terms of education, science and cooperation with the environment. This strategy also defined priorities and detailed goals. During preparations for the research university competition for the years 2020–2026 organized by the Ministry of Education and Science, the University of Warsaw, based on a SWOT analysis, defined five Priority Research Areas. Based on the analysis and proposed actions, the University was ranked first in the competition and substantial funds were secured for the implementation of research in priority areas, as well as numerous activities supporting science within the framework of the <i>Excellence Initiative – Research University</i> (Inicjatywa Doskonałości – Uczelnia Badawcza, IDUB) Program. For example: from the onset of the Programme, support as part of just two measures (I.2.4 and IV.3.1) was granted to approximately 690 research projects of academic staff and doctoral students. Information on the IDUB programme and other strategic initiatives may be found on the main website of the University. Each year the Rector's Annual Report on the activities of the University is published, which provides, among other things, information on the University's implementation of strategic research programmes. The strategic programmes conducted at the University of Warsaw, apart from the abovementioned IDUB, are as follows: – 4EU+ Alliance (as part of the European University Initiative); – CENTRAL Alliance (A Central European University Network of Excellence); – CELSA Alliance (Central Europe Leuven Strategy Alliance); – Association of Southeast Asian Institutions of Higher Learning (ASAIHL); – national research programmes (financed by the National Science Centre, National Research and Development Centre, Ministry of Education and Science, Foundation for Polish Science); – EU master programmes – Horizon Europe (the former Horizon (Horyzont) 2020); – programmes conducted as part of the EU Knowledge and Innovation Community: – EIT Food – Knowledge and Innovation Community in the food sector (www.eitfood.eu), – EIT Climate – Knowledge and Innovation Community in the climate change sector (www.climate-kic.org), – EIT Raw Materials – Knowledge and Innovation Community in the raw materials sector (www.eitrawmaterials.eu); – International Research Agendas: – Centre for Quantum Optical Technologies (QOT) (cent.uw.edu.pl/pl/qot); – projects supporting enhancement of research cooperation using the funds from the <i>Excellence Initiative – Research University</i> as part of the action II.1.1 <i>Mini-grants programme for inter-institutional research teams in the framework of strategic partnerships</i> (two editions), executed in four priority research areas as part of the 4EU+ Alliance and the TRAIN4EU project (EU Horizon 2020 programme), funding activities consisting in building a shared research potential for the 4EU+ Alliance by means of, among others, sharing research infrastructure, obtaining funds for joint research projects, sharing good practices and experience within the scope of implementing Open Science/Open Access policies or recruitment and retention of young, bright researchers. Thus, it is reasonable to assume that the University's academic staff are knowledgeable about the research priorities defined by the University and have access to multiple sources of funding for their research activities.

Information on research financing mechanisms is published by university-wide administration units at the University of Warsaw at the central level and at the level of the individual units by the research and finance sections. At the central level, three units are responsible for overseeing research activities and supporting researchers: Office of Research Administration, Office for International Research and Liaison, as well as the Office of University Advancement, each operating within a different scope. The websites of these offices provide information on research programmes, grant application rules, deadlines, application forms, forms used for internal circulation when applying for grants and during project implementation, as well as project accounting and reporting rules.

Employees of the above-mentioned offices are available to assist with choosing the most applicable competition, registering in a special application system and filling out forms. They also verify the substantive accuracy of applications, including the nature and requirements of a particular program; assist in calculating budgets and planning expenditures for individual payroll items, personnel costing; preparing project documentation (grant agreements) and monitoring reporting. They remain in contact with grantees and work with other units to ensure the proper implementation of research grants.

The employees of these offices provide training for scientific and administrative staff of the departments to support them with topics of scientific funding and the rules applicable to individual competitions and programmes. They also provide assistance in finding the right source of funding, drafting applications and, if necessary, contacting representatives of foreign funding institutions.

For example: when it comes to obtaining international funding, the Office for International Research and Liaison offers training sessions, workshops and individual consulting for research and administrative staff of the units on obtaining and concluding research project funding, recruiting foreign researchers and searching for project partners. Surveys carried out among the participants indicate their high levels of satisfaction with the content taught.

Year	Number of meetings and workshops organized	Number of participants from the University of Warsaw
2017	13	163
2018	23	288
2019	20	92
2020	15	264
2021	3	148 PhD students

The topic connected with obtaining, conducting and concluding international projects was included in the *Deans' Academy* programme offered to the deans and vice-deans of University of Warsaw faculties, as well as in a postgraduate studies programme for university employees, entitled Innovative University – creation and implementation of public programmes.

Measures implemented at the university should be supported by new training programmes and more extensive development programmes, addressed to the project coordinators, who are largely responsible for expenditure within the research projects popularizing information on potential sources of funding and the principles governing implementation of the projects and research teams' management. An example of such a development programme is the *Academy for Competence Development of Science Leaders*, initiated in 2021 as part of the *Excellence Initiative – Research University Program*.

Links	https://monitor.uw.edu.pl/Lists/Uchway/Attachments/1776/M.2008.246.U.34.pdf The UW Strategy (PL) https://en.uw.edu.pl/research/excellence-initiative/ (EN) https://inicjatywadoskonalosci.uw.edu.pl/en/actions/li-1-1/ (EN) http://bmpb.uw.edu.pl/wp-content/uploads/sites/106/2021/12/Obieg-dokumentow_BMPB_EN.pdf http://bmpb.uw.edu.pl/english/ (EN) http://bob.uw.edu.pl/ (PL) https://bwr.uw.edu.pl/obieg-dokumentow/ (PL) https://4euplus.eu/4EU-12.html?news=10464&locale=en (EN)
Action to be taken in the following period	→ Pilot programme for Research Project Managers. → Dean's Academy - programme for deputy deans and heads of organisational units carrying out research or didactic activities.
5. Contractual and legal obligations	Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes rules governing intellectual property rights, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new product development, etc) as set out in the terms and conditions of the applicable agreement or equivalent document.
Current practices	In 2019, new <i>Terms and Conditions of Employment at the University of Warsaw</i> were adopted at the University of Warsaw, while in 2020 the <i>Terms and Conditions of Remuneration at the University of Warsaw</i> entered into force and which govern, among others, the obligations of the persons employed as academic staff and their work and remuneration terms and conditions. Information on the employment conditions at the University of Warsaw were presented in a more approachable manner in the <i>Employment Vademecum</i> published on the Human Resources Office's website and the relevant site of the Academic Staff Competences Development Section presents the information on career development options available to academic staff. <i>Ordinance No. 85 of the Rector of the University of Warsaw on improvement of employees professional qualifications</i> was published in 2021. The person at the University of Warsaw authorized to sign legally binding contracts and draw financial liabilities is the Rector, who grants selected persons power of attorney to represent the University of Warsaw in external matters. A contract must first receive legal and financial approval. These procedures ensure that the university has total knowledge of information regarding the provisions of a contract concluded both with third parties and associates. Tasks executed as part of projects funded from third party funding sources, as well as for certain projects funded in part from own funds, are delegated to University of Warsaw employees based on a formal document signed by both the employer and employee. The document specifies the role of the employee and the scope of their responsibilities, ensuring reliable discharge of their agreed duties. Completion of these tasks is monitored by the project coordinator and the head of the organizational unit where the project, program or undertaking is implemented. Notwithstanding that the manner in which academic staff should monitor tasks within a project is often determined directly by the funding institution, a common practice at the university is for the employee to record their time working on the project (<i>Rector's Notice No. 1 of 2016 on the principles governing working time recording and calculating the remuneration of persons performing tasks under European Union funded projects</i>), using a working time sheet used in projects funded by the European Commission. A working time sheet, signed by the employee, is approved by the project coordinator and the head of the organisational unit where the project is implemented, as well as the employee responsible for the unit's funds (Bursar's Plenipotentiary). Each faculty or other entity conducting research is assisted by the Bursar's Plenipotentiary. This guarantees control over the reliable implementation of the obligations stipulated in the contract by the employees and timely completion of their performance. In a survey of members

	of academic staff carried out during autumn 2021, 6% of the respondents reported that they often or very often dealt with a breach of the requirements and conditions imposed by the grantors or sponsors, while 83% declared that they never or almost never encountered a breach.
Links	https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5072/EN.M.2019.319.Zarz.143.pdf (PL EN) https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5240/EN.M.2020.26.Zarz.9.pdf (PL EN) https://bsp.adm.uw.edu.pl/vademecum-zatrudnienia/ (PL EN) https://rekrutacja-i-rozwoj.bsp.uw.edu.pl/ (PL) https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5895/M.2021.138.Zarz.85.pdf (PL) https://www.monitor.uw.edu.pl/Lists/Uchway/Attachments/3513/M.2016.42.Kom.1.pdf (PL)
Action to be taken in the following period	None.
6. Accountability	Researchers should be aware of their accountability towards employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers who are publicly financed are also accountable for the efficient use of that public funding. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees. Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.
Current practices	Academic staff and other University of Warsaw employees must apply the principles of reliable, transparent and efficient management of funds and cooperate with internal and external control authorities. University funds, including funds of organisational units of the University of Warsaw, are managed purposefully, economically, rationally and efficiently. Research projects and programmes funded from national and European sources are implemented according to strict guidelines established by the funding institutions. Data and documentation are made available to control authorities within the scope of their respective authorization. For programs involving substantial funds (e.g. <i>Excellence Initiative – Research University</i> program, implemented using the funds that the University received following the award of a research university status) the practice may be to draft separate terms and conditions for the program and management of its funds. In the aforementioned case this was the <i>Ordinance No. 115 of the Rector of the University of Warsaw of 2020 on implementing the excellence initiative – Research University programme at the University of Warsaw</i>. In accordance with the <i>Statute of the University of Warsaw</i>, the heads of organisational units of the University of Warsaw are responsible for financial management of the units (Statute, par. 60). Furthermore, according to the applicable <i>Ordinance No. 58 of the Rector of the University of Warsaw of 2011 on the principles governing preparation of management control statements by the heads of organisational units of the University of Warsaw</i> all the heads of organisational units, including deans, shall submit statements regarding the state of management control at their unit following the end of each year. When submitting the declaration, the head of the unit should take into account, among others, self-assessment, internal audit results and the results of a completed risk analysis.

All records of completed research projects must be approved at least by the project coordinator, head of the unit and the Bursar's Plenipotentiary, and, frequently, by the Rector. Multistage approval of documentation protects the university against incorrect or improper payments.

Utilization of funds and implementation of project tasks are subject to control and internal audit, as well as controls conducted by external authorities (e.g. representing the funding institution). Internal Auditing and Control, a unit reporting directly to the Rector, verifies the appropriateness of the adopted principles and procedures regarding internal control of implementation of research projects and functioning of the units responsible for grants administration. The following information concerns the audit tasks completed by the Internal Auditing and Control in the years 2014 to 2021.

Reporting year	Number of completed audit tasks	Number of tasks regarding scientific activity	Number of tasks that included scientific activity among others
2014	5	2	-
2015	6	-	-
2016	8	1	-
2017	8	-	-
2018	8	-	-
2019	8	1	1
2020	5	2	1
2021	7	-	4

Links

<https://monitor.uw.edu.pl/Lists/Uchway/Attachments/4934/M.2019.190.U.443.pdf> (PL)
<https://en.uw.edu.pl/wp-content/uploads/2014/06/statute-of-the-university-of-warsaw.pdf> (EN)
<https://monitor.uw.edu.pl/Lists/Uchway/Attachments/1204/M.2010.228.Zarz.54.pdf> (PL)
<https://monitor.uw.edu.pl/Lists/Uchway/Attachments/945/M.2011.238.Zarz.58.pdf> (PL)
<https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5443/M.2020.246.Zarz.115.pdf> (PL)

Action to be taken in the following period

None.

	14 December 2021 was 45. Data breaches are analysed to identify potential improvements to the existing data protection practices. Since 2020, University of Warsaw Library (BUW) employees are available to assist in research data management, among others in the creation of scientific data management plans required by certain funding institutions. This offer resulted in the creation of a compilation presenting to researchers the basic research data management topics, including those connected with data sharing. Furthermore, the University of Warsaw Library provides a number of services to scientific staff, including advisory services and assistance in searching for materials, preparing and publishing research findings, as well as increasing the visibility of scientific achievements.
Links	https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5072/M.2019.319.Zarz.143.pdf (PL) https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5072/EN.M.2019.319.Zarz.143.pdf (EN) https://bhp.uw.edu.pl/ (PL) https://cent.uw.edu.pl/pl/bezpieczenstwo/#bhp (PL) https://cent.uw.edu.pl/en/safety/ (EN) https://cnbch.uw.edu.pl/bezpieczenstwo/ (PL) ORDINANCE NO. 1 OF THE CHANCELLOR OF THE UNIVERSITY OF WARSAW of 21 January 2019 on the procedure in case of emergencies at the premises of the University of Warsaw (item 12 of Monitor UW of 2019, as amended) https://bhpiop.ckc.uw.edu.pl/wp-content/uploads/sites/64/2021/06/Zarzadzenie-nr-1-Kancлера-UW-w-sprawie-postepowania-w-przypadku-zagrozenia-w-obiektach-i-na-terenie-Uniwersytetu-Warszawskiego.pdf (PL) ORDINANCE NO. 51 OF THE RECTOR OF THE UNIVERSITY OF WARSAW of 15 May 2018 on personal data protection at the University of Warsaw (item 142 of Monitor UW of 2018 as amended) https://odo.uw.edu.pl/wp-content/uploads/sites/10/2020/03/M.2018.142.Zarz_.51.pdf (PL) https://odo.uw.edu.pl/ (PL) https://www.buw.uw.edu.pl/en/research/ (EN) https://www.buw.uw.edu.pl/wp-content/uploads/2020/11/DANE-BADAWCZE-1.pdf (PL)
Action to be taken in the following period	None.
8. Dissemination and exploitation of results	All researchers should ensure, in compliance with any legal or contractual obligations, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers are particularly expected to spearhead the successful commercial exploitation and/or publication of the results of their research whenever possible.
Current practices	The University of Warsaw supports fundamental research that contributes to knowledge about the world and applied research that may deliver practical results. Each year, the achievements accumulated by University of Warsaw employees are increased by approximately 6-7 thousand publications: papers, monographs, handbooks, source issues, reviews, bibliographies and encyclopaedic entries. Specific information on University of Warsaw employees' publications is presented in the Polish Scientific Bibliography connected with the Integrated System of Information on Science and Higher Education POL-on, which is regularly updated. University of Warsaw employees' publications are available in open science databases, such as: Virtual Library of Science, Open Science Centre, Open Science Library.

The number of publications, taking into account the importance of the publisher or the journal and the Impact Factor, as well as work towards research implementation and popularizing science and innovation are taken into account in the mandatory periodic assessment of academic staff at the University of Warsaw conducted pursuant to *the Ordinance No. 33 of the Rector of the University of Warsaw of 2020 on the procedure, rules and criteria for the periodic assessment of academic staff*.

The University works intensely in support of researchers in improving their publishing capacity. The University of Warsaw operates the University of Warsaw Press, which publishes approximately 150 books per year and more than a dozen journals on humanities and social sciences, as well as natural sciences. Moreover, the University of Warsaw publishes over 100 scientific journals affiliated with various organisational units of the University. A number of relevant actions are taken as part of the *Excellence Initiative – Research University* (Inicjatywa Doskonałości – Uczelnia Badawcza; IDUB), including those improving academic writing skills (also in English) and improving the presentation of research findings. In 2020, in cooperation with Springer Nature, the University held a cycle of training sessions attended by over 400 researchers and publishers' staff; there are also internal trainings held on the aforementioned topics.

Other IDUB actions include:

- action I.2.1. Improvement of publishing capacities, focused on increasing the number of published research results from University of Warsaw researchers in the best international journals and increase in the international visibility of the University of Warsaw Press and the journals published at the University of Warsaw;
- action I.2.2. Building regional impact through an excellent dissemination, focusing on creating a series of publications in the context of research in the humanities and social sciences and implementing solutions that facilitate cooperation with reviewers; or
- I.2.4. Supporting Open Access publications.

