

Internal Review - November 2025

1. Information on the organisation

Staff and students	FTE
Total researchers (staff, fellowship holders, bursary holders, doctoral candidates involved in research)	4 875
of whom are international	578
of whom are externally funded	81
of whom are women	2 277
of whom are stage R3 or R4	1 553
of whom are stage R2	1 436
of whom are stage R1	1 805
Total number of students	37 146
Total number of staff	7 505
Research funding (figures for most recent fiscal year)	EUR*
Total annual organisational budget	517 131 800
Annual organisational direct government funding (designated for research)	55 331 860
Annual organisational competitive government-sourced funding (designated for research)	50 375 224
Annual funding from private, non-government sources, designated for research	8 115 366

*1 EUR = 4,23 PLN

1. Organisation profile

Founded in 1816, the University of Warsaw (UW) is Poland's largest higher-education institution and a leading research centre, comprising 25 faculties, 4 doctoral schools, and about 30 research and teaching units. It provides advanced education across the humanities, social sciences, natural and exact sciences, and, since autumn 2022, medical sciences. In 2019, UW secured first place in the "Excellence Initiative – Research University (2020–2026)" competition and launched the IDUB programme in 2021. In the 2024 Shanghai Ranking, UW ranked 401–500, highest in Poland; mathematics ranked 101–150, law 151–200, and physics 201–300. Since 2022, UW researchers have obtained 18 ERC grants.



2. Strong and weak points of current practices

ETHICS, INTEGRITY, GENDER AND OPEN SCIENCE

Strong points

- Academic freedom guaranteed by national law and the UW Statute.*
- Equal opportunities for women and men in science; low percentage of academics reporting breaches of ethical standards or discrimination based on gender, age, ethnic or national origin.*
- Easier promotion to university professor, increased number of female university professors.
- Intensive equality and anti-discrimination actions.

Weak points

- No internal university code of ethics.
- Low awareness of applicable procedures and rules, including periodic evaluations, promotions.

Academic freedom, guaranteed by the UW Statute, remains one of the University's core values. In a 2025 survey, 73% of academics stated that they feel recognised as specialists, and 83% reported no restrictions on freedom of expression. Respondents generally declare familiarity with ethical principles and intellectual property regulations (average of 4; 5 = very well) and report rare violations of these principles (average of 2; 5 = very often).

More than 70% state that they often or very often make research results freely available. This is supported by a 2024 UW Library study on open access (599 respondents R1-R4), which shows strong interest in using and disseminating research data, while also highlighting difficulties related to deadlines, publication venues, and fees.

Following UW's accession to CoARA, the University has begun reviewing existing academic assessment systems at all levels, considering disciplinary diversity. This work will lead to recommendations for changes to be submitted to the University authorities.

In recent years, more individuals have qualified for the position of university professor, with a notable rise in the number of women, from 250 in 2022 to over 300 in 2024. In 2023, the UW launched training on the procedure for promotion to university professor, including the habilitation procedure confirming scientific independence.

The University promotes equality and combats discrimination and exclusion through training activities, guides, and recommendations. These activities have been reinforced by the introduction of a Gender Equality Plan, the first of its kind among Polish universities. Since 2022, the University has run a networking programme for female doctoral candidates, which has been

Internal Review - November 2025

used by over 200 participants, and a comprehensive development programme for young female researchers (34 participants selected through a competition), which has been very successful.

The academic community can obtain support in the form of informal corrective measures taken by the Academic Ombudsman, as well as formal proceedings conducted by the Unequal Treatment and Discrimination Commission and the Mobbing and Other Undesirable Behaviour Commission. The University provides free-of-charge psychological and legal support. Despite the significant progress made in raising awareness of gender equality and creating a friendly and supportive working and learning environment for women, one of the University's goals remains to improve gender balance in decision-making processes and increase the inclusiveness of the University.

** based on the results of a university-wide survey of academics at the University of Warsaw held in June 2025 on compliance with the principles of the European Charter for Researchers (671 respondents from the R2-R4 group)*

Remarks

Work on developing a new Inclusive Gender Equality Plan at the University of Warsaw is currently nearing completion. The Code of Ethics is also at the consultation stage in the UW Senate, and its introduction will be accompanied by training for the employees.

Taking into account the comments contained in the Consensus Report, a number of other training courses were launched to familiarise academics with the procedures and rules in force at the University, e.g. raising funds for research, recruitment procedures, periodic assessments, HR and payroll procedures, as well as the operation of the university IT systems.

RESEARCHERS ASSESSMENT, RECRUITMENT AND PROGRESSION

Strong points

- Clear, uniform recruitment rules for academics and doctoral schools, supported by training and individual consultations, with better communication to candidates and committees.
- Transparent rules for appointing and operating committees, including those for research projects, with explicit conflict-of-interest exclusions.

Internal Review - November 2025

- Multi-stage recruitment with interviews and required opinions, and, where applicable, external reviews.
- Accessible appeal procedure.

Weak points

- Difficulty attracting candidates from abroad due to uncompetitive salaries and the difficult geopolitical situation.
- The process of changing the approach to recruitment towards a greater emphasis on holistic assessment of candidates, valuing diverse career paths and international experience has begun, but requires time.
- No IT tool for collecting applications.
- Need to further strengthen induction for new employees, especially at the faculties.

In early 2025, a new Rector's Ordinance introduced rules for recruitment to R2–R4 positions and for appointing recruitment committees. Recruitment advertisements now include clear criteria for assessing candidates' records, competences, and experience; mandatory interviews; training for committees, and feedback for candidates on the strengths and weaknesses of their applications.

A guidebook was prepared for recruitment committees and deans, containing practical advice, document templates, and training cycle on recruitment rules, interviews, and common assessment errors. Since early 2025, nearly 150 individuals have participated. Due to the high level of interest in the training courses, they will be continued. Since November this year, the training programme has been expanded to include counteracting discrimination in recruitment.

All job advertisements, with the Rector's consent, are published simultaneously in Polish and English on the UW website, the relevant ministry website, and EURAXESS, at least 30 days prior to the application deadline. Recruitment committees consist of at least five members, ensuring a balance of gender, diversity, and broad experience. In the 2024/25 academic year, women chaired 44% of committees and accounted for 47% of committee members.

Women represented 42% of the selected candidates for academic positions and 43% for doctoral schools for the 2024/2025 academic year.

The process of selecting the right person for employment is a multi-stage process. The competition may be closed if no suitable candidates are found, and the Rector may invalidate competitions conducted in violation of the law. These principles ensure the selection of the best candidates.

Internal Review - November 2025

Information on working conditions at the UW, including professional development and competence development opportunities, as well as information for candidates on the appeal procedure, is available at: [link](#).

Rules for admission to doctoral schools (R1) were established by the Senate in 2021 and amended in 2023, introducing gender diversity requirements for admission committees. For several years now, the admission to doctoral schools has been conducted according to uniform, publicly available rules. Admission committees conduct the process, and all applicants receive information about their scores for each criterion upon completion.

An extract, entitled Open, Transparent and Merit-Based Recruitment Policy for candidates (R1-R4), was created, presenting the process in a more user-friendly form and including a process flow diagram (link in each advertisement: <https://rekrutacja-i-rozwoj.bsp.uw.edu.pl/en/recruitment-policy-at-the-university-of-warsaw/>).

Remarks

The University struggles with an insufficient number of candidates with the right skills, including candidates from abroad. As a result of recruitment for academic positions conducted in the 2024/2025 academic year, in over 40% of cases, persons with citizenship other than Polish were selected, with a significant proportion of them having previously worked at the University in other positions. During the same period, 15% of applicants to doctoral schools were selected who were citizens of countries other than Poland.

Since the beginning of 2024, a central welcome programme for academics (R2-R4) entitled "Welcome to the UW" has been introduced. By the end of the first half of this year, eight editions of the programme had been carried out.

From 2021, the Welcome Point has provided significantly more extensive support to foreign employees by providing information and assistance in matters related to employment at the University and organising their stay in Warsaw, particularly with regard to legalising their stay. The WP organises free Polish language courses for foreign employees (since 2021, 406 foreigners have participated), intercultural training (32 participants since 2023), information meetings and individual consultations on tax and legalisation of residence. In addition, it organises welcome meetings, which have been attended by 55 people since 2023, as well as integration events, including: walks around Warsaw introducing the multicultural history of the city and theatre improvisation workshops (44 people from 2024) - developing language and teamwork skills among foreign and Polish employees at the University. In autumn 2024, an adaptation meeting for foreign doctoral candidates, entitled "Better Together," was held. In October 2025, a three-day adaptation programme for first-year doctoral candidates (R1), entitled "Good Start," took place.