In 2020, the University of Warsaw Library (BUW), in the pursuit of one of its objectives – namely, that of informing researchers about the available Open Access options for sharing research papers and recognizing the limitations and barriers in adoption of this method of sharing results – created a specific webpage that contains information on Open Science, including the workshops and initiatives in that respect. For example there was a series of free training sessions on the practical aspects of Open Science publishing, offered as part of the Open Science Week held in October 2021. The University of Warsaw participates in the project funded from the EU Horizon 2020, entitled TRAIN4EU (Transforming ReseArch & INnovation agendas and support in 4EU+), as part of which the universities belonging to the 4EU+ alliance exchange experiences and good practices in a number of areas, including mainstreaming good practices in Open Science. Works of the team responsible for this area are coordinated by the University of Warsaw Library Team. One of its achievements will be pilot implementations of selected practices at universities belonging to the alliance. Action is also taken as part of the 4EU+ alliance, entitled Open Science and Society, including international workshops for researchers to promote Open Science. Providers of workshops include University of Warsaw staff.

Until the University develops an Open Science policy, the policy applicable will be the “National Science Centre (NCN) Policy on open access to publications”. NCN, together with other European agencies associated with Science Europe, has been active for many years with the aim of providing open access to scientific data and publications resulting from research funded from public funds, in order to allow for their use by researchers, entrepreneurs as well as a wide range of recipients.

Moreover, the University Technology Transfer Centre (Uniwersytecki Ośrodek Transferu Technologii; UOTT) was created in 1998 in order to promote better utilization of the university's research potential and ensure practical application of research results. In order to disseminate the possibilities of promoting their research results among researchers, the UOTT team drafted a Guide, available on the website of this organisational unit, specifying the step-by-step guidelines for commercialisation of the products of creativity, the

	principles governing funding and division of the obtained funds. The UOTT website contains not only the Guide, but also ample practical information on commercialisation, creation of spin-off companies or obtaining patents for inventions, and the expert UOTT team conducts regular promotional and informational activities for the academic staff and provides individual assistance to researchers in the commercialisation process.
Links	https://www.wuw.pl/main-eng.html (EN) https://www.wuw.pl/ (PL) https://www.uw.edu.pl/badania/publikacje/czasopisma-wydawane-na-uw/ (PL) https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5285/M.2020.96.Zarz.33.pdf (PL) https://inicjatywadoskonosci.uw.edu.pl/dzialania/i-2-1/ (PL) https://inicjatywadoskonosci.uw.edu.pl/dzialania/i-2-2/ (PL) https://www.buw.uw.edu.pl/dla-nauki/otwarta-nauka/ (PL) https://4euplus.eu/4EU-273.html?fbclid=IwAR0smOOOnVm5hWzSegf8b8VLbLHI-jYh5nsffonT5mpwpZuAbEO9GApn8AM#7 (EN) https://4euplus.eu/4EU-226.html#11 (EN) https://uott.uw.edu.pl/for-researchers/ UOTT for researchers, general (EN) http://uott.uw.edu.pl/wp-content/uploads/2016/03/Przewodnik-po-Regylaminie-zarz%C4%85dzania-WI-na-UW.pdf (PL)
Action to be taken in the following period	→ Develop an Open Science Policy at the University of Warsaw and launch an Institutional Repository at the University of Warsaw. → Conduct meetings and dissemination training workshops for researchers as part of the alliance of the 6 universities' staff-led outreach to their scientists.
9. Public engagement	Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists in the relevant field, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand the public interest in priorities for science and technology as well as address any possible societal concerns regarding the research.
Current practices	As the largest university in Poland, the University of Warsaw is working to popularize science on a large scale, both at the university-wide level through organisational units of the University, as well as through individual scientists connected to the University. Since 2008, a unit called the Open University Centre (Uniwersytet Otwarty Uniwersytetu Warszawskiego, UO UW) has been active, providing its students with the possibility to participate in courses conducted by the academic and teaching staff of the University of Warsaw, irrespective of education level, age and professional qualifications. Published three times a year, the open course offering includes a wide range of courses from all fields of knowledge, ranging from humanities and social sciences to foreign languages and natural sciences. Approximately 6–7 thousand students benefit annually from the offering of the Open University Centre of the University of Warsaw as part of several hundred courses in several categories, such as Languages of the World, Cultures and Ideas, Science and Environment, Law, Business and IT, Recreation and Hobby, and Human and Society. In addition to regular courses, the Open University Centre of the University of Warsaw organizes a number of undertakings to popularize science, e.g. open lectures delivered by scientists and debates on important, current topics. During the COVID-19 pandemic, as part of one of the Open University Centre of the University of Warsaw undertakings named <i>Educational Survival</i>, a series of pandemic podcasts was prepared by academic staff members of the University of Warsaw and made available.

	University of Warsaw scientists actively participate in the Science Picnic organized each year by the Copernicus Science Centre and Polish Radio. In 2021 the Picnic took place with the slogan "Climate and Us". Moreover, for more than 20 years the University, in collaboration with academic institutions, educational institutions and other entities, has co-hosted the oldest Science Festival in Poland (in 2021 under the name "We Vaccinate with Science"), with between 45 and 75 thousand individual visits. Approximately 1000 people are involved in the preparation and execution of this large undertaking. During each academic year since 2000 there have been public lectures delivered by eminent personalities from the world of science as part of the lecture cycle "8 Lectures for the New Millennium". Since its inception, more than 150 lectures have been organized. In 2019, the Centre for Cooperation and Dialogue (CCD) was created, with the task of popularising scientific achievements and accomplishments of the University, as well as cooperation and communication with the socio-economic environment. Events organized by the CCD cover the world of science and business, among other things. The unit initiates activities that popularise scientific knowledge, engages in projects that encourage the use of the university's knowledge resources, promotes dialogue based on facts, as well as exchange of experiences and good practices among the academic community across Poland. Events organized by the CCD include the Nobel Prize Week, an event accompanying the Nobel Prize award, during which experts from the University of Warsaw and Medical University of Warsaw discuss the awarded achievements and present their comments. Another initiative of this unit is the educational campaign with the slogan #UWażniNaSuszę, as part of which scientific materials regarding global water supplies are presented. The University of Warsaw presents the scientific position on important problems and events. The scientific staff of the University of Warsaw appear in the media, providing commentary on important national and international events. For example: scientists from the Faculty of Law and Administration and the Faculty of Political Science and International Studies of the University of Warsaw are frequent guests of journalistic programmes, commenting on legislative changes and the political situation in Poland. Employees of the Centre of Migration Research at the University of Warsaw publicly presented a scientific position on the migrant crisis at the border of Poland and Belarus in 2021. University of Warsaw scientists also maintain web portals popularizing knowledge about the world, e.g. www.naukaoklimacie.pl or www.naukaprzeciwpandemii.pl. On the last page listed, experts provide a solid understanding of the COVID-19 pandemic, including a "White Paper", i.e. a compendium of knowledge on vaccines, the technology used in them and their role in fighting the pandemic. In a survey carried out among academic staff during autumn 2021, 49% of respondents reported that they often or very often undertake activities that aim to disseminate knowledge from their field, particularly the results of their research, to non-specialists.
Links	https://www.uo.uw.edu.pl/kursy (PL) https://cwid.uw.edu.pl/ (PL) https://www.youtube.com/playlist?list=PLnWvsaGdAK8dciw7VbppsDjGKVKsRDQT7w (PL) https://festiwalnauki.edu.pl/ (PL)
Action to be taken in the following period	None.

10. Non-discrimination	Employers and/or funders of researchers will not discriminate against researchers in any way on the grounds of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.
Current practices	According to the Polish Labour Code, any form of discrimination in employment is inadmissible, in particular on the grounds of sex, age, disability, race, religion, nationality, political belief, trade union membership, ethnic origin, denomination, sexual orientation, as well as on grounds of employment for a definite or indefinite period of time, or in full or part-time. The importance of tackling discrimination was also acknowledged by the Senate of the University of Warsaw in the Statute adopted in 2019, which included a principle of equal treatment for all members of the University community that is fundamental to its activity (Statute, Part I, § 3, item 4). As a matter of principle, the University does not discriminate against employees on the above grounds, and the existing provisions and applicable practices are intended to compensate for potential inequalities, such as the provision in the <i>Act, the Law on Higher Education and Science</i> on the principles of conducting periodic assessment of scientists, that excludes from the assessed period any holiday periods taken for the purpose of caring for a child. Similarly, the <i>Terms and Conditions of Remuneration at the University of Warsaw</i> introduced a remuneration allowance for employees due to disability. In 2010, the University appointed the Rector's Commission for Preventing Discrimination, and in 2011 an Academic Ombudsman was appointed to handle complaints and grievances of employees and students. As part of HRS4R for the years 2015-2019, the University decided to develop its equality policy and activities by appointing a Chief Equality Specialist (there are now 3 members of staff in the team), who developed the University's equality website and drafted the Anti-Discrimination Handbook. The next step was to undertake qualitative and quantitative research at the University of Warsaw, which offered a diagnosis of inequality experiences and important problems faced particularly by women at the university. The results were published in 2019 and constituted the grounds for developing the Gender Equality Plan for the University of Warsaw. According to the recommendations resulting from the research, the University launched, together with the Promotion Office, a university social campaign with the slogan <i>We Are All Equal</i>. The campaign also included a poster campaign, as well as the creation of a series of short movies on combating discrimination. The Vice-Rectors of the University of Warsaw took part in this campaign, along with experts on combating discrimination and other representatives of the academic community. The Chief Equality Specialist and the Academic Ombudsman drafted the Gender Equality Plan for the University of Warsaw for the years 2020-2023 based on the research diagnosis, a number of internal consultations, external reviews and international study visits (more under item 27 – <i>Gender Balance</i>). The Plan included, among others: – implementing the Anti-Discrimination Procedure, which is a formal procedure that sets forth the rules for operation of the Anti-Discrimination Committee in cases of discrimination and sexual harassment; – dissemination of Guide to the Prevention of Sexual Harassment and Recommendations for using anti-discrimination language at the University of Warsaw. Since 2019, the University of Warsaw has offered online and in-class courses in equality and anti-discrimination in Polish and English to students and employees. Many departments have already appointed Equality Officers, who act as the first point of contact for equality and non-discrimination issues. In 2020, the Rector of the University of Warsaw issued statements on anti-LGBT rhetoric in political debate, stating that the University of Warsaw is an inclusive space and promotes equality. In 2021, the Academic Ombudsman's Office and equality team started preparations for supporting transgender people at the university. As part of implementing HRS4R assumptions for the years 2015-2021, the Welcome Point was created to make it easier for candidates, students and researchers from different countries to work and study together at the University. The Welcome Point launched a website with practical information on staying in Poland. Due to an increasing number of foreign employees, who often do not have basic Polish

	language comprehension, some provisions of the University Social Benefits Fund Regulations may be considered discriminatory, as they make certain benefits conditional on residence in the territory of the Republic of Poland, full-time employment, three years' work history or recommendation of another employee, which are often difficult to obtain for temporary employees (including international candidates). The abovementioned conditions may also constitute a barrier to the utilisation of benefits for part-time employees. One of the challenges for the University of Warsaw is ensuring English translations of the organisational units' websites, rector's ordinances and a number of informative materials dedicated to employees. At the beginning of 2021, a translation coordination unit at the university-wide administration level was created to address this problem. Similarly, as part of the <i>Excellence Initiative – Research University</i> programme, the Welcome Point is preparing the online application <i>Internet Guests Registration</i>, which will allow the University of Warsaw to provide even better services to researchers from abroad. Except for the above activities, it is vital to stress that the task of bridging gaps and prevention of inequalities is a work in progress. Discrimination against LGBT+ persons and discrimination on the grounds of age require a number of far-reaching actions to be carried out at the University.
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Action to be taken in the following period	→ Conducting training and workshops (i.e. obligatory equality training for new employees), training for decision-makers, administration, Ph.D. students. → Further development and improvements of the equality website: rownowazni.uw.edu.pl → Establishment of the Equality Observatory (collection of data on equality, cyclical research on the state of equality at the University and the state of knowledge; publication of results; publication of comparative statistics). → Introduction of an electronic tool allowing for reporting sexual harassment and discrimination behaviours. → Removing architectural and organisational barriers (Level up programme; Supporting the relocation process of the foreign employees; Extending the scope of translation into English of the internal University regulations). → Verification Analysis of the Regulations of the Employee Benefit Fund in terms of its availability for young employees, including foreign employees.

11. Evaluation/ systems of appraisal	Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/ systems of appraisal for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee. Such evaluation and appraisal procedures should take due account of their overall research creativity and research results, e.g. publications, patents, management of research, teaching/lecturing, supervision, mentoring, national or international collaboration, administrative duties, public awareness activities and mobility, and should be taken into consideration in the context of career progression.
Current practices	Mandatory periodic assessment of academic staff at the University is undertaken according to the applicable provisions of the Polish Law on Higher Education and Science Act, <i>Statute of the University of Warsaw</i> and the <i>Ordinance No. 33 of the Rector from 21 February 2020 on the procedure, rules and criteria for the periodic assessment of academic staff</i>. According to the regulations listed above, a member of academic staff is subject to assessment at least every four years (with a number of exceptions) and not more often than once a year. The assessment is conducted by a special committee, whose members are appointed in accordance with an opinion issued by the council of the employee's organisational unit or by the Senate of the University of Warsaw. The committee shall consist of at least five members, while 20% of its members shall be persons from outside the organisational unit. Persons whose relationships with the person subject to assessment could compromise their impartiality in the assessment are excluded from the committee's proceedings. Representatives of trade unions operating at the University are invited to the meetings of the committee with advisory capacity. The committee's periodic assessment is carried out considering the following criteria (only applies to academic staff employed in the research-teaching group): – scientific activity and achievements assessment criteria; – teaching activity and achievements assessment criteria; – organisational activity and achievements assessment criteria; – professional competencies improvement assessment criteria; – copyright and related rights, as well as industrial property regulations compliance assessment criteria. Assessment criteria are announced before the start of the period apply to. Teaching activity and achievements or scientific activity and achievements assessment criteria are omitted from assessment, respectively for academic staff employed in a research or teaching group. The basis for the assessment performed by the committee is the assessment sheet completed by the member of academic staff under assessment, the opinion of their immediate superior (in some cases the Rector) and the opinion provided by student and doctoral students participating in classes conducted by the person under assessment. In certain cases the opinion of the academic council of the academic discipline and the teaching and learning council competent for the individual member of academic staff. The committee can request an additional opinion from an expert who is not a member of the committee, and may invite the researcher or their superior to the meeting of the committee. An integral component of the assessment process is for the committee to examine compliance with copyright and related rights, as well as with industrial property regulations, based on a statement of the member of academic staff subject to assessment and other materials made available. The member of academic staff subject to assessment, their immediate superior and the manager of the organisational unit they work for are required to examine the results of the assessment. A negative assessment may constitute the basis for terminating

an employment contract and a consecutive negative assessment shall lead to definitive termination of the employment relationship. A member of academic staff may appeal to the Rector against a negative assessment.

Considering that Ordinance No. 33 of the Rector of 2020 announced that in the future the Rector would introduce new, detailed criteria for the assessment, it should be assumed that the periodic assessment of academic staff in the coming years will undergo further changes. It may be assumed that the new criteria shall to some extent take into consideration the criteria proposed by the University Council for Teaching and Learning and the academic councils of the academic disciplines, which are relevant, respectively, for activity and teaching achievements, as well as activity and scientific achievements, as proposed in the course of implementation of the changes resulting from the new Law on Higher Education and Science Act. To some extent, the final shape of the criteria may be influenced by the changes introduced into the academic activity quality evaluation process and criteria at the University of Warsaw as a whole. Evaluation for the years 2017-2021 will be carried out in reference to the scientific disciplines in which researchers perform their research activities at the university. Its results will be announced in June 2022.

A partially divergent approach towards the periodic assessment of doctoral students is presented in the *Act, the Law on Higher Education and Science* and as a result in the *Resolution No. 444 of the Senate of the University of Warsaw of 2019 on adopting the Regulations of doctoral studies at the University of Warsaw*. A doctoral student at a doctoral school, in agreement with their supervisor or supervisors, shall be required to draft an Individual Research Plan, the completion of which shall be subject to mid-term assessment, the goal of which shall be to assess plan completion status. This means that the periodic assessment is conducted with reference to the previously drafted action plan. The assessment shall be carried out by a committee with at least one member with a habilitated doctoral degree or a professor degree in the relevant discipline, who is employed outside of the university which hosts the relevant doctoral school. Neither the supervisor nor assistant supervisor can participate in the work of the committee. Upon the application of a doctoral candidate, a representative of the doctoral students' self-government body can take part in the committee meeting.