Internal Review - November 2025

The implementation plan for the UW Strategy for 2023–32 provides for further strengthening of the employee adaptation process, particularly at the faculties.

From 1 April 2025, a visitor registration system has been implemented, including visitors from abroad ([link](#)), which will enable better identification of visitor needs and, in the future, more effective satisfaction of those needs. Between June and October this year, approximately 1,350 visitors registered, with the largest numbers coming from Germany, Italy and the USA. A total of 130 people participated in training courses on the system.

A translation section has been established to continue the process of translating the UW's websites and other documents into English, thereby enhancing their accessibility for foreigners.

During the specified period, it was not possible to implement an IT tool to facilitate the application process for candidates. Implementation is planned for the coming years.

WORKING CONDITIONS AND PRACTICES

Strong points

- High job stability.*
- Relatively substantial support for families and employees experiencing psychological difficulties.

Weak points

- Uncompetitive salaries compared to foreign universities, especially for early-career academics.*

The University supports international cooperation and networking through strategic alliances, such as 4EU+, and visiting professor programmes. Four competitions were organised for delegations from UW units to visit strategically important institutions to establish or strengthen scientific cooperation, and another competition is underway for visits by scientists (individual or group). Between 2022 and the first half of 2025, the International Relations Office financed 65 outgoing delegations and 4 visits, totalling over PLN 1.9 million. There was a total of 178 mobilities (166 outgoing, 12 incoming participants). By mid-2025, 62 employees and 33 doctoral candidates had participated in the dedicated 4EU+ exchange programme.

It should be noted that the data on fellow and bursary holders provided earlier in the report comes from the international cooperation

Internal Review - November 2025

office; we do not currently have a central database.

According to 75% of survey respondents*, job stability supports or strongly supports scientific research. Employees moderately appreciate the quality of the research environment, infrastructure availability, and work-life balance opportunities.

A 2023 study on the needs of employees and doctoral candidates who are parents revealed varied satisfaction levels regarding childcare and work-life balance, with differences across University units. This results from the autonomy of units in shaping personnel policy, including approaches to remote work, which was expanded University-wide in 2025. In response, the University significantly expanded training on childcare, care for dependents, psychological well-being, self-care, relaxation skills, conflict resolution, and related topics. Between 2023 and mid-2025, academics participated in about 60 such training courses. During the academic year 2024/2025, a series of training courses was conducted for doctoral candidates, including sessions on the legal aspects of balancing work and parenthood, mental resilience, and stress management. A support group for neurodiverse people was also created.

Pay rises introduced in 2025 did not change academics' assessment of remuneration (average 2.6, scale 1-5 in the 2021 and 2025 surveys*). The remuneration audit, ongoing since 2024, has already produced proposals aimed at making the University more attractive to young researchers and researchers from abroad. Implementation depends on trade union decisions. As a public sector institution, the University has limited ability to influence salary levels or funding for research activities; salaries for academics and scholarships for doctoral candidates depend on state subsidies.

A 2024 pay gap survey, based on data from 2017 to 2022, showed a pay gap of approximately 3%, with a downward trend. Slight differences in favour of both women and men appear in different employee groups.

** based on the results of a university-wide survey of academics at the University of Warsaw held in June 2025 on compliance with the principles of the European Charter for Researchers (671 respondents from the R2-R4 group)*

Remarks

Proposals submitted by the doctoral candidates' self-government resulted in the creation of a new Vice-Rector for Doctoral and Legal Affairs position for the 2024-28 term. A Rector's Proxy for the Development of Doctoral Schools was also appointed. These changes intensified dialogue between the authorities and the R1 group, leading to amendments to the rules of student halls of residence and scholarship regulations. In 2023, the UW Rector issued an ordinance regulating the use of UW research and IT infrastructure by those who prepared their doctoral dissertations at the University, including persons who lost doctoral candidate status after submitting their dissertation and are still in the process of obtaining the doctoral degree [link](#)

Internal Review - November 2025

Since 2023, three calls for funding for publication and research activities for doctoral candidates have been conducted. More than 350 scholarships for doctoral dissertations have been awarded, amounting in total to PLN 4.3 million;

Regarding the financial situation of doctoral candidates, in 2024, the UW Rector increased the scholarship to PLN 4,242 gross per month, above the statutory PLN 3,466.90 gross. Since 2023, the one-off "Scholarship for Start" of PLN 18,000 has been awarded to approximately 20% of the first-year candidates with the highest admission results. This programme also supports athletes with national and international achievements.

A new benefit for doctoral candidates with scientific achievements was introduced, amounting to approximately PLN 2,200 gross. In 2024, the "Scholarship for 5" was established for candidates unable to submit their dissertation within the standard 4-year period, providing a PLN 10,000 one-off payment (50 recipients). From the academic year 2025/2026, doctoral candidates will also be offered subscription lunches at the UW canteen to reduce food costs. During the amendment of the company Social Benefits Fund regulations, the age limit that had restricted doctoral candidates' access to benefits—previously set at 35 years—was removed.

RESEARCH CAREERS AND TALENT DEVELOPMENT

Strong points

- A comprehensive range of training opportunities for research and teaching staff, with high participation rates and strong use of individual support (advisory services, academic mentoring, teaching tutoring, coaching).
- High evaluation of collaboration with mentoring personnel among academics – 4.5-5 (1-5 scale) – and of support from supervisors in doctoral schools – 2 (-3 to 3 scale)* – as well as an equally high assessment of their impact on academic career development.

Weak points

- Limited impact of academic career development counselling and mentoring, especially at early career stages.*
- Numerous regulations governing academic career development.
- Declining real value of the University's subsidy (the increase does not keep up with inflation) makes training programmes dependent on external funding, complicating the continuation of proven initiatives.

Academics participate actively in competence development. In 2024, they completed around 4,200 training places. Over the next two years, the University plans to expand its training, particularly in teaching and areas linked to the green and digital transition, funded by the EFSD Programme (European Funds for Social Development 2021–27).

Internal Review - November 2025

Between 2022 and 2024, approximately 100 academics, doctoral candidates, and students used career development counselling. The need for individualised counselling is still not widely recognised by staff or supervisors. By contrast, the need for mentoring is better understood: according to the survey*, 13% of respondents reported having a mentor. Participants rate mentors very highly (above 4/5 for knowledge, experience, and partnership building) and emphasise their strong impact on academic and professional development, including establishing collaboration with new research teams (individual interviews conducted within the Programme for Young Female Researchers and Teachers).

In recent years, UW has launched several development programmes for young researchers with mentoring components (the Programme for Young Researchers in the Social Sciences and the Programme for Young Female Researchers and Teachers), involving around 50 participants guided by experienced mentors. Under the Mentor Programme, which enabled visits by professors from abroad to meet with research teams at the UW between 2021 and mid-2025, the University funded visits by 80 distinguished academics, including Nobel Laureate in Physics, Professor Francois Englert.

The Programme for the Inclusion of Talented Young Scientists in Research Teams organised competitions supporting research visits and exchanges of doctoral and undergraduate students. By mid-2025, the UW had hosted nearly 90 incoming and supported about 40 outgoing participants. Under a dedicated exchange programme with Ukraine, nearly 50 doctoral candidates and students undertook research visits to the UW.

To support academics' understanding of advancement requirements, the University plans to develop a Career Development Policy for Academics, providing a compendium of position-specific criteria and professional development opportunities available at the institution. Career counselling will continue in an enhanced form.

** based on the results of the university-wide survey of academics at the University of Warsaw held in June 2025 on compliance with the principles of the European Charter for Researchers (671 respondents from the R2–R4 group) and the university-wide survey of doctoral candidates held in June 2025. (435 respondents from the R1 group).*

Remarks

Each month, the University of Warsaw offers academics around 30 training courses covering teaching skills, social and personal competences, language courses, digital tools, and training supporting research. The needs of academics are continuously monitored, including through periodic in-depth studies such as the group interviews and survey research initiated in July this year.

The university consistently expands its comprehensive programmes beyond those included in the 2022–2027 Action Plan. Over the past three years, further editions of management programmes have been implemented, including the Deans Academy, the Academy of Academic Teaching and Learning Management and two editions of the Academy of Competence Development for Science

Internal Review - November 2025

Leaders. Two editions of the Academy of Science Communication, focusing on research dissemination, and the Young Teachers Programme have also been conducted, as well as three editions of the Programme for Supervisors of Doctoral Dissertations. These programmes combine training with individual support such as mentoring, coaching, counselling or teaching tutoring, and each gathers between 25 and 100 academics. Participation in most training and professional development activities is voluntary. Their broad scope has been made possible thanks to additional funding from the IDUB Programme.