The assessment is conducted by the committee based on the documents submitted by the doctoral student, including the supervisor cooperation assessment questionnaire, developed in cooperation with the University of Warsaw doctoral students self-government body, as well as based on an interview with the doctoral student and, as per the committee's decision, with their supervisor or supervisors. At the same time, the supervisor or supervisors submit their assessment of the doctoral student's plan completion progress and a questionnaire concerning their cooperation with the doctoral candidate. The supervisor or supervisors are subject to evaluation that covers their completion of their supervisor duties stipulated in the regulations of doctoral studies at the University of Warsaw. At the schools, much like in the case of academic staff, it is possible to request an additional expert opinion. A negative mid-term assessment shall result in the removal of the candidate from the list of doctoral students.

Periodic assessments of academic staff are conducted at the University in a transparent manner, according to uniform rules and based on criteria communicated publicly in a timely manner. It should however be noted that particularly junior academic staff with a doctoral degree, but little experience, may need the university's additional involvement in monitoring and supporting their development and scientific work. As such, closer attention should be paid to the best practices utilised by many foreign universities, which are known as Performance Assessments, and which involve interviews to summarize results and competence development, performed at shorter intervals, e.g. annually. Implementing this solution at the University, should the pilot results be positive, would eliminate the key problems of the current periodic assessment system:

- limited dialogue with the researcher concerning their work, issues and related limitations (40% of 2021 academic staff survey participants rated the periodic assessment system within the scope of comprehensive feedback on the assessment results as bad or very bad);

	- scientific work development plans and competence development needs were overlooked during the assessment. The current academic staff periodic assessment philosophy does not require scientific career development plans to be submitted prior to the start of the assessment period. Acting as the employer, the University evaluates progress to a certain extent retroactively. Given the scale of the topic and the number of academic staff subject to assessment, it remains justified to follow the course of action proposed in HRS4R for the years 2015-2019 concerning a more extensive implementation of IT tools to facilitate the assessment process. More extensive implementation of such a tool at the University was delayed due to changes in the rules governing the periodic assessment. However, once the changes are implemented (which includes pending changes), introduction of an IT tool would still be the recommended course of action for coming years.
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Action to be taken in the following period	→ Improving access to the data on scientific resources, competences and achievements of employees by developing and implementing the in-house method of the Knowledge Management Platform. → Implementation of an IT tool supporting the periodic assessment of academic teachers. → Update of the ordinance of the Rector regarding the periodic assessment of academic teachers (assessment criteria). → Pilot implementation of the Performance Review for young researchers.

II. Recruitment

12. Recruitment	Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning at their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.
Current practices	Resolution No. 445 of the Senate of the University of Warsaw of 2019 on the adopting the Statute of the University of Warsaw defines: – a list of positions for which academic staff are employed (paragraph 105); – rules for establishing an employment relationship with a member of academic staff (paragraph 107); – general conditions of employment for academic staff (section V paragraphs 115 – 123), applicable both when new employees are hired and when employees are promoted, transferred to a different position. The Statute also stipulates the general rules for employment of a member of staff and the general rules for conducting competitions for the positions of a member of academic staff (Statute of the University of Warsaw 2019, paragraphs 107 and 126, respectively).

	Detailed rules of employment of a member of academic staff were set in the <i>Ordinance No. 104 of the Rector of the University of Warsaw of 2019 on determining the procedure for employing a member of academic staff</i>, as amended, as well as the rules for conducting competitions for the position of a member of academic staff stipulated under the <i>Ordinance No. 106 of the Rector of the University of Warsaw of 2019 on determining the detailed rules and procedure for conducting competitions for the position of a member of academic staff at the University of Warsaw</i> (as amended). Under paragraph 7, the last of the above-mentioned Ordinances stipulates that the Rector shall have the option to invalidate a competition, should it have been conducted in breach of the applicable law. The Rector makes use of this power, and between January and September 2021 one competition has been invalidated, which constituted 0.5% of all competitions announced during that period. At the same time, it should be noted that the Statute of the University of Warsaw, which constitutes the basis for all internal regulations of the University and Rector Ordinances, stipulates rules for the recruitment and employment of academic staff at every stage of their scientific career. A competition is announced and subsequently an employment contract is signed with the assistance of the Human Resources Office, a university-wide administration unit, while the contract itself requires the signature of the Rector of the University of Warsaw. This procedure ensures full, practical compliance with the rules set forth in the regulations mentioned above. In order to increase awareness of the existing rules among the employees, an <i>Employment Vade Mecum</i> is available from the Human Resources Office's website, which contains a compilation of rules from the internal regulations of the University, as well as practical guidelines for their application. For the same purpose, directly following the entry into force of the above-mentioned Ordinance No. 106 of 2019, the Vice-Rector for Human Resources addressed the deans and managers of other organisational units of the University by means of a letter which explained the primary assumptions of the new regulations.
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Action required in the following period	None.
13. Recruitment (2)	Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be overly specialized so as to discourage suitable applicants. Employers should include a description of working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for responses should be reasonable.
Current practices	<i>Ordinance No. 106 of the Rector of the University of Warsaw of 2019 on determining the detailed rules and procedure for conducting competitions for the position of a member of academic staff at the University of Warsaw</i> details the manner of announcing and

	conducting the competition. A competition for the position of a member of academic staff may be announced by the Rector or with the Rector's approval, at least 30 days before the lapse of the deadline for submitting applications, simultaneously in the <i>Public Information Bulletin of the University of Warsaw</i>, on the website of the Ministry of Education and Science and on the websites of EURAXESS, an European portal for mobile scientists, as well as, most frequently, the websites of the organisational units conducting the competition and on publicly available dedicated job posting portals. The earliest deadline for making an announcement in relation to the lapse of the deadline for submitting applications results directly from the generally applicable Polish regulations (<i>Law on Higher Education and Science Act</i>, Article 119). Applications may be submitted by candidates via electronic means. Both the work of the competition committee and interviews may be conducted via electronic means of communication, which greatly facilitates the work of the competition committee and the participation of candidates from outside Warsaw or, where applicable, Poland. A competition for a new hiring of a member of academic staff, where working hours exceed those reserved for a half-time position and where the employment period is longer than 3 months, must be announced, with the exception of the situations described in the <i>Act, the Law on Higher Education and Science</i> or in specially justified cases, upon the decision of the Rector. In turn, the rules of admission to doctoral schools, created at the University as part of implementing the higher education and science reform from 2018, are governed by the <i>Resolution No. 17 of the Senate of the University of Warsaw of January 2021, on rules of admission to doctoral schools at the University of Warsaw</i> (as amended). In Appendix No. 1 to the abovementioned Resolution, the number of available positions in each of the four doctoral schools was specified, divided by academic disciplines. Admission to schools beyond specified limits is only possible in clearly defined cases, including in the case of persons performing an implementation project financed by the Minister of Education and Science or as a consequence of a contract concluded by the University with an external entity to guarantee full financing of a doctoral scholarship. In the same document, the procedure for conducting the competition is described in detail. The procedure allows for admission to the school through a competition held by the school's director, assisted by qualification teams appointed for the particular disciplines. Assessment criteria and process, as well as the minimum number of points for candidates, are also defined. In summary, it should be concluded that the admission process both for the position of a member of academic staff through a competition, as well as the one for doctoral schools, are conducted at the University in accordance with unified, clearly defined rules and the recruitment process itself is conducted by dedicated teams. While any competition announcements published contain information on qualification requirements and work conditions, as required by Ordinance No. 106 of the Rector of 2019, it should be noted that they do not fully present all the strengths of the University of Warsaw as an employer. These strengths, even though they may be well-known to academic staff in Poland, are not necessarily clear to scientists from abroad who are not familiar with Polish legal regulations, including benefits resulting from working in Poland, such as an employment contract with a retirement plan, fully paid sick leave and prolonged paid holiday period, regulations promoting having children and so on. Moreover, a further obstacle for competition committees and candidates themselves is the lack of an electronic tool with which to conduct the recruitment process and engage in communication with candidates. Candidates rather e-mail their applications to e-mail inboxes of the employees involved in the process. Browsing, sorting and selecting applications are conducted manually in paper format, while communication with candidates is conducted by phone and via the e-mail inboxes of persons conducting the recruitment. This situation hinders access to statistical data concerning applicants, the number of offers and their characteristics.
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Action required in the following period	→ Setting up a dedicated internal organisational unit (section in Human Resources Office) within the university administration responsible for recruitment. → Define the UW's strengths as an employer and post the information on the Human Resources Office website directed at candidates. → Selection and implementation of the Internet Employee Registration platform.
14. Selection	Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to appropriately assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained.
Current practices	Competitions for the positions of academic staff are conducted by committees whose members, in most cases, require a prior opinion to be provided by the council of the organisational unit conducting the competition. The committee consists of at least five persons, while persons from outside the organisational unit constitute at least 20% of them; when the competition is for the position in a research and teaching group or research group, representatives of the academic council of the academic discipline relevant for the position that the competition concerns are also members of the committee. Moreover, in accordance with <i>Ordinance No. 106 of the Rector of the University of Warsaw of 2019 on determining the detailed rules and procedure for conducting competitions for the position of a member of academic staff at the University of Warsaw</i>, the committee should include persons with the appropriate experience to assess the candidates and representing various qualifications. As needed and if possible, representatives of other disciplines, as well as representatives of the social and economic environment should also be included in the committee composition. Gender balance should be maintained as well. Where a relationship between a committee member and one of the candidates, which could have an impact on the assessment impartiality, is present, this person is required to be excluded from the committee. An analysis of competitions conducted at the University between 1 January and 30 September 2021 indicates that men (62%) were committee chairpersons most often, which fits in with the already identified problem of overrepresentation of men holding leading positions at the University, even though the total number of women and men in the competition committees was similar, or rather slightly in favour of women (54%). At the same time, gender balance in the committees, understood as an equal number of male and female members or one person more in the event of an odd number of committee members, was maintained in 80% of the committees. It should be highlighted that in the remaining cases, the gender imbalance in the committees was caused by the employment characteristics at the organisational unit organizing the competition, e.g. significant predominance of women as compared to men in the committee at the Faculty of Polish Studies compared with a 63% to 37% proportion of women to men employed as academic staff (according to the data for the year 2020) or opposite – predominance of men over women at the Faculty of Physics with a 19% to 81% proportion of women to men employed as academic staff (according to the data for 2020). Almost half of the committees had more competition committee members than the minimum number required, while approximately 1/3 of them had between 9 up to 16 committee members. This justifies the conclusion that the organisational units pay significant attention to the competitions conducted and are willing to ensure significant resources for the appropriate selection of candidates.

	In terms of candidates selected based on the works of competition committees during the above-mentioned period, there were 52% women and 48% men in this group. With few exceptions, first employment at the University in the position of a member of academic staff requires a competition but its resolution does not mean approval for hiring the selected candidate. Before hiring for the position of a professor and university professor, the Statute of the University of Warsaw requires approval to be granted by the Senate (Statute of the University of Warsaw of 2019, paragraph 115 and 117) and the achievements, experience and accomplishments of the candidate are assessed by at least two reviewers, including one from outside of the University of Warsaw. Candidates for other positions who were selected in competition procedures require approval of the councils of the organisational units conducting the competition, if such bodies had been appointed (Ordinance No. 106 of the Rector of the University of Warsaw of 2019, paragraph 8). Even though there is a lack of complete data on this topic, it is common practice at the University to conduct interviews with selected candidates and in some cases, other recruitment tools are used, e.g. conducting a trial lecture. It should be noted that Ordinance No. 106 of the Rector of the University of Warsaw of 2019 allows for closing a competition where no candidates meeting the formal requirements were reported or if none of the candidates obtain the minimum required number of points (Ordinance No. 106 of the Rector of the University of Warsaw of 2019, paragraph 6), which protects against hiring persons with insufficient qualifications. In the period from 1 January to 30 September 2021, approximately 10% of competitions were closed on these grounds. In the case of recruitment for doctoral schools, the school director, who submits a recruitment report to the Rector and school council, is responsible for the recruitment organisation. Apart from the Rector, heads of the organisational units, academic councils of the academic disciplines, school council and the recruitment coordinator appointed by the director make proposals as to the qualification team members. Each qualification team should consist of 6–15 members. A doctoral students' representative indicated by the self-government bodies participates in the meetings of the team in an advisory capacity. Similarly with cases of committees appointed to conduct a competition for the position of a member of academic staff, a qualification team member shall be excluded if they have any relationship with the candidate that could have an impact on their impartiality. Rules allow for conducting interviews with candidates both in Polish and in English, depending on the candidate's preferences. This means that the procedure for selecting both candidates for doctoral schools and candidates for the positions of academic staff consists of multiple stages and involves using various assessment forms by people with various qualifications, and the qualification requirements are clear and include different criteria. Currently the provisions governing rules of admission to doctoral schools assume obligatory training for qualification team members. It would be beneficial to provide the committee chairpersons and members conducting competitions for the positions of academic staff with access to a guide and similar training on the rules for conducting comprehensive qualification assessment, candidates' career and recruitment tools available. Other than the rules for conducting a competition, very extensively described in Ordinance No. 106 of the Rector of the University of Warsaw of 2019, no compilation presenting practical examples of implementing the applicable rules in the situations occurring at the University of Warsaw for the committee's needs have thus far been created. Concerning doctoral schools, when the next set of amendments or new provisions regarding recruitment are introduced, the Senate should vote on the introduction of recommendation for applying the gender balance rule in qualification teams. Strict requirements within this scope might be impossible to meet, considering the current, highly complex procedure for selecting qualification committees members.
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Action required in the following period	→ Prepare a set of Good Practices in the conduct of applicable in the recruitment process for academic positions. → Preparing the training for the heads and members of recruitment committees. → Include the recommendations for gender balance on qualifying teams in the Doctoral School Recruitment Ordinance.
15. Transparency	Candidates should be informed in advance of the selection about the recruitment process and the selection criteria, including with regards the number of available positions and any career development prospects. They should also be informed upon conclusion of the selection process about the strengths and weaknesses of their applications.
Current practices	The Statute of the University of Warsaw specifies the general conditions of employment in the position of a member of academic staff at all career stages, while the detailed information on the requirements for candidates and qualification criteria are included in the job offer prepared at the organisational unit where the selected candidate will perform their tasks. Minimum information to be included in the job offer is detailed in <i>Ordinance No. 106 of the Rector of the University of Warsaw of 2019 on determining the detailed rules and procedure for conducting competitions for the position of a member of academic staff at the University of Warsaw</i>. This information includes, but is not limited to information on the number of positions to be filled, requirements for the position, qualification criteria, academic discipline in which the researcher should conduct their research and work conditions. On the one hand, this procedure ensures that candidates are provided with a uniform set of details on the available position, while on the other hand it adjusts the requirements to the needs of a specific position. Even though the above-mentioned Ordinance allows for conducting a competition for several positions simultaneously, practice shows that almost all competitions cover a single position, even if ultimately more than one candidate is selected to be hired. Therefore, it may be assumed that criteria are described in detail with regard to a specific position that the competition concerns. 52% of academic staff participating in the survey in 2021 assessed recruitment at the University of Warsaw in terms of transparency and unambiguity of the criteria applied as very good or good, while only 21% assessed it as poor or very poor. Each candidate is required to review the detailed rules for conducting competitions for the position of a member of academic staff at the University and to submit a relevant statement on this matter, along with other application documents. All candidates receive confirmation that their competition application has been received. Competition results are announced within 30 days from the competition resolution date, at the same time at least in the <i>Public Information Bulletin of the University of Warsaw</i> and on the website of the Ministry of Education and Science (Ordinance No. 106 of the Rector of the University of Warsaw of 2019, paragraph 5), and each candidate can access the competition documentation, including the ranking list and scoring, as well as the committee's comments regarding the candidate meeting the requirements and assessment criteria, which are recorded in the minutes (Ordinance No. 106 of the Rector of the University of Warsaw of 2019, paragraph 3, section 19). Nonetheless, it can be assumed that across the University, candidates do not receive any information on the strengths and weaknesses of their applications without a request on their part, and monitoring the fulfilment of this requirement at the university is currently difficult due to the decentralised system of conducting competitions and conducting them by autonomous committees. This assumption is confirmed by the result of the survey conducted in 2021, where as much as 75% of academic staff participating in the survey stated that they had not been given any feedback on the strengths and weaknesses of their applications. In order to meet this requirement, an item regarding this duty should be included in the guide addressed to the chairpersons and members of the competition committees.
Links	https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5592/M.2020.388.Obw.25.pdf (PL) https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5592/M.2020.388.Obw.25%20EN.pdf (EN) https://en.uw.edu.pl/jobs/ (EN) https://bsp.adm.uw.edu.pl/en/planning-recruitmet-process-and-employment/ (EN)

Action required in the following period	None.
16. Judging merit	The selection process should take into consideration the entire range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This requires that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patent development or inventions.
Current practices	<i>The Statute of the University of Warsaw</i> defines the conditions of employment for the individual academic staff positions (Statute, Part V, § 115–123). For recruitment needs, these conditions shall be supplemented with conditions considered important from the point of view of a specific position, but a simple analysis of the conditions defined by the Statute leads to the conclusion that the conditions set forth therein cover the entire work of a member of academic staff. For example: for the majority of positions, teaching experience is indicated as mandatory. Other than an academic record, a researcher or visiting professor is expected to have career achievements, which highlights respect toward their experience obtained outside of the university. International experience is required under the Statute for the position of a university professor and assistant professor. In some cases, organisational achievements, understood at the University as activities performed for the university, e.g. by being a member of the authorities and collegial bodies, participation in the committee's works, involvement in the organisation of the teaching process and scientific conferences, are also taken into account. The criteria for the periodic assessment of a member of academic staff provide a broader perspective on the assessment criteria applied at the University and their comprehensive nature (Ordinance No. 33 of the Rector of the University of Warsaw of 2020), which are described in more detail under item 11 – <i>Employee Assessment Systems</i>. As many as 76% of academic staff participating in the survey in 2021 found the required qualification level and experience suitable or very suitable to the needs of the recruited position.
Links	https://monitor.uw.edu.pl/Lists/Uchway/Attachments/4934/M.2019.190.U.443.pdf (PL) https://en.uw.edu.pl/wp-content/uploads/2014/06/statute-of-the-university-of-warsaw.pdf (EN) https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5592/M.2020.388.Obw.25.pdf (PL) https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5592/M.2020.388.Obw.25%20EN.pdf (EN)
Action required in the following period	None.