After doctoral education was transferred from faculties to doctoral schools in 2019, a key challenge has been ensuring that doctoral candidates maintain contact with more experienced colleagues within their discipline, share best research practices and have opportunities to expand their professional networks. To address this challenge, doctoral schools have introduced initiatives in recent years aimed at fostering integration within the doctoral community, notably through interdisciplinary seminars (interdisciplinary school) and off-site interdisciplinary conferences (Schools of Social Sciences, Natural and Exact Sciences and Humanities). The revision of the study programme carried out in 2023 has allowed greater flexibility in the selection and sequencing of courses within the doctoral schools' programmes. As a result, doctoral candidates from different years of studies attend classes together, which facilitates the exchange of experiences. In the 2024/2025 academic year, as many as 35% of doctoral candidates worked with more than one supervisor. A survey conducted among doctoral candidates in 2025 indicated that respondents rated the engagement and support of their supervisors very highly (rating 2 on a -3 to 3 scale).

In the years 2026–2028, the implementation of an extensive programme for doctoral candidates is planned, focusing on the development of digital competences and skills related to the green transition, as well as teaching competences, including those connected with universal education. A similar, though broader, programme will also be implemented for academics. The continuation of proven programmes, such as those for Young Teachers and Deans' Teams, is planned, along with the launch of new initiatives addressed to heads of studies and experienced teachers. These will aim to enhance understanding of the needs of the younger generation, prevent professional burnout, and support a more individualised approach to teaching and learning. If funding for the continuation of the IDUB Programme is secured, additional training opportunities for researchers will also be offered.

Internal Review - November 2025

Have any of the short- or long-term priorities changed?

In response to the changing circumstances, the University has implemented a number of initiatives that were not included in the Action Plan (AP):

- a range of measures addressed to this group has been undertaken - more detail in the chapter Working Conditions and Social Security;
- institutional support for transgender persons has been developed;
- support for neurodiverse persons – support groups, training sessions raising awareness and infrastructural adjustments (under the project “UWażni na dostępność – University of Equal Opportunities”),
- the staff of the Psychological and Counselling Services Centre has been expanded, enabling the intensification of psychological support;
- a multi-stage process has been introduced to prepare researchers for defending ERC grant applications;
- the following programmes have been implemented: the Academy of Science Communication, the Programme for Supervisors of Doctoral Dissertations, the Young Teachers Programme, the Programme for Young Researchers in the Social Sciences and for Young Researchers Returning from Parental Leave, as well as management programmes: Deans Academy, the Academy of Competence Development for Science Leaders, Leader in Administration, and the Academy of Academic Teaching and Learning Management;
- the training offer has been broadened to include courses on University procedures and mentoring training focused on building partnership-based relationships, research funding, and career development, including for supervisors of researchers in the MSC Post Doctoral Fellowship programme;
- the “Pink Box” initiative has been introduced, providing dedicated hygiene products for women.

Most of the activities included in the 2022–2027 AP are being implemented systematically. Several new activities to be carried out in 2026–2027 have been added to the AP. Some priorities have been revised or timelines adjusted:

The following have been discontinued:

Internal Review - November 2025

- the establishment of a kindergarten for children,
- the introduction of amendments to the Social Benefits Fund Rules and Regulations.

The deadline of implementation of the following has been extended:

- the Code of Ethics,
- mandatory equality training,
- recommendations on work–life balance,
- guidelines on gender-balanced representation of women and men,
- the new edition of the Inclusive Gender Equality Plan,
- the integration of the gender dimension into content related to research and innovation (Horizon Europe programme),
- the “core facility” culture at the University,
- the new rules and regulations on intellectual property management,
- the Knowledge and Resource Management Platform –,
- the audit of actual remuneration earned by academics at the University of Warsaw;
- the IT system for collecting applications from candidates for academic positions;
- the development programme for project leaders.

For selected tasks, a decision was taken to consolidate their outcomes in the next period:

- supporting women in the early stages of their academic careers (early-stage researchers) through networking groups for female doctoral candidates,
- supporting female researchers by disseminating good practices in supporting women's careers, developed at faculties and units,
- individual academic career development counselling for researchers,

Internal Review - November 2025

- continued expansion of development opportunities for academics.

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

The rapid development of AI requires a renewed reflection on the role of universities in educating adults, as well as the adaptation of teaching methods and verification of learning outcomes. AI is also reshaping research and scientific work, creating a need for ethical principles and more detailed guidelines (including at the European level) on standards of conduct. The University Council for Teaching and Learning at the University of Warsaw has established general principles for the use of AI in teaching; however, a similar position for research activities is still lacking.

The ongoing armed conflict in Ukraine, rising global tensions and the increasingly evident effects of climate change have contributed to higher levels of anxiety. The sense of threat affects the mental well-being of staff, students and doctoral candidates. In spring 2024, a tragic incident occurred on campus: a University female employee was killed in an attack by a student. This event shook the academic community, demonstrating the need to strengthen safety procedures and psychological support for the University community. In response, the University established a new security unit and undertook measures to reduce the risk of similar incidents.

Demand for psychological support and wellbeing-related training has increased several times in recent years. The University offers numerous courses on stress resilience, psychological crises, cybersecurity, behaviour in emergency situations, first aid, and digital tools that supplement basic knowledge and support adaptation to new challenges. The team of the Psychological and Counselling Services Centre is being systematically expanded.

In mid-2025, changes to national regulations prioritised visa procedures for doctoral candidates and academic staff. Nevertheless, the residence legalisation process in Poland remains time-consuming and burdensome for international individuals. During this period, the mobility of researchers is significantly restricted and, without a valid visa or residence permit, entirely impossible.

Following the 2023 parliamentary elections, opposition parties came to power, resulting in changes to government policy as well as structural and personnel changes in the ministry responsible for science and higher education. The national criteria for the evaluation of research units, which will take effect in 2026, were published shortly before the submission of this report. In this context, the re-election of prof. dr hab. A. Nowak as Rector, along with the commencement of the new term of the Senate and faculty authorities

Internal Review - November 2025

in 2024, has stabilised the University's internal situation and ensured continuity in strategic activities, including the implementation of the University of Warsaw strategy.

Are any strategic decisions under way that may influence the action plan?

In 2023, following extensive workshops and consultations with the academic community, the Senate of the University of Warsaw adopted the University's Strategy for 2023–2032. It comprises four pillars: comprehensive teaching, research excellence, responsible university management, and infrastructure development, combined with a friendly and activating work environment. These are articulated within key contexts arising from the University's current challenges and opportunities: societal impact, responsibility and internal processes, digitalisation, community-building and internationalisation.

This strategy aligns with the European Charter for Researchers and integrates previous priorities into a more coherent action plan for the coming years, confirming the suitability of the existing HRS4R with the expectations of the University's academic community. The UW continues to prioritise the strengthening of international cooperation, the transformation of organisational culture and the improvement of the working environment for researchers, including the maintenance of the HR Excellence in Research recognition.

New strategic priorities will be implemented after the completion of HRS4R-related activities or as their continuation. One example is the planned Academic Career Development Policy, representing the next stage of earlier implemented solutions in career counselling, skills development and availability of research funding.

In 2026, funding associated with the University's research university status and the implementation of the IDUB Programme, which enabled many new initiatives outlined in the 2022–2027 Action Plan, will come to an end. In the coming years, the Ministry of Science and Higher Education is expected to announce a new edition of the IDUB Programme, to which the University of Warsaw intends to apply.

Additional support has been secured through the EFSD Programme, enabling continued development of skills among doctoral candidates, students and academics. Projects include "UWażni na Dostępność – University of Equal Opportunities", which raises awareness of the needs of persons with disabilities and neurodiverse individuals, and the "Integrated Teaching and Learning Development Programme 2.0." (ZIP), which supports adapting study programmes to market needs and enhancing staff competencies for the digital and green transition, as well as the expectations of students and the broader economic environment.

Internal Review - November 2025

Efforts are being made to secure additional funding for similar and new initiatives, as well as to continue investments in the construction and modernisation of existing teaching and research facilities, with the aim of improving working conditions.

However, securing the necessary resources, which are crucial for new initiatives targeting researchers, remains uncertain.

Comment on the implementation of OTM-R principles (Open, Transparent and Merit-Based Recruitment).

The recruitment process has been conducted according to clearly defined, uniform principles across the University for several years. Nevertheless, following feedback from experts in the 2022 Consensus Report and an in-depth analysis of current practices and the challenges encountered by faculties (visits to approximately 15 faculties), the approach to recruitment for R2–R4 positions was restructured. Greater emphasis was placed on the proper preparation of recruitment committees, including a more holistic assessment of candidates' record, experience and competencies. Communication of recruitment rules to committees and candidates was also significantly revised. All key information has been consolidated on the new website [link](#), referenced in all job advertisements.