17. Variations in the chronological order of CVs	Career breaks or variations in the chronological order of CVs should not be assessed negatively, but rather regarded as a component of career evolution, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative collection of achievements and qualifications appropriate to the post for which application is being made.
Current practices	Employment terms and conditions in the position of a member of academic staff, stipulated under the Statute of the University of Warsaw (Statute, paragraph 115–123) do not include any provisions which would exclude candidates with diverse résumés; similarly, it is not the practice of the organisational units conducting the competitions to introduce any provisions that would impose the requirement for the candidates to have a résumé including uninterrupted work at academic institutions. On the contrary, the new Statute of the University of Warsaw, adopted in 2019, allows for employment to the positions of a researcher and visiting lecturer, other than for the previously existing position of a visiting professor (Statute, paragraph 105, sections 1 and 2), which should be treated as a favour towards those who, after years of a diverse professional career, also outside of universities, wish to join the academic circle of the University of Warsaw, and the recognition of their potential contribution to teaching and research at the University. Subsequent to these provisions, <i>Ordinance No. 106 of the Rector of the University of Warsaw of 2019 on determining the detailed rules and procedure for conducting competitions for the position of a member of academic staff at the University of Warsaw</i>, under paragraph 2, which concerns the composition and appointment of a competition committee, stipulates that the committee should include people “with relevant experience allowing to assess the candidates or representing various qualifications”, therefore allowing the representatives of the socio-economic environment to be included in the composition of the committee. A common practice at the University of Warsaw and other Polish universities is that academic staff combine academic work with work at another academic institution, as well as work in the business sector, at non-governmental and state institutions, as well as with conducting their own business activities. Some of these additional occupations are directly related to the research and teaching work at the University, while both types of employments or activities positively interact with each other, e.g.: academic staff sitting on the Supreme Court, Constitutional Tribunal or Supreme Administrative Court. Article 125 of the <i>Act, the Law on Higher Education and Science</i> stipulates rules for academic staff employed by public universities taking up employment with other employers conducting teaching and research activities. The same Article of the Act allows academic staff to conduct their own business activity, with the only requirement being to give prior notification to the Rector. Following the provisions of national law, under <i>Ordinance No. 105 of September 2019 on establishing the procedure and criteria for granting permission for additional employment with an employer conducting teaching or research activity</i>, the Rector set forth detailed rules for granting permission and determined that the permission shall be granted based on the opinion of the head of the organisational unit employing the employee, who should take into consideration the periodic assessment of the applicant, their fulfilment of their obligations and any benefits for the organisational unit arising from taking up additional work. Reasons for refusing to grant the permission include potential conflict of interests or a negative periodic assessment. Academic staff may also take up work in the spin-off companies established by the University and other companies that may be established by universities pursuant to <i>the Law on Higher Education and Science Act</i>. In the academic year 2020-2021: – permission to perform additional work for employers conducting teaching and research activity was obtained by 67 academic staff members; – 50 academic staff members have submitted information on conducting their own business activities.

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Action required in the following period	None.
18. Recognition of mobility experience	Any mobility experience, e.g. stay in another country/region or in another research setting (public or private), including a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher. – see item 29, Section III
19. Recognition of qualifications	Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.
Current practices	The <i>Act, the Law on Higher Education and Science</i> stipulates precise requirements to be fulfilled by a person employed in the position of a member of academic staff, while referring also to the internal regulations of universities, which may define additional requirements for the individual positions under their statutes. The Statute of the University of Warsaw, which stipulates precise requirements for employment to individual positions, also fails to cover the matter of employing people, whose qualifications may be difficult to determine. Thus, the provisions of the <i>Regulation of the Minister of Science and Higher Education of 28 September 2018 on recognition of academic degrees and art degrees awarded abroad</i>, which provide detailed rules for the recognition of an academic degree awarded abroad as equivalent to the respective Polish academic degree, are the reference points for the recognition of academic and professional qualifications. The entities responsible for the recognition of doctoral and habilitation academic degrees at the University of Warsaw are the academic councils of the academic disciplines. An academic council of an academic discipline must process the application within 90 days. The proceedings are carried out subject to a fee being payable. In a survey carried out among academic staff in 2021, 51% of respondents assessed that the committee recognised the full scope of the candidate's qualifications and competencies (including soft skills, such as creativity and independence level) during the recruitment process, which indicates a certain gap in this regard. Recognition of informal qualifications and above all the matter of examining whether a candidate holds such qualifications, should be regulated. Due to the broad scope of activities planned by the University for the next 3 years, the matter of proper assessment of informal qualifications will be taken into account in the action plan for the next period. As part of preparing the appropriate solutions, the University of Warsaw will focus on obtaining information on good practices at the universities that form the 4EU+ Alliance.
Links	https://radynaukowe.uw.edu.pl/nostryfikacje/ (PL) https://radynaukowe.uw.edu.pl/wp-content/uploads/sites/17/2021/09/nostryfikacja-eng.-PP_KK.pdf (EN)

Action required in the following period	→ Acquiring information on good practices in the area of recruitment of candidates for academic staff within the 4EU+ alliance and implementing the selected solution at the University.
20. Seniority	The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.
Current practices	The employment terms and conditions for the position of a member of academic staff applicable at the University of Warsaw, as specified under <i>the Statute of the University of Warsaw</i> (Statute, paragraphs 115–123), provide for consideration of various aspects of academic record and achievements. Experience is taken into consideration only in certain cases and applies only to teaching experience. In the case of the highest-level academic positions at the University, i.e. professor and university professor, the Statute requires the appointment of at least two reviewers to assess the academic record, experience and achievements, including at least one reviewer from outside of the University, who provide their opinions independently. In both cases, it also requires the attainment of a positive opinion of the Senate of the University of Warsaw, composed of the representatives of all University community groups, where professors and university professors are represented in particularly high numbers. Therefore, it should be deemed that the procedures applicable at the University ensure that the University is largely independent from the opinions and degrees or academic titles obtained by a researcher at the institutions previously employing them.
Links	https://monitor.uw.edu.pl/Lists/Uchway/Attachments/4934/M.2019.190.U.443.pdf (PL) https://en.uw.edu.pl/wp-content/uploads/2014/06/statute-of-the-university-of-warsaw.pdf (EN)
Action required in the following period	None.
21. Postdoctoral appointments	Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.
Current practices	The <i>Statute of the University of Warsaw</i> specifies the general employment terms and conditions for the position of a member of academic staff at the University. Pursuant to these terms and conditions, holding a doctoral degree permits employment in academic positions, such as senior teaching assistant, assistant professor and university professor (Statute, paragraphs 117, 119, 122). No academic degree or title is required for the positions of researcher, lecturer and visiting professor, thus these positions are available also to people holding a doctoral degree (Statute, paragraphs 118, 120, 121). Currently, the internal regulations of the University do not stipulate any restrictions concerning the duration of employment for people holding a doctoral degree. Paragraph 127 section 9 of the Statute, which governs periodic assessment of academic staff, contains a provision excluding the possibility of an addition to the periodic assessment criteria to include the obligation for a member of academic staff to obtain a doctoral degree with habilitation, which is the next academic degree after the doctoral degree in Poland. Previously, national regulations stipulated the requirement to obtain a doctoral degree with habilitation within eight years from obtaining a doctoral degree; this rule was abolished when the new <i>Act, the Law on Higher Education and Science</i> entered into force in 2018. Internal regulations at the University were adjusted to comply with national laws in this respect.

Links	https://monitor.uw.edu.pl/Lists/Uchway/Attachments/4934/M.2019.190.U.443.pdf (PL) https://en.uw.edu.pl/wp-content/uploads/2014/06/statute-of-the-university-of-warsaw.pdf (EN)
Action required in the following period	None.
22. Recognition of the profession	All researchers engaged following a research career path should be recognised and treated as professionals. This behaviour should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).
Current practices	In a survey conducted among academic staff in 2021, 78% of respondents answered “yes” or “definitely yes” to the question whether the University community treats them as specialists in their field (regardless of their academic degree or official position in the unit). Research on the respect of professions conducted periodically by CBOS (Public Opinion Research Centre) shows that the university professor remains among the most respected professions - in the top five together with the so-called key professions with high social utility such as firefighter and nurse. Therefore, it should be stated that academic staff feel highly appreciated and this feeling is supported by public opinion polling. It should be noted that the situation may appear somewhat different as it relates to the group of early stage researchers. One of the goals of the higher education and science reform introduced in 2018 was to increase the rank of a doctoral student and increase the effectiveness of doctoral student education through, for example, greater focus on the doctoral student's research work. The first education cycle at doctoral schools newly established at the University of Warsaw has not yet been completed, which means that it is not possible to currently assess whether these actions have achieved the expected result. Undoubtedly, it is necessary to provide ongoing monitoring of the effectiveness of the actions taken and for the cooperation to be assessed by both the University and the doctoral students receiving education at doctoral schools. Consultations held with young female researchers in spring 2021 in connection with preparing <i>the Programme for young female researchers and teachers</i> as part of the <i>Excellence Initiative – Research University</i> Programme indicated that the situation of early stage researchers may be more difficult (during the consultations respondents reported that their professional knowledge is occasionally challenged by older colleagues).
Links	https://www.cbos.pl/SPISKOM.POL/2019/K_157_19.PDF (PL)
Action required in the following period	→ Conducting a survey among doctoral students from the doctoral schools.

III. Working conditions and social security

23. Research environment	Employers and/or funders of researchers should ensure that the most stimulating research or research training environments are created which offer appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.
Current practices	In a survey carried out in autumn 2021 among academic staff, as much as 37% of respondents reported that the working conditions offered by the University, understood as infrastructure, equipment, facilities, are not or are definitely not favourable for conducting research work, while 40% of respondents were of the opposite opinion. Although the University uses outstanding buildings located in attractive parts of the city with good travel options for research purposes, most of these buildings require modernization or significant investments. Some units are expected to occupy new working spaces as their activities develop. These comments are also applicable to the buildings used by students, doctoral students and academic staff for residential purposes. This problem has already been recognised by the University. As a result of the intensive efforts of the University authorities, the Council of Ministers established a long-term program called “University of Warsaw 2016–2025”, which was then prolonged until 2027, securing the necessary funds. The goal of the programme is the revitalisation of the potential of humanities and social sciences (which face the greatest problems concerning facilities), enhance the international position of the University, as well as increase the University’s impact on the social and economic environment through numerous investments at three of the University’s campuses. At present, part of the long-term plan for investment projects has been completed. For example: sport facilities were opened in the underground section of the Library of the University of Warsaw in October 2019; modifications to the building at al. Ujazdowskie, used by the newly established Centre for Cooperation and Dialogue, were completed in November. The new building of the Faculty of Modern Languages and Applied Linguistics is now at the completion stage. A building for the Faculty of Psychology which will allow for conducting interdisciplinary research, combining psychology with, for example, information technology, biology or physics, is currently under construction at the Ochota campus. The former building housing the Rectors’ offices is being retrofitted, the research and teaching buildings at ul. Hoża 69, ul. Żwirki i Wigury 93 and ul. Szturmowa 4 will also be retrofitted. It is planned to erect new research and teaching buildings at ul. Furmańska and ul. Bednarska 2/4. The new and renovated buildings are designed to accommodate people with disabilities. Conducting research, particularly in the field of natural sciences, requires that researchers be provided with access to research infrastructure. As part of the <i>Excellence Initiative – Research University</i> Program, funds were acquired for the actions I.4.2. Funds for the renovation and development of research infrastructure and I.4.1. Strengthening the core-facility potential on the Ochota Campus, the goals of which include creating a co-financing mechanism for the renovation of existing and the purchase of new research infrastructure, appointment of a technician team and organisation of an “equipment emergency service” point at the Ochota Campus, where the units conducting research in the field of natural sciences are concentrated. In 2019, two organisational units, i.e. the Biological and Chemical Research Centre and the Centre of New Technologies, initiated a programme of mutual access to infrastructure, which involved drafting a shared register of infrastructure and the rules for making it available. It is now time to conclude these activities by inviting other units to add the list of devices and tools in their possession to the registry.
Links	https://www.uw.edu.pl/zaawansowane-prace-przy-ul-dobrej-55/ (PL) https://inicjatywadoskonalosci.uw.edu.pl/dzialania/i-4-2/ (PL) https://cnbch.uw.edu.pl/wp-content/uploads/2019/06/regulamin-korzystania-z-infrastruktury-CNBCh-UW.pdf (PL)

Action required in the following period	→ Bringing the culture of the core facility to the University of Warsaw.
24. Working conditions	Employers and/or funders should ensure that the working conditions for researchers, including for researchers with disabilities, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both female and male researchers to achieve and maintain a healthy work-life balance. Particular attention should be paid, inter alia, to flexible working hours, part-time working, teleworking and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.
Current practices	In accordance with the provisions of the Polish Labour Code, academic staff work according to task-based work time, which means that their work time depends on the tasks performed by the individual member of academic staff. Such a work time system allows for individual determination of working time, subject to the following reservations, where academic staff: – employed in groups of academic staff and teaching/research staff are required to perform teaching tasks for the number of hours set forth under the Terms and Conditions of Employment at the University of Warsaw, in accordance with the course schedules set forth at the organisational units; – perform a range of organisational tasks, including those related to participating in collegiate authorities and bodies, committees and other teams that require availability at an agreed time; – employed in groups of research and teaching/research staff perform academic tasks, which sometimes impose strict deadlines for completing specific work. When planning their working hours, the researchers conducting research in the field of natural sciences should also take into consideration the availability of laboratory workstations and research infrastructure. Other than for these reservations, the work of a member of academic staff in Poland allows for flexibility in respect to the organisation of working time and selection of the place of performing their work, which may be performed, for example, at home in many cases. For almost eighteen months following the outbreak of the COVID-19 pandemic, both national regulations and internal regulations of the University permitted remote working to an even greater extent than before, including holding classes remotely. Since summer 2021, the University has been operating in a stationary manner, with the possibility to temporarily return to remote working in the event of an increased number of infections among students, doctoral students or employees. Positive experience with using remote-work tools resulted in many meetings of the collegiate authorities and bodies, as well as committees and other teams, to continue being held remotely. The University ensures access to remote-work tools to its employees, who have access to an e-mail inbox within G Suite for Education. In addition to an e-mail inbox with unlimited capacity, the service also offers: Google Drive with the possibility to create, share and edit documents, instant messenger with chat and video-call features, calendar, websites and message boards. In addition to Google Meet, other video messengers, such as MS Teams or Zoom, etc., are commonly used to hold meetings at the University. An electronic system for remote voting at meetings has been established. In addition to the possibility to restrict workloads related to teaching, as further described under item 33. <i>Teaching</i>, academic staff may avail of sabbatical leave for research purposes under the circumstances stipulated under the <i>Act, the Law on Higher Education and Science</i> and the <i>Statute of the University of Warsaw</i>. Pursuant to national laws, academic staff may use the full scope of work leave relating to children, i.e. maternity leave, paternity leave, parental leave (granted when a child is born) and extended parental leave (granted for the purpose of caring for a child). Doctoral students at doctoral schools may suspend their education for the duration of the above-mentioned circumstances. It should also be noted that, pursuant to national laws, a member of academic staff is entitled to paid holiday leave of 36 working days per year, in comparison to the usual leave of 26 days granted to the majority of employees. Additionally, every employee with at least one child under 14 is entitled to be released from work for 16 hours or two days in a calendar year, while retaining the right

	to remuneration. Every person employed under an employment contract is entitled to paid leave from work for reasons of incapacity due to illness or the need to provide personal care to, for example, an ill family member. The “Uniwersyteckie Maluchy” nursery school for children aged from 7 months to 3 years, which admits children of academic staff, administrative employees and doctoral students, has been operational at the University since 1 October 2013. However, due to the large amount of interest in infant care, it is clear that a single nursery school is currently insufficient. Since 2015, the Library of the University of Warsaw has operated <i>Buwialnia</i> – a designated room for parents with children, who can learn and work with the book collection from the Free Access space. A place for children to play, including children’s books, has been prepared in this area. <i>Buwialnia</i> also provides a place for feeding and changing diapers. The Office for Personnel Social Benefits, a university-wide administration unit, which handles the distribution of funds collected in the University Social Benefits Fund managed by the Rector through the Senate Commission for Social Matters, composed of representatives of employees, doctoral students and students, operates at the University. In accordance with national laws, the University is required to make a write off for the Fund in each calendar year, the amount of which depends on the total expenditure on total salaries paid. Employees, doctoral students and pensioners, as well as members of their families in certain cases, are entitled to use the Fund. Employees, including academic staff, may use subsidies for their own recreation and that of their children, disbursed from the Fund. Moreover, the Social Fund is used for financing sport classes for employees, granting loans on favourable terms and providing financial aid to cover difficult life situations. The University provides extensive support for people with disabilities. The Office for Persons with Disabilities (OPD) has been operating at the University for many years, with the purpose of supporting University community members with disabilities in conducting research and teaching work, as well as in studying. Special tasks of the Office include: – acting to adapt the buildings and premises of the University to the needs of people with mobility impairment; – coordinating transportation for people with mobility impairment; – organizing computer stations and other technological solutions made available to students with disabilities; – maintaining a digital library which offers resources available in formats accessible to blind and visually impaired students. At the initiative of OPD, a list of buildings used by the University was drafted, providing information on the extent to which these have been adapted to allow people with mobility impairment to work and study. Due to the efforts of this office, the University has received funds to finance further removal of architectural barriers as part of the “University for all – Level up” project implemented from January 2020 to September 2023. The project is financed by the National Research and Development Centre and it will provide funds for e.g. improving transport infrastructure by purchasing additional vehicles; equipping laboratories with equipment that will allow people with the most severe disabilities to conduct research; diagnosing the needs within the scope of ensuring full accessibility of buildings used for teaching purposes and implementing architectural adaptations into the academic space. Currently, OPD is engaged in implementing the national laws introduced in 2019 that govern digital availability of websites and mobile applications of public entities to people with special needs, providing consultations to the organisational units of the University of Warsaw and conducting audits of the University websites. A Psychological Counselling Centre established at the Faculty of Psychology of the University of Warsaw has been in operation since 2018, with the goal of providing support to students and employees. Assistance is provided to these people for free. The COVID-19 pandemic has shown that the needs within the scope of psychological support are growing rapidly. The Centre was awarded the status of an university-wide administration unit in January 2022.
Links	https://bon.uw.edu.pl/kategoria/universytet-dla-wszystkich/ (PL) http://cpp.uw.edu.pl/ (PL/EN) https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5728/M.2020.514.Zarz.291.pdf (PL)

Action required in the following period	→ Development of the childcare infrastructure at the University. → Development and dissemination of the recommendations on work-life balance i.e. with respect to hours of meetings of scientific councils, teaching councils and faculty councils. → Diagnosis of the needs of those returning to teaching and research activities after childcare leave.
25. Stability and permanence of employment	Employers and/or funders should ensure that the performance of researchers is not undermined by instability resulting from employment conditions, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the <i>EU Directive on Fixed-Term Work</i> .
Current practices	Pursuant to the provisions of Article 117 of the <i>Law on Higher Education and Science Act</i>, employment relationship with a member of academic staff is established based on an employment contract. The first employment contract at a particular university may be awarded for an indefinite period at the outset or for a fixed period of up to four years. In the latter case, upon the expiry of the contract for a fixed period, it is possible to immediately award the subsequent contract for an indefinite period without conducting a competition, provided that the member of academic staff obtains a positive periodic assessment. It should be noted that these laws are more favourable in comparison to the laws applicable for other employees and employment practice in Poland. At the same time, the Labour Code permits the possibility of employing academic staff based on contracts for a fixed period, determined by the research project delivery deadline and this practice is utilised at the University of Warsaw. As of 31 December 2021, 3210 academic staff members were employed at the University in the group of teaching/research staff and research staff. Out of this group, 2406 academic staff members were employed under a contract for an indefinite period and 804 academic staff members under a contract for a fixed period. According to Polish Labour Code, any form of discrimination in employment, including on grounds of employment for a fixed or indefinite period of time, is prohibited. Employees employed for a fixed period have the same rights and duties as employees employed for an indefinite period. The University applies the provisions of Directive 99/70/EC of concerning the framework agreement on fixed-term work concluded by the Union of Industrial and the Employer's Confederations of Europe (UNICE), the European Centre for Enterprises with Public Participation (CEEP) and the European Trade Union Confederation (ETUC), including, but not limited to ongoing disclosure of information of vacant positions, and it has significantly extended the opportunities offered for professional qualification development by academic staff since 2020. In addition to development programmes dedicated to selected groups of employees (e.g. young teachers), a number of training courses for academic staff are organized each month and may be attended at a convenient time. It should be noted that, in a survey carried out among academic staff in spring 2021, 75% of the respondents stated that the form of employment at the University of Warsaw is favourable or definitely favourable for the research work conducted, and 11% of respondents were of the opposite opinion, which indicates that satisfaction levels with the form of employment are high.
Links	https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5240/M.2020.26.Zarz.9.pdf https://www.uw.edu.pl/wp-content/uploads/2019/10/m.2019.319.zarz_.143.pdf
Action required in the following period	None.

26. Funding and salaries	Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.
Current practices	National laws regulate the matters of the amount of retirement pension contributions, disability pension contributions, sickness insurance contributions and accident insurance contributions paid from work remuneration in Poland. All employers, including the University, are required to strictly adhere to the rules applicable for their calculation, collection and reporting the amount to the relevant institutions. On an ongoing basis, the University is adapting the SAP system used to handle remunerations to the changing legal regulations. For example: In 2021, the University was required to provide employees with the possibility to participate in Employee Capital Plans, a common systematic savings scheme designed to accumulate funds that would satisfy financial needs upon reaching 60 years. The University also pays scholarships to doctoral students studying at doctoral schools maintained by the University, pursuant to applicable laws. The scholarship amount and the rules for its disbursement are regulated under Article 209 of the Law on Higher Education and Science Act. Similarly, national laws stipulate the minimum level of a basic monthly salary of a professor, university professor and assistant professor. Based on these regulations and internal practices, in 2020 the University drafted the Remuneration Regulations, setting forth, for example, the minimum level of monthly remuneration for other positions in the academic staff group. This document, the adoption of which was included in the Action Plan for the HRS4R for the years 2015–2019, includes all rules for employee remuneration, in several cases referring to other detailed Ordinances of the Rector. Detailed rules for granting the individual components of remuneration and benefits, which collectively constitute the total remuneration of an academic staff member, can be found in the Remuneration Regulations and the related Ordinances. Except for the basic salary, these components include, but are not limited to – seniority allowance; - functional allowance; – performance allowance; – supplementary remuneration; – additional remuneration; – overtime remuneration. Other than combining all regulations concerning remuneration into a single document, the establishment of uniform rules for calculating the supplementary remuneration for employees performing tasks within projects, programmes and undertakings executed at the University represented an important development. It permitted a significant increase in the remuneration of researchers engaged in research that is strategic for the University, including international research and research conducted as part of consortia. It is important to remember that, in accordance with the Labour Code, the Remuneration Regulations must be agreed in cooperation with trade unions operating at the employer. Similarly, funds granted to the University by the Ministry of Education and Science to finance remuneration increases need to be agreed in cooperation with trade unions. The annual Rector’s Report on the Activities of the University of Warsaw presents information on remuneration expenditures and a summary of the average basic salaries increased by the obligatory seniority and functional allowances for academic staff member positions at all organisational units of the University of Warsaw. Although the remuneration rules applicable at the University have been described in detail in the regulations that are freely available to employees, it should be admitted that, due to the high number of components and diversity of the actions taken at the University, the system may seem overly complicated to an average member of academic staff. Publishing <i>the Employment Vademecum</i>, which contains practical information on rules governing remuneration, on the website of the Office of Human Resources has been a step towards clarity for employees regarding these rules.

	Despite all efforts taken, academic staff continue to evaluate the remuneration system rather negatively. In a survey carried out among academic staff in spring 2021, 51% of the respondents stated that the form of employment at the University of Warsaw is not favourable or is definitely not favourable for the research work conducted, while 24% of the respondents were of the opposite opinion. In January 2022, the Polish government introduced tax changes as part of a programme called the Polish Order, which may have a negative impact on those researchers who earn remuneration above the national average, while being successful in the field of science. At the same time, as was announced by the government, these changes are supposed to be favourable for people who earn the least, which likely includes junior researchers. Due to the introduction of changes just before the beginning of a new tax year and the highly complicated provisions concerning remuneration calculation, it will be possible to evaluate the actual effects of the new laws only after several months.
Links	https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5240/M.2020.26.Zarz.9.pdf (PL) https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5352/M.2020.161.Zarz.75.pdf (PL) https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5318/M.2020.129.Zarz.53.pdf (PL) https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5302/M.2020.113.Zarz.43.pdf (PL) https://bsp.adm.uw.edu.pl/informacje-przydatne-w-trakcie-zatrudnienia/ (PL) https://bsp.adm.uw.edu.pl/en/useful-information-in-the-employment-process/ (EN)
Action required in the following period	→ Performing an audit on salaries and income earned by the researchers at the UW. → Research on gender pay gap at the UW.
27. Gender balance	Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.
Current practices	In 2020 the Chief Equality Specialist and the Academic Ombudsman prepared the Gender Equality Plan for UW for the years 2020-2023, based on research diagnosis, a series of internal consultations, external reviews and international study visits. The GEP for UW was the first document of its kind in Poland, and is based on 5 goals: GOAL 1. Raising awareness of the importance of equality issues and strengthening positive attitudes towards diversity. GOAL2. Supporting the development of the scientific careers of female scientists. GOAL 3. Ensuring gender equality in the recruitment of female and male employees, and in doctoral schools. GOAL 4. Supporting a healthy work-life balance. GOAL 5. Supporting a balanced gender representation with respect to chairpersons of faculty and university committees, management, expert and reviewer teams, and chairpersons of scientific and public events. Currently, the university prepares mentoring and networking programs for female researchers at earlier stages of careers and focuses on work-life balance actions planned in GEP. The general data on men and women employed at the university is published annually in the Rector's Report. The more detailed data is presented on the equality website. The proportion of men and women employed at the UW is relatively balanced in total. Table 1 The total number of staff – gender dimension

The total number of staff at the University	Women 2021	Men 2021	total	Women %	Men %
Total employed at UW	4420	3516	7936	55,69%	44,31%
including persons with disabilities	98	57	155	63,22%	36,78%
including foreigners	134	213	347	38,61%	61,39%

In the general category of academic teachers, as shown on Table 2, the gender proportion is balanced, while in the category of research and technical and engineering staff women are slightly in the minority, while they generally prevail in library staff and in finance and administration units.

Table 2 Employee category by gender and women %

Employee Category	Women 2021	Men 2021	Total	Women %
Academic teachers (academic and researcher)	1970	2075	4045	49%
Research and technical staff	118	154	272	43%
Library Staff	274	96	370	74%
Engineers and technical staff	144	189	333	43%
Finance, administration and service staff	1914	1002	2916	66%
Total employed at UW	4420	3516	7936	56%

When looking more closely at the academic positions shown on Table 3, men still prevail in the top academic positions, the middle positions are balanced and women prevail in the lower positions.

The table 4 shows the number of men and women employed in academic and teaching positions and enables analysis of the changes that have occurred from 2015 to 2021. The general level of employment increased, and the employment of women increased at a faster rate than men. While there was a general increase in numbers holding the title of university professor, the most significant change took place in the case of women, whose representation increased by 68,8%. Also, with the position of full professor there was an increase of 21% in the number of female title holders. Therefore, the “leaking pipeline” phenomenon observed in the internal study at UW may be gradually slowing down – it will be further studied during the next stage of research on gender and academia at UW.

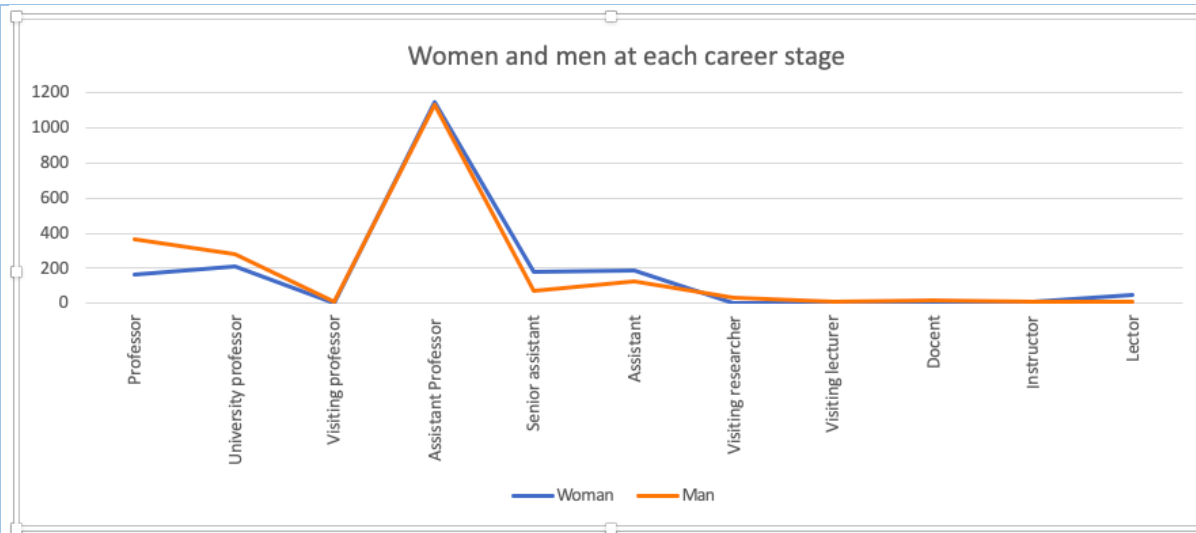
Table 3 Academic posts – women, men, % of women in total.

Staff in post	Women	Men	Total	Women %
Professor	165	369	534	31%%
University professor	211	280	491	43%
Visiting professor	2	11	13	15%
Assistant Professor	1150	1131	2281	50%

Senior assistant	179	76	255	70%
Assistant	186	123	309	60%
Visiting researcher	6	30	36	17%
Visiting lecturer	1	7	8	12%
Docent	11	21	32	34%
Instructor	13	14	27	48%
Lector	46	13	59	78%
Total employed at UW	1970	2075	4045	49%

Table 4 Men and women employed in academic and teaching positions: 2015, 2021 and changes

Staff in post	Women 2015	Women 2021	Women % change	Men 2015	Men 2021	Men % change
Professor	136	165	21% increase	392	369	5,8% decrease
University professor	125	211	68,8% increase	188	280	49% increase
Visiting professor	5	2	60% decrease	23	11	52% decrease
Assistant Professor	1050	1150	9,5% increase	1058	1131	6,8% increase
Senior assistant	156	179	14,7% increase	63	76	20,6% increase
Assistant	161	186	15,5% increase	121	123	1,6% increase
Visiting researcher	n/a	6	-	n/a	30	-
Visiting lecturer	n/a	1	-	n/a	7	-
Docent	38	11	71% decrease	50	21	57% decrease
Instructor	6	13	116% increase	6	14	133% increase
Lector	47	46	2% decrease	16	13	18,7% decrease
Total employed at UW	1724	1970	14,3% increase	1917	2075	8,24% increase



As shown on Table 5, men prevail in top management positions at the university and faculty level, including internal structures of faculties. The faculty level is most balanced – however, men dominate in the position of dean (18 men, 6 women). Women dominate in administration units.

Table 5 Men and women in decision making and managerial positions

Men and women at supervisory and managerial level	Women	Women %	Men	Men %
Rector and Vice Rectors	1	20%	4	80%
Deans & Vice Deans	40	45%	48	55%
Management in Institutes	13	41%	19	59%
Management in Chairs (katedra)	52	37%	90	63%
Management in Departments (zaklad)	61	48%	66	52%
Management in university-wide organizational units	7	24%	22	76%
Management in administration	40	59%	28	41%
Total	174		249	

Links	http://en.rownowazni.uw.edu.pl/uw-reports/ (EN) http://en.rownowazni.uw.edu.pl/uw-and-gender-in-numbers/ (EN)
Action required in the following period	→ Development of the guidelines on gender-balanced representation of women. → Supporting female researchers by networking groups for female doctoral candidates; popularisation of good practices related to supporting women's careers, applied at the faculties and units; gathering statistical data on starting doctoral dissertation procedures and defence of doctoral dissertation by gender. → Conducting a follow-up research on situation of women at the UW. → Preparation of a new edition of GEP. → Integration of the gender dimension in research and innovation content following the Horizon Europe requirements.
28. Career development	See item. 38
18. Recognition of mobility experience / 29. Value of mobility	18 - Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private), including a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher. 29 - Employers and/or funders must recognise the value of geographical, inter sectoral, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should incorporate such options into a specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.
Current practices	In the section concerning the employment terms and conditions for the group of academic staff, <i>the Statute of the University of Warsaw</i> explicitly specifies the requirement of holding international experience in the position of a university professor and assistant professor (Statute of the University of Warsaw, paragraphs 117 and 119) and consequently also in the position of professor. A common practice when conducting competitions for the positions of academic staff is imposing on candidates a requirement to submit a scientific career development plan, as well as information on the research conducted so far and participation in research projects, including international research projects. The <i>Ordinance No. 33 of the Rector of the University of Warsaw of 2020 on the procedure, rules and criteria for the periodic assessment of academic staff</i>, amongst the criteria concerning: – scientific activity, mentions, for example, preparation of scientific compilations for other entities, scientific scholarships and internships, participation in editorial boards of national and foreign scientific journals, membership in national and international expert teams, popularisation activities; – teaching activity: classes and teaching internships at other domestic and foreign scientific centres; – organisational activity: membership and functions in national and international academic or art associations, organisations and institutions (Ordinance No. 33 of 2020, Appendix 1). Taking into consideration the fact that all academic staff are subject to periodic assessment in Poland, it should be stated that there is a great focus at the University on academic staff taking up cooperation outside of the University and such cooperation should concern many aspects of the activities of a researcher and teacher.

This is confirmed by the *Ordinance No. 75 of the Rector of the University of Warsaw on the detailed rules and procedure for granting supplementary remuneration* for the employees' performance of tasks as part of projects, programmes and undertakings executed using both national and international funds, announced in March 2020. The criteria for increasing remuneration include the execution of international or strategic projects or projects executed in consortia, in particular if the University fulfils the role of the coordinator of the project, programme or undertaking.

As stated in item 17 – *Deviations from the chronological order of the résumé*, conducting additional activity by a member of academic staff employed at the University of Warsaw is a relatively common occurrence. Only during the academic year 2020-2021, 67 employees received the Rector's consent for working with another employer conducting research or teaching activities, as stipulated under the Act, the Law on Higher Education and Science and 50 employees submitted notifications about taking up business activity.

The focus of the University on obtaining international experience is also visible at the organisational level. The International Relations Office, a university-wide administration organisational unit, which currently employs 22 people, coordinates foreign trips of academic staff, doctoral students and students, as well as cooperates with the mobility coordinators at the organisational units of the University, has been in operation at the University for many years. Although the number of foreign trips significantly decreased during the COVID-19 pandemic, in the preceding years, the IRO handled foreign internship trips of several dozen academic staff and doctoral students, conducted as part of agreements on direct academic cooperation (agreements executed with over 300 institutions from more than 70 countries). In the academic years 2018/2019 and 2019/2020, the number of trips of doctoral students increased several times, to almost 200 trips per year, thanks to the University obtaining additional funds for this purpose as part of the Integrated Development Programme of the University of Warsaw. As part of this programme, an initiative called *Inclusion of foreign researchers into the teaching activities at the University of Warsaw* was implemented, which allows the organisational units of the University of Warsaw to invite renowned researchers and teachers to conduct classes at the University. As a component of all forms of cooperation in previous academic years, the University was visited by several hundred foreign researchers, teachers and interns each year. This amounted to 968 people in the academic year 2018–2019, 462 people in 2019–2020 and 297 people in 2020–2021.

In 2021, the next phase of the Erasmus+ programme commenced, which will be implemented in the years 2021–2027. Universities meeting the requirements for participation in the Erasmus+ programme may apply for additional funds to support mobility. The Foundation, which performs the function of the Polish National Agency of Erasmus+ Programme, grants financing from the operational programme Knowledge Education Development (the operational programme: Wiedza Edukacja Rozwój, PO WER) and as part of the Education programme.

The activities implemented by the University as part of the Action Plan constituting a part of HRS4R for the years 2015–2019 at the University of Warsaw included the creation of a trip availability search engine for academic employees, teachers, doctoral students and students, which was intended to gather all information on programmes financed from national and foreign sources in a single place. The search engine continues to operate and in addition to IRO, other university-wide administration units publish their offers on it: The Office for International Research and Liaison and the Development Support Office of the University of Warsaw.

Satisfaction surveys concerning participation in international exchange as part of the Erasmus programme show that international trips are very popular amongst the employees of the University of Warsaw and their benefits and added value are rated high. The report for the years 2018–2021 indicates a general satisfaction level of 98–99%. Approximately 75% of the respondents stated that their competencies in respect to the possibilities of learning and developing new, innovative methods for practical teaching have increased; they have obtained skills significant for their current work and professional development, their competencies within the scope of using IT and communication tools and technologies have improved. Employees returning from these trips stress that the added value resulting from the international trip for the purpose of conducting classes provides benefits that extend beyond teaching. Reinforcing and expanding foreign contacts, possibility to learn good practices, as well as developing one's intercultural, linguistic and social skills are also appreciated.

	The University's position among domestic and foreign universities and the fields of scientific research conducted are favourable for establishing alliances and partnerships with academic and public institutions, as well as with business partners. Currently, the 4EU+ alliance of six European research universities, which obtained the status of European university, is operating highly efficiently. In addition to the University of Warsaw, the consortium also includes: Charles University (Czech Republic), Heidelberg University (Germany), Sorbonne University (Sorbonne Université, France), University of Copenhagen (Denmark), University of Milan (Italy). Establishment of the alliance has contributed to intensive cooperation in the field of science, teaching and best practice sharing between the universities within the alliance. In order to facilitate the establishment of cooperation with external entities, the University maintains a website, where it publishes offers for the utilisation of technology, information on expert and laboratory services for research Centres, public institutions and business entities. Expert and laboratory services are also offered by faculties and other organisational units of the University for use by their researchers. Implementing the strategic goal of the University, which is to continually improve the internationalisation of the University, many activities supporting international cooperation have been included in the <i>Excellence Initiative – Research University Program</i>. Just a few examples are presented below: – <i>Supporting foreign researchers applying for joint prestigious research grants with the University of Warsaw</i> (I.1.3.). An activity that provides support to foreign researchers planning to execute their projects at the University of Warsaw, e.g. as part of the MSCA Individual Fellowships or as a component of grants of the European Research Council within the Horizon Europe program. The University of Warsaw offers support to researchers, including in preparing joint applications and providing administrative support from the preliminary stages of an application; – <i>Mentor program</i> (I.1.1), which enables University of Warsaw research teams to invite foreign researchers with recognized achievements in the particular field of science as mentors; – <i>Building regional impact through an excellent dissemination</i> (I.2.2) by implementing a reviewer awarding system and supporting the dissemination of research results in the Open Access model; – <i>Establishing and strengthening cooperation with strategic partners</i> (II.1.2) intended for establishing and strengthening strategic partnerships with a profile similar to the profile of the University of Warsaw. Strategic cooperation will consist in creating joint research teams, joint operations of research and teaching Centres and exchanging academic and administrative staff; - <i>International, multidisciplinary research project: linguistic-cultural diversity, biodiversity and the environment. Understanding global patterns, local results and social implications</i> (II.3.2).
Links	https://monitor.uw.edu.pl/Lists/Uchway/Attachments/4934/M.2019.190.U.443.pdf (PL) https://en.uw.edu.pl/wp-content/uploads/2014/06/statute-of-the-university-of-warsaw.pdf (EN) https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5285/M.2020.96.Zarz.33.pdf (PL) https://mobility.project.uw.edu.pl/en/layouts/15/start.aspx#/SitePages/Home.aspx (EN) https://mobility.project.uw.edu.pl/en “Mobility in Research & Education @the University of Warsaw” (EN) http://bwz.uw.edu.pl/programy-miedzynarodowe-2/ (PL) http://en.bwz.uw.edu.pl/international-programmes/ (EN) https://inicjatywadoskonalosci.uw.edu.pl/en/actions/list/ (EN) https://inicjatywadoskonalosci.uw.edu.pl/dzialania/lista/ (PL)
Action required in the following period	→ Introduction of a university-wide programme, preceded by a pilot for foreign researchers, to familiarise new staff with the university. → Support system for international employees who need additional assistance in matters not related to the University.

	→ Implementation of the Internet Guest Registration system. → Strengthening the cooperation with strategic partners/ establishing new strategic partnerships.
30. Access to career advice	Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.
Current practices	In May 2021, the <i>Ordinance No. 85 of the Rector on the rules for developing professional qualifications by the employees of the University of Warsaw</i> was adopted and which regulated for academic staff for the first time participation in development activities. Career advice was included in the available development activities under paragraph 2 of the Ordinance. This regulation opened the possibility of offering such support to a wider audience. Until now, advisory activities have been performed by two university-wide administration units: the Career Office, providing support in job searches and establishing contacts in the employment market primarily for students and graduates, and the Office for International Research and Liaison which offers personalised consultation related to obtaining funds for research. To a certain extent, advisory services for researchers are also offered by research sections at the faculties. However, it should be noted that the provision of career advice is not considered to be the primary area of activity for any of the above-mentioned units. As such, it can be assumed that at present the advisory services designed to support academic staff in seeking employment outside the University are provided to a minimal degree. More extensive introduction of individual counselling will require a development strategy based on pressing needs and organisational potential. Due to the efforts of the Office for International Research and Liaison, the University has obtained funds for hiring an advisor for academic staff as part of the <i>Excellence Initiative – Research University</i> program. According to the plan, this person will provide advisory services to support academic staff in their career development, focused in particular on their scientific career, creating and completing research plans, including obtaining funds for research both from within and outside of the University.
Links	https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5895/M.2021.138.Zarz.85.pdf
Action required in the following period	→ Introducing individual counselling for the academics.

31. Intellectual Property Rights 32. Co-authorship	31 - Employers and/or funders should ensure that researchers at all career stages benefit from the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of intellectual property rights, including copyright. Policies and practices should specify what rights remain with researchers and/or, where applicable, transfer to their employers or other parties, including external commercial or industrial organisations, as may be provided for under specific collaboration agreements or other types of agreement. 32 - Co-authorship should be promoted by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed, and/or quoted in the context of their actual contributions, as co-authors of papers, patents, etc, or to publish their own research results independently from their supervisor(s).
Current practices	Matters related to copyright and the commercialisation of scientific research results are governed by the Terms and Conditions for Intellectual Property Management at the University of Warsaw, adopted by means of Resolution No. 68 of the Senate of the University of Warsaw of 2017. These Terms and Conditions specify, among others, the rights and duties of the University, employees, students and doctoral students related to the use of copyright, related rights and industrial property rights, the rules for remunerating authors and the rules and procedures for commercialisation. However, it should be noted that the Terms and Conditions are essentially focused on commercialisation and the ability to profit from commercialisation of creativity at the expense of the regulation on co-authorship rights. <i>In Poland, matters relating to collective works and co-authorship rights are governed by the provisions of the Copyright and Related Rights Act of 4 February 1994.</i> Each member of academic staff undergoing mandatory periodic assessment is required to make a declaration confirming that their achievements in the period under assessment do not infringe the provisions on copyrights and related rights, as well as industrial property rights (Ordinance No. 33 of the Rector of 2020, paragraph 13). Based on the declaration of a member of academic staff and other materials presented, the assessment committee shall state that the output of the person under assessment either do or do not infringe the above-mentioned provisions of law. The Human Resources Office regularly organises training courses in intellectual property rights for all interested persons; in 2021, 45 members of academic staff participated in such trainings. Whereas, the doctoral school program includes mandatory classes in distributing research results and intellectual property rights. The University Technology Transfer Centre (UTTC), established in 1998, operates at the University and its tasks include, but are not limited to: extending the knowledge of employees and students of the University of Warsaw on the commercialisation of scientific results and providing related advisory services; providing effective legal and patent services; marketing assistance and promotion of inventions, as well as supporting researchers in negotiations within the business community. The University Technology Transfer Centre drafted detailed information on the protection of intellectual property at the University of Warsaw, available in Polish and English. Websites of the University Technology Transfer Centre include many practical tips and materials on the opportunities for commercialisation of research work and the course of such process. At the request of organisational units, the University Technology Transfer Centre conducts training courses and information sessions for members of academic staff covering that subject; classes on commercialisation opportunities were included in, among others, the 2nd edition of the Deans' Academy – a programme offered to deans and vice-dens. Pursuant to the Law on Higher Education and Science Act, a university may establish special purpose vehicles in order to commercialise the results of scientific research and development works conducted at the university. The University availed of this possibility and in 2012 established a special purpose vehicle named UWRC Sp. z o.o. which offers its services predominantly to University employees, investors and enterprises interested in establishing research and development cooperation with the University of Warsaw. Its offer includes, among others, support for the commercialisation process that consisted in helping to establish and develop spin-off companies, support

	projects at the “proof of concept” stage, providing access to investments, as well as laboratories and equipment of the University of Warsaw, as well as management of large research and development projects. The University also operates the Business Incubator (since 2020 it is part of the Centre for Cooperation and Dialogue of the University of Warsaw), the tasks of which include: popularisation of knowledge related to entrepreneurship among employees, students and doctoral students; building an engaged and supportive community open to cooperation between its members and with external partners, as well as supporting participants in the development of their own projects.
Links	http://uott.uw.edu.pl/wp-content/uploads/2016/03/Regulamin_wlasnosci_intelektualnej_na_UW_22032017.pdf (PL) https://monitor.uw.edu.pl/Lists/Uchway/Attachments/4040/EN.M.2017.80.U.68.pdf (EN) https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5285/M.2020.96.Zarz.33.pdf (PL) https://uott.uw.edu.pl/en/ (EN) https://uott.uw.edu.pl/?lang=pl (PL) https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5515/M.2020.316.Zarz.148..pdf (PL) https://iuw.edu.pl/pl/ (PL)
Action required in the following period	→ Updating the Regulations for the Management of Intellectual Property at the University of Warsaw, including the accompanying model agreements.
33. Teaching	Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable element within researchers’ career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities. Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early-stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.
Current practices	Pursuant to the <i>Statute of the University of Warsaw</i>, academic staff are employed at the University of Warsaw as research and teaching staff, teaching staff or research staff (Statute, paragraph 105). As the name suggests, only employment in the first or second group requires the academic staff member to conduct classes. Appendix 1 to the <i>Terms and Conditions of Employment at the University of Warsaw</i> adopted at the University of Warsaw by means of Ordinance No. 143 of the Rector of the University of Warsaw of 2019, sets forth the annual number of teaching hours of members of academic staff (teaching workload) employed at the University of Warsaw as research and teaching staff and teaching staff. The annual teaching obligation for those combining teaching and research work amounts to: from 180 teaching hours per year for the position of professor to 210 hours for the position of assistant; it is clearly lower than the annual number of teaching hours for teaching staff. The faculty dean is responsible for establishing and assigning classes to academics for a given academic year; in specific cases, justified by the need to complete an educational program, the dean is also authorized to entrust a member of academic staff with classes beyond their planned workload, in the amount not exceeding 1/4 of the number of classes per year (for research and teaching staff; Terms and Conditions of Employment at the University of Warsaw of 2019, Appendix 1, paragraph 3). Although the teaching workload is calculated for one-year periods, corresponding to an academic year, the dean, upon request of a member of academic staff, may extend the period for the calculation of teaching workload to up to two years. Another method for a member of academic staff working full-time at the University of Warsaw to be able to manage their time more flexibly is to request

	that the Rector reduce their teaching workload (Terms and Conditions of Employment, Appendix 1, paragraph 4). In the academic year 2020–2021, the permission to reduce the teaching workload was obtained by 312 members of academic staff, including: - 122 due to their additional organisational tasks; - 120 due to their additional research tasks; - 38 due to their additional research and organisational tasks at the University of Warsaw; - 11 due to their health status; - 21 for other reasons. It should also be noted that the provisions of the <i>Terms and Conditions of Employment at the University of Warsaw</i> require that the heads of organisational units take into account the academic's affiliation to a given group (research and teaching staff, teaching staff, research staff) when determining the scope of their duties, as well as their current position and additional responsibilities related to training academic staff. Consequently, the <i>Ordinance No. 33 of the Rector of 2020 on the procedure, rules and criteria for the periodic assessment of academic staff</i> specifies separate assessment criteria for scientific and teaching activities, and requires that during the assessment, the assessment committees take into consideration the share of a particular types of activity in the overall duties of the person under assessment during the assessment period (Ordinance No. 33 of the Rector of the University of Warsaw of 2020, paragraph 15, section 14). As part of the implementation of the changes resulting from the applicable <i>Law on Higher Education and Science Act</i>, the teaching activities of organisational units of the University were coordinated to a larger extent, which was reflected by, among others, the establishment of the University Council for Teaching and Learning, as well as teaching and learning councils for the study programmes provided and an increase in the importance of <i>heads of teaching units</i>. The above-mentioned changes resulted in intensified cooperation between the Vice-Rector for Student Affairs and Quality of Teaching and Learning, as well as heads of teaching units responsible for education in organisational units. In December 2020, in cooperation with the Vice-Rector for Student Affairs and Quality of Teaching and Learning, as well as the Rector's Proxy for Education, the Human Resources Office opened a development program entitled <i>Academic Teaching Management Academy</i>, addressed mostly to heads of teaching units. The Academy's programme covers contemporary issues related to the organisation of the teaching process, equality issues and team management topics. The programme is expected to be completed in Q1 2022. In October 2021, a pilot university-wide program entitled <i>Young Academic Teachers</i> was launched; it is addressed to the persons who have started conducting classes at the University in recent years. In addition to training, the agenda included individual counselling for participants. The purpose of the programme is to provide early stage academic teachers with greater support and enable them to develop the practical skills required to conduct classes and develop relationships with students. The program constitutes a supplement of the curriculum at doctoral studies (all program participants graduated from the previous doctoral education system, i.e. from doctoral studies carried out at the faculties). Introduction of the <i>Young Academic Teachers</i> programme was preceded by a detailed analysis of the needs of early stage academic teachers and defined a competence model for early stage academic teachers at the University. Both programmes described above were funded by the University of Warsaw Integrated Development Programme.
Links	https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5072/EN.M.2019.319.Zarz.143.pdf (EN) https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5072/M.2019.319.Zarz.143.pdf (PL) https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5285/M.2020.96.Zarz.33.pdf (PL)
Action required in the following period	→ Summary of the Young Educators Programme.

34.Complaints/ appeals	Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, potentially in the form of an impartial (ombudsman-type) person with responsibility for dealing with complaints and appeals from researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.																				
Current practices	Ordinance No. 30 of the Rector of the University of Warsaw of 2011 established the function of Academic Ombudsman at the University, whose tasks include, but are not limited to promoting high ethical standards, keeping academia informed about legal regulations applicable at the University, assisting individuals (employees, doctoral students and students) and organisational units of the University in resolving disputes and conflicts and proposing to the Rector solutions meant to improve the functioning of the university, including recommending mediation. Moreover, the Ombudsman, within the scope of their powers, presents to the Rector information and recommendations regarding the necessary systemic changes and changes to the mode in which the University operates. The Ombudsman takes action upon a report from a member of the academic community, following a request from the students' self-governing body or doctoral students' self-governing body, the Rector or organisational unit of the University or on their own initiative. The following graph presents a comparison of the number of cases reported to the Ombudsman since the position was created, showing increasing awareness within the academic community of this kind of support. Dynamic growth in the number of reports over the last 2–3 years appears to result from having established cooperation with the Equal Opportunity Chief Specialist at the University of Warsaw and the actions taken jointly, such as the social campaign <i>We Are All Equal</i> or preparation of the Gender Equality Plan for the University of Warsaw for the years 2020-2023, which resulted in increased visibility of the Ombudsman. Graph No. 1. Changes in number of reported cases in 2012 – 2020.  <table border="1"> <caption>Liczba spraw w latach 2012-2020</caption> <thead> <tr> <th>Year</th> <th>Number of cases</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>130</td> </tr> <tr> <td>2013</td> <td>125</td> </tr> <tr> <td>2014</td> <td>111</td> </tr> <tr> <td>2015</td> <td>125</td> </tr> <tr> <td>2016</td> <td>118</td> </tr> <tr> <td>2017</td> <td>146</td> </tr> <tr> <td>2018</td> <td>196</td> </tr> <tr> <td>2019</td> <td>239</td> </tr> <tr> <td>2020</td> <td>264</td> </tr> </tbody> </table> Activities of the Ombudsman are supported by mediators from the Centre for Conflict and Dispute Resolution at the Faculty of Law and Administration of the University of Warsaw, who assist conflicted parties in identifying their issues and interests; offering mediation	Year	Number of cases	2012	130	2013	125	2014	111	2015	125	2016	118	2017	146	2018	196	2019	239	2020	264
Year	Number of cases																				
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2013	125																				
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2016	118																				
2017	146																				
2018	196																				
2019	239																				
2020	264																				

	or other actions as a means to resolving conflicts and supporting the development of methods designed to achieve agreements in the event of future conflicts. Academic mediation for employees and students of the University of Warsaw in disputes resulting from work and study at the University of Warsaw are provided free of charge. Other than directly to the Ombudsman, employees of the University may submit their complaints and reports to the Anti-Mobbing Committee and the Rector's Committee for Preventing Discrimination, which work closely with the Chief Equality Specialist. The following entities, defined more broadly under <i>Ethical principles</i> (see item 2) and <i>Professional responsibility</i> (see item 3), also operate at the University: – University Disciplinary Committee and the Disciplinary Proceedings Representatives for Academic Staff, for Doctoral Students and for Students; – Rector's Committee for the Ethics of Research Involving Human Participants, as well as – several trade unions operating on the basis of applicable national regulations (Act of 23 May 1991 on trade unions, as amended), representing employees, including academic staff, in defending their rights and claims. Based on the applicable Polish regulations, employees may also appeal to the State Labour Inspectorate tasked with supervising and controlling adherence to labour law, including, but not limited to regulations and principles governing occupational health and safety, as well as the regulations regarding the lawfulness of employment and other paid work.
Links	https://monitor.uw.edu.pl/Lists/Uchway/Attachments/866/M.2011.159.Zarz.30.pdf (PL) http://ombudsman.uw.edu.pl/sposob-dzialania/standardy-dzialania/ (PL) http://ombudsman.uw.edu.pl/en/standards-of-practice/ (EN) https://mediacje.wpia.uw.edu.pl/dla-pracownikow/mediacje-pracownicze (PL) https://mediacje.wpia.uw.edu.pl/en/for-employees-of-the-university-of-warsaw/employee-mediation (EN) https://www.uw.edu.pl/pracownik/zwiazki-zawodowe/ (PL) https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5777/M.2021.39.Zarz.24.pdf (PL) https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5912/M.2021.155.Zarz.93.pdf (PL)
Action required in the following period	None.
35. Participation in decision-making bodies	Employers and/or funders of researchers should recognise it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.
Current practices	The <i>Act of 2018, the Law on Higher Education and Science</i> transferred certain powers of the Senate to the Rector, although the Senate continues to enjoy broad powers, commencing with the adoption of the university Statute as the most important internal regulation, adopting the university strategy, issuing opinions about the candidates for the office of the Rector, evaluating the university's operations, granting academic degrees and determining the curricula and educational programmes for doctoral schools. The vast majority of Senate members are researchers. According to the <i>Law on Higher Education and Science Act</i>, at least 50% are professors and university professor and at least 20% are students and doctoral students and in total at least 25% are academic staff employed in other positions as well as administrative staff. The Senate has several commissions, including the staffing policy commission, finance commission or social benefits commission, whose tasks are determined by the Senate.

	Moreover, the <i>Act, the Law on Higher Education and Science</i> introduced a new collective authority, called the University Council, composed of the chairperson of the students' self-government and individuals who may be both members and non-members of the University's academic community. Members from beyond the particular university should constitute at least 50% of all members. The University Council, whose members are appointed by the Senate, is tasked with, among other things, issuing opinions on the university strategy and the statute, as well as monitoring the management and financial management of the university. Meanwhile, the <i>Resolution No 443 of the Senate of 2019 on adopting the Statute of the University of Warsaw</i> established two additional collective authorities: the Academic Council of the Areas of Study and scientific councils of the different academic discipline, dealing with scientific activity at the University. The councils are composed exclusively of academic staff and doctoral students' representatives. Additionally, two new collegiate bodies were created pursuant to the Statute, i.e. the University Council for Teaching and Learning, dealing with the teaching activities of the University, and the teaching and learning councils for the subjects of study. The existing councils of the organisational units of the University, including those of the various faculties, continued to function. In addition to councils, the University has numerous commissions, including those which organise competitions for the employment of academic staff, conduct periodic assessment of academic staff, and deal with disciplinary matters etc. The manner of appointing collegiate authorities and bodies, as well as the principles governing their operation are set forth in, among others, the Statute (Division II, Chapter II and III) and other internal regulations issued by the Rector and heads of organisational units of the University. Moreover, the University permits its employees freedom of association in order to protect their interests, including trade union association. Several trade unions are active at the university. Pursuant to Polish law, an employer is required to cooperate with trade unions when deciding matters concerning individual employees and issuing work terms and conditions or remuneration terms and conditions, among others. Representatives of trade unions at the University participate in an advisory capacity on, among others, commissions tasked with conducting periodic assessments of researchers. Thus, academic staff at the University, as well as doctoral students – as early stage researchers represented by their doctoral students' self-government bodies – have several options for expressing their viewpoints on the functioning of the University and influence both its functioning and decisions made by the Rector, heads of the organisational units and other persons in management positions.
Links	https://monitor.uw.edu.pl/Lists/Uchway/Attachments/4934/M.2019.190.U.443.pdf (PL) https://en.uw.edu.pl/wp-content/uploads/2014/06/statute-of-the-university-of-warsaw.pdf (EN) https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5587/M.2020.383.Obw.23.pdf (PL)
Action required in the following period	None.

IV. Training

36. Relation with supervisors 40. Supervision	36 - Researchers during their training stage should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs. 40 - Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors have sufficient expertise in supervising research, as well as the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and assessment procedures, including necessary feedback mechanisms.
Current practices	Early stage researchers attending the University's doctoral schools are supported by their assigned supervisor, and in some cases also an assistant supervisor. According to the <i>Resolution No. 444 of the Senate of the University of Warsaw of 26 June 2019 on the adoption of the Regulations of Doctoral Studies at the University of Warsaw</i>, the supervisor is required to, among other things: provide academic supervision over drafting the doctoral thesis, including providing the subject-related and methodological assistance necessary in the doctoral student's scientific work, as well as ensure that the doctoral student has the appropriate conditions for conducting work and research and provide assistance for drafting the Individual Research Plan (IRP). Implementation of the Individual Research Plan is monitored on an ongoing basis by the supervisor and additionally subject to mid-term assessment conducted by a dedicated commission. A supervisor must hold a habilitated doctoral degree or the title of professor, with scientific achievements acknowledged nationally or internationally. The assessment of the cooperation between the supervisor and the doctoral student is a factor in the mid-term assessment. In order to ensure high standards of supervision, terms and conditions include provisions regarding the maximum number of doctoral students to be supervised by one supervisor and not allowing for supervision over a doctoral student to be entrusted to a person whose previous doctoral students failed the mid-term assessment or the assessment of their doctoral thesis. Academic staff education, defined as supervision over doctoral students and teaching scientific and doctoral seminars, is one of the essential tasks of a member of academic staff, as set forth in the <i>Terms and Conditions of Employment at the University of Warsaw</i> (Terms and Conditions of Employment at the University of Warsaw of 2019, paragraph 4) and is included among the detailed periodic assessment criteria for academic staff. Consequently, the conclusion is that the requirements set forth in the <i>European Charter for Researchers</i> are satisfied.
Links	https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5976/M.2021.213.Obw.16.pdf (PL)
Action required in the following period	→ Organisation of a pilot programme for talented early career researchers (from the University and partner universities) to join research teams.

37. Supervision and managerial duties	Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.
Current practices	Neither national law nor internal regulations at the University define the function of a supervisor; the only statutory requirement is to appoint a supervisor supporting the doctoral student in drafting their doctoral thesis. Customarily, according to academic tradition, senior researchers act as supervisors and mentors towards younger colleagues, offering support and advice. According to the University's organisational structure, academic staff employed at the organisational units, some of which have over 200 scientific employees, normally work in smaller teams focused on topics of their interest, i.e. in departments, chairs or Centres. The aforementioned internal organisational units are headed by experienced researchers, typically professors, organising the work of the teams and supporting younger colleagues in their scientific and teaching tasks. In a survey of academic staff during autumn 2021, 13% of respondents reported that they have academic supervisors, with 53% from among the respondents having the professional title of Master and 21% from among the respondents with a doctoral degree. The majority of respondents (84%) assessed their supervisor's competences for this role as high or very high, while 81% assessed their supervisor's impact on their scientific progress as positive or very positive. Simultaneously, from among the 58% of the respondents who declared to be supervisors, as many as 72% declared a positive or very positive influence of their supervised students on their scientific development and 67% on their professional development. The results show that the relationship between the researcher and the supervisor may be mutually beneficial; therefore the University should provide conditions supportive of establishing and maintaining such relationships. Funds from the <i>Excellence Initiative – Research University</i> permitted the planning of numerous initiatives in this area at the University, including among others: – action I.1.1 / IV.1.1. The <i>Mentoring Program</i> for researchers from the University of Warsaw, with the objective of enabling the formation of an international network of contacts, including outstanding researchers of worldwide renown in their disciplines. As part of the action, short stays at the University of Warsaw are planned for outstanding researchers who have been awarded for their scientific achievements, including those awarded with the Nobel Prize and the Fields Medal. Stays at the University of Warsaw are organised following an invitation from research teams; – action IV.5.2. <i>Program for young female researchers and teachers</i>, which is meant to support early stage female researchers through a development program involving mentoring (among other things). The mentor should not only support the female researcher in completing their Individual Research Plan, but also support them in scientific networking. The programme is planned to cover two editions, the first of which will begin in 2022; – action IV.2.1. <i>Strengthening of the research potential of the scientific staff</i>, in particular young scientific staff, with the purpose of achieving scientific excellence. The objective of the action is to permit young researchers to participate in research projects at prestigious international Centres, as part of short- and medium-term research internships. The development program called <i>Deans' Academy</i>, more broadly discussed under item 28 – <i>Scientific career development</i>, is dedicated for people managing academic staff, mainly deans and vice-deans. The Academy program includes between 80 and 100 hours of classes. The primary objective is to improve management skills, consolidate knowledge and present the latest trends, concepts, tools and best practices in management, as well as share experiences between the units. The <i>Academy for Competence Development of Science Leaders</i> started its operations in the fall of 2021, operated mostly under Action V.3.5 <i>Program for the development and improvement of the researchers' "soft skills"</i>. Training workshops are designed for academic

	staff and engineering and technical staff with at least a doctoral degree, employed at the Faculty of Biology, Faculty of Chemistry, Faculty of Geology or at the Biological and Chemical Research Centre, Centre of New Technologies, Heavy Ion Laboratory. The Academy will cover 12 training workshops on: project management, recruitment, team management, effective team communication, personal effectiveness, stress management techniques. The programme is planned to include not only training, but also individual sessions.
Links	https://inicjatywadoskonosci.uw.edu.pl/dzialania/i-1-1/ (PL) https://inicjatywadoskonosci.uw.edu.pl/en/actions/i-1-1/ (ENG) https://inicjatywadoskonosci.uw.edu.pl/en/2022/02/lecture-by-professor-germa-bel-of-the-university-of-barcelona-during-a-mentoring-visit/ (EN)
Action required in the following period	→ Mentor Program. → Programme for young female researchers.
28. Career development	28 - Employers and/or research funders should draft, preferably within their human resources management framework, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing potential insecurity in the future. All researchers should be made familiar with such provisions and arrangements.
38. Continuing Professional Development	38 - Researchers at all career stages should seek continual professional development by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.
39. Access to research training and continuous development	39 – Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employ ability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, take up and effectiveness in improving competencies, skills and employability.
Current practices	Pursuant to the provisions of Article 114 of the <i>Law on Higher Education and Science Act</i> , a member of academic staff may be employed in one of three groups: teaching staff, research staff and teaching/research staff. Thus, the professional development path that can be chosen by a member of academic staff in the course of their career at the University results directly from national laws. Paragraph 105 of the <i>Statute of the University of Warsaw</i> specifies a list of positions in which academic staff may be employed in each of the groups specified above and the consecutive paragraph 115 and paragraphs 117–123 set forth the terms and conditions for employment in these positions. Additionally, paragraph 116 specifies the conditions for obtaining the title of full professor in more detail. Taking the above into consideration, it may be assumed that the Statute clearly specifies which positions may be held by a member of academic staff in the course of their professional career and what basic terms and conditions should be met in order to apply for a higher position. Moreover, other than meeting the required terms and conditions for a particular position, there are no legal obstacles that would prevent changing a career development path during its course. Persons demonstrating organisational and leadership skills may apply for the roles of rector, vice-rector and dean, director and head of an organisational unit of the University (e.g. an institute, section or chair). Since these roles are most frequently filled through elections or dedicated competitions and recruitment, neither national nor University regulations specify the terms and conditions necessary for taking up such positions, with two exceptions: Article 24 of the <i>Act, the Law on Higher Education and Science</i> only specifies the requirements for the position of a rector, while paragraph 57 of the Statute stipulates the requirements for vice-rectors.

As far as doctoral students are concerned, pursuant to the *Resolution No. 432 of the Senate of the University of Warsaw of 29 May 2019 on curricula at the doctoral schools of the University of Warsaw*, the curriculum at doctoral schools should include a common component in the form of an obligatory block of classes on university teaching, ethics, copyrights, obtaining grants, public speaking and knowledge transfer. Internships are also a common element of education at doctoral schools. In addition to the shared curricular elements, each doctoral school offers an individual curriculum for doctoral students, customized to the academic discipline of the doctoral student. In addition to the curriculum offered to doctoral students at doctoral schools, a wide range of competency development activities is offered under the Integrated Development Program for the University of Warsaw, which includes organization of summer schools for doctoral students, financed scholarships allowing international mobility and an entire range of general university classes offered to doctoral students.

The University has recently obtained a grant for the project titled *Accelerating Internationalization of Doctoral Schools*, financed by NAWA – STER, with the goal of increasing the level of internationalisation of all four doctoral schools, both in the short-term and long-term perspectives. For example, research visits for Polish and foreign doctoral students are planned as part of the project. The project should lead to increasing foreign mobility by ensuring at least 20 outgoing research visits and 12 study visits completed by employees at the best universities, obtaining 3–5 additional supervisors/co-supervisors from leading universities, as well as organizing two editions of short programmes conducted by at least six foreign professors. Staff should obtain the necessary skills that would contribute to increasing the internationalisation of the doctoral school.

In addition to the establishment of the Academic Staff Competences Development Section at the Human Resources Office at the beginning of 2020, the training offer for academic staff was extended significantly, including programmes dedicated to academic staff at particular stages of academic career development.

Programmes dedicated to individuals performing the highest functions of deans and vice-dean, including vice-deans for student affairs, included *the Deans' Academy* programme (two editions in the years 2020–2021 and 2021–2022) that was implemented in co-operation with the International Management Centre at the Faculty of Management of the University of Warsaw, offering an MBA programme that was highly rated in Poland and abroad. Initiatives taken up also included the *Academic Teaching Management Academy* implemented in the years 2020–2022 in cooperation with the Rector's Proxy for Education Quality. Both programmes are financed as part of the Integrated Development Programme of the University of Warsaw. In addition to the comprehensive training program, coaching is also available for participants of these programmes. In subsequent years, it is planned to start a comprehensive development programme for research project coordinators, especially for those who are preparing to fulfil this role.

A pilot development program under the name Young Academic Teachers (2021–2022), is available for early stage researchers employed at the University, preparing the academic teachers for conducting classes for students through participation in training and individual support of advisors who are experienced academic teachers. A development programme for young female researchers and teachers, as well as pilot implementation of a tool called Performance Assessment for early stage researchers, which are supposed to develop the competencies of the participants, are being prepared. Both undertakings will be financed as part of the *Excellence Initiative – Research University* Programme and assume the support of a mentor or supervisor overlooking the research progress of a programme participant.

It should be noted that the establishment of the Academic Staff Competences Development Section was directly related to the employment of a Human Resource Management Coordinator at the University. This position was created as a result of the implementation of the HRS4R Action Plan for the years 2015–2019. Currently, the section employs 3 individuals, which is to be increased to 4 persons by the end of 2022. In the period from January 2020 to August 2021, academic staff of the University used over 2500 places at training sessions or longer training programmes prepared by the Section, with approx. 1000 places for training concerning the use of IT tools, including those for conducting remote classes. A website was created in 2021, presenting the Section's regularly updated comprehensive development offer. The Section also publishes a training catalogue, detailing the offer available at the

request of the faculties and other organisational units of the University of Warsaw. As of 31 December 2021, the catalogue included almost 100 training topics addressed to academic staff, divided into several categories.

In addition to training offered by the Academic Staff Competences Development Section, a wide range of training for teachers is offered by the Digital Competence Centre, which, in addition to training activity, manages an e-learning platform used by academic staff for conducting classes.

The International Relations Office regularly publishes training offered by international partners of the University of Warsaw. In 2021, the School for International Science was established at the Faculty of Modern Languages, which prepared an offer of courses and training designed to internationalise the results of research and the teaching offer of the University of Warsaw dedicated to the employees and the doctoral students of the University of Warsaw. The main goal of the SIS of the University of Warsaw is to enable employees and doctoral students of the University of Warsaw to enhance their competencies in areas that are key for their scientific development and to participate in discussions held in the international environment, as well as to conduct classes in English or work with tools used for empirical research methodology. Training for academic staff is also offered by the Library of the University of Warsaw, Office for Persons with Disabilities, University Technology Transfer Centre and other units of the University.

Funds obtained from the Integrated Development Programme for the University of Warsaw for the years 2018–2022 (PO WER) and, more recently, within the scope of the *Excellence Initiative – Research University* Programme have had a significant impact on the development of training offered to academic staff. Training offered within these programmes is conducted pursuant to the dedicated terms and conditions and the available offer is published on the websites of the University of Warsaw on a regular basis.

Academic staff may also make use of, on general terms, the extensive offering of courses delivered by the Open University Centre, a unit performing tasks related to the concept of lifelong learning and postgraduate studies conducted by organisational units of the University.

Paragraph 11 of the *Ordinance No. 33 of the Rector of February 2020 on the procedure, rules and criteria for the periodic assessment of academic staff* specifies the criterion of “improvement of professional competencies” among the periodic assessment criteria. The currently applicable template for academic staff periodic assessments specifies in detail that the improvement of professional competencies should be understood as: obtaining or supplementing knowledge, including as part of university studies or at a doctoral school; education in postgraduate studies; development of scientific competencies, including scientific internships, initiated proceedings for granting the scientific degree of a doctor, habilitated doctor or the title of a professor or plans to initiate such proceedings; teaching internships and teaching competencies development, including using modern digital tools and technologies; development of soft skills; courses, training, workshops and other forms of professional competency development, including management skills development. In addition to other factors, inclusion of professional competencies improvement into the assessment criteria has had a positive impact on the academic staff’s motivation to improve their competencies.

The *Ordinance No. 85 of the Rector of the University of Warsaw of 2021 on improvement of employees professional qualifications* initiated new solutions in respect to the organisation of development activities at the University. Pursuant to this Ordinance, a training search engine for employees of the University of Warsaw will be created in 2022, which will permit easy access to information on all training offered to employees by organisational units of the University. Moreover, this Ordinance imposes on the organisational units of the University the obligation to submit periodic reports on the employee development activities completed. Obtaining information on all activities performed will allow better recognition of employees’ needs and enhancement of the development programmes offered in the future.

Since the development activities addressed to academic staff of the University are financed almost exclusively from external sources, this is tantamount to excluding those persons and professional development structures that were not been included by financing institutions, e.g. postgraduate studies. Moreover, having employee development depend on obtaining external funds does not guarantee long-term continuation of this activity. Therefore, actions have been taken in order to distinguish a separate item under the substantive

	and financial schedule of the University that would cover the improvement of employees' professional qualifications, including academic staff.
Links	https://monitor.uw.edu.pl/Lists/Uchway/Attachments/4934/M.2019.190.U.443.pdf (PL) https://en.uw.edu.pl/wp-content/uploads/2014/06/statute-of-the-university-of-warsaw.pdf (EN) https://monitor.uw.edu.pl/Lists/Uchway/Attachments/5976/M.2021.213.Obw.16.pdf (PL) https://rekrutacja-i-rozwoj.bsp.uw.edu.pl/ (PL) https://monitor.uw.edu.pl/Lists/Uchway/Attachments/4901/M.2019.158.432.pdf (PL) https://zip.uw.edu.pl/wykladowcy (PL) https://zip.uw.edu.pl/doktoranci (PL) https://rekrutacja-i-rozwoj.bsp.uw.edu.pl/wp-content/uploads/sites/43/2021/07/Regulamin-ZIP-dzialania-rozwojowe-dla-kadry-dydaktycznej-20210723.pdf (PL) https://inicjatywadoskonalosci.uw.edu.pl/en/trainings/ (EN) https://inicjatywadoskonalosci.uw.edu.pl/szkolenia/ (PL) https://rekrutacja-i-rozwoj.bsp.uw.edu.pl/wp-content/uploads/sites/43/2021/09/dzialania-rozwojowe-PL-regulamin-kwalifikacji-07.09.2021.pdf (PL) https://ckc.uw.edu.pl/news/szkolenie-abc-ld-4eu-dla-kadry-dydaktycznej-uw/ (PL) https://www.sis.uw.edu.pl/#onas (PL) https://mobility.project.uw.edu.pl (PL) https://mobility.project.uw.edu.pl/en (EN)
Action required in the following period	→ Create a UW employee training search tool facilitating an easy access to information on all training offered to the employees by the University units. → Introduction of reporting on the development activities for employees, including academics. → Further expansion of the development offer for academics. → Continuation of the implementation of university-wide programs for the development of doctoral students competences in the Integrated Programme for Development.

39. Access to research training and continuous development	See item. 38
40. Supervision	See item. 36

GANTT CHART 2022-2024 (three years period)

Ethical and professional aspects

C&C Principle	Action	1 Q 22	2 Q 22	3 Q 22	4 Q 22	1 Q 23	2 Q 23	3 Q 23	4 Q 23	1 Q 24	2 Q 24	3 Q 24	4 Q 24
2	Preparing the Code of Conduct /Ethics covering ethics, conduct of research and avoidance of any conflicts of interest												
4	Pilot programme for Research Project Managers												
4	Dean's Academy - programme for deputy deans and heads of organisational units carrying out research or didactic activities												
8	Develop an Open Science Policy at the University of Warsaw and launch an Institutional Repository at the UW												
8	Conduct meetings and dissemination training workshops for researchers as part of the alliance of the 6 universities' staff-led outreach to their scientists												
10	Conducting training and workshops (i.e. obligatory equality training for new employees), training for decision-makers, administration, doctoral students												
10	Further development and improvements of the equality website: rownowazni.uw.edu.pl												
10	Establishment of the Equality Observatory (collection of data on equality, cyclical research on the state of equality at the University and the state of knowledge; publication of results; publication of comparative statistics)												
10	Introduction of an electronic tool allowing for reporting sexual harassment and discrimination behaviours												
10	Removing architectural and organisational barriers within the Level Up programme												
10	Removing architectural and organisational barriers by supporting the relocation process of the foreign employees												
10	Removing architectural and organisational barriers by extending the scope of translation into English of the internal University regulations												

10	Verification of the Regulations of the Employee Benefit Fund in terms of its availability for young employees, including foreign employees												
11	Improving access to the data on scientific resources, competences and achievements of employees by developing and implementing the in-house method of the Knowledge Management Platform												
11	Implementation of an IT tool supporting the periodic assessment of academic teachers												
11	Update of the ordinance of the Rector regarding the periodic assessment of academic teachers (assessment criteria)												
11	Pilot implementation of the Performance Review for young researchers												

Recruitment

C&C Principle	Action	1 Q 22	2 Q 22	3 Q 22	4 Q 22	1 Q 23	2 Q 23	3 Q 23	4 Q 23	1 Q 24	2 Q 24	3 Q 24	4 Q 24
13	Setting up a dedicated internal organisational unit (section in Human Resources Office) within the university administration responsible for recruitment												
13	Define the UW's strengths as an employer and post the information on the Human Resources Office website directed at candidates												
13	Selection and implementation of the Internet Employee Registration platform												
14	Prepare a set of Good Practices in the conduct of applicable in the recruitment process for academic positions												
14	Preparing the training for the heads and members of recruitment committees												
14	Include the recommendations for gender balance on qualifying teams in the Doctoral School Recruitment Resolution												
19	Acquiring information on good practices in the area of recruitment of candidates for academic staff within the 4EU+ alliance and implementing the selected solution at the University												

22	Conducting a survey among doctoral students in from the doctoral schools												
Working conditions and social security													
C&C Principle	Action	1 Q 22	2 Q 22	3 Q 22	4 Q 22	1 Q 23	2 Q 23	3 Q 23	4 Q 23	1 Q 24	2 Q 24	3 Q 24	4 Q 24
23	Bringing the culture of the core facility to the UW												
24	Development of the childcare infrastructure at the UW												
24	Development and dissemination of the recommendations on work-life balance i.e. with respect to hours of meetings of scientific councils, teaching councils and faculty councils												
24	Diagnosis of the needs of those returning to teaching and research activities after childcare leave												
26	Performing an audit on salaries and income earned by the researchers at the UW												
26	Research on gender pay gap at the UW												
27	Development of the guidelines on gender-balanced representation of women												
27	Supporting female researchers by networking groups for female doctoral candidates												
27	Supporting female researchers by popularisation of good practices related to supporting women's careers, applied at the faculties and units												
27	Supporting female researchers by gathering statistical data on starting doctoral dissertation procedures and defence of doctoral dissertation by gender												
27	Conducting a follow-up research on situation of women at the UW												
27	Preparation of a new edition of GEP												
27	Integration of the gender dimension in research and innovation content following the Horizon Europe requirements												
29/18	Introduction of a university-wide programme, preceded by a pilot for foreign researchers, to familiarise new staff with the UW												
29/18	Support system for international employees who need additional assistance in matters not related to the UW												
29/18	Implementation of the Internet Guest Registration system												

29/18	Strengthening the cooperation with strategic partners/ establishing new strategic partnerships												
30	Introducing individual counselling for the academics.												
31/32	Updating the Regulations for the Management of Intellectual Property at the University of Warsaw, including the accompanying model agreements												
33	Summary of the Young Didactics Programme												

Training

C&C Principle	Action	1 Q 22	2 Q 22	3 Q 22	4 Q 22	1 Q 23	2 Q 23	3 Q 23	4 Q 23	1 Q 24	2 Q 24	3 Q 24	4 Q 24
36	Organisation of a pilot programme for talented early career researchers (from the University and partner universities) to join research teams												
37	Mentor Program												
37	Programme for young female researchers												
28/38/39	Create a UW employee training search tool facilitating an easy access to information on all training offered to the employees by the University units												
28/38/39	Introduction of reporting on the development activities for employees, including academics												
28/38/39	Further expansion of the development offer for academics												
28/38/39	Continuation of the implementation of university-wide programs for the development of doctoral students competences.												