A dedicated single-person unit was also established within the Human Resources Office to coordinate the recruitment announcements, advise competition committees and conduct regular small-group training sessions (10-15 participants). These sessions provide both practical instruction and opportunities for faculties to exchange experiences. Examples of good practices collected during the preparatory stage were included in the Guide for Competition Committees. A set of templates for frequently used documents was also created to standardise information provided to candidates. All recruitment announcements submitted by faculties undergo compliance checks before publication.

Internal Review - November 2025

An analysis of competitions conducted in the 2024/25 academic year showed that most organisational units comply with internal regulations. Many have adopted the new job advertisement template containing all required information about the position and the recruitment process, and have streamlined their required documents by using the personnel questionnaire designed for this purpose.

Control mechanisms are applied where necessary, including the possibility of closing a competition without selecting a candidate or annulling competitions conducted in violation of regulations. In the 2024/25 academic year, applicants to doctoral schools submitted 24 requests for reconsideration, while candidates for academic positions submitted 1 appeal.

Despite satisfactory results, several areas still require improvement. These will be addressed through continued training for selection committees and support staff, as well as the introduction of regular audits to monitor compliance with current regulations across organisational units.

Due to time and partly technical constraints, an IT system for collecting applications could not be implemented, though it would greatly facilitate the application and selection process. It is planned to simplify the process of submitting applications to the Rector for initiating recruitment by introducing an electronic request form, which is scheduled to be implemented around 2025/26.

3. Implementation process

General Overview - Implementation Process

The overall implementation process was based on identifying needs and plans, including those related to the latest UW strategy and its institutional conditions, assessing completed and ongoing activities, discussing the causes and circumstances of their implementation status, and analysing the recommendations contained in the Consensus Report.

The progress of the work was monitored by the Steering Committee (SC), chaired by prof. dr hab. Sambor Grucza, Vice-Rector for Cooperation and Human Resources. The SC is composed of members of the Rector's College and academics representing various scientific disciplines. The implementation was managed by the Working Team (WT), chaired by dr hab. Julia Kubisa, prof. ucz., Dean of the Faculty of Sociology. The WT is composed of both academics and administrative staff responsible for implementing activities in their respective units, as included in the Action Plan (AP).

Internal Review - November 2025

The following UW units were involved in the implementation of the AP, among others: Human Resources Office, Office for University Advancement, Welcome Point, Centre of New Technologies, UW Library, Office for International Research and Liaison, Research Services Office, Office for Innovation in Teaching and Learning, Promotion Office, International Relations Office, doctoral schools, Education Quality Evaluation Unit, Biological and Chemical Research Centre, Office for Persons with Disabilities, Centre for Technology and Knowledge Transfer, the Ombudsman's Team and Equality Team.

The WT adopted a quarterly reporting system to track the progress in implementing the activities. Any delays in implementation were discussed directly with the relevant members of the SC. If a detailed discussion of key changes was necessary, joint meetings of the SC and WT were organised.

The above teams, maintaining their original composition with only minor changes, continue their work to this day, thus ensuring a consistent approach to planned activities and their systematic implementation, as well as proposing new initiatives that arise from ongoing engagement with the academic community.

Members of the SC and WT sustained a close cooperation. They were both involved in implementing other strategic programmes and initiatives at the University of Warsaw (including the development of the latest UW Strategy for 2023–2032), which further reinforces HRS4R by integrating it into broader, long-term activities carried out at the UW. Members of the WT form part of the teams responsible for implementing major programmes, such as IDUB and EFSD, as well as other initiatives considered significant from the University's perspective, such as fostering collaboration within the 4EU+ Alliance.

Together, the SC and WT implement the ambitious AP for 2022–2027, while also undertaking other initiatives that contribute to improving researchers' working conditions at the University of Warsaw.

In developing amendments to the AP for the upcoming period this year, the SC and WT drew on findings related to the implementation of the UW strategy. Additionally, in spring 2025, they conducted a follow-up survey among academics regarding the principles of the European Charter for Researchers, as well as an in-depth survey among doctoral candidates. It should be noted that numerous other sources of information on researchers' needs were also taken into account, including, but not limited to: a survey on parents' needs; a 2025 qualitative survey of early-career female researchers; a 2025 survey on academics' development needs; a survey conducted by the UW Library; an equality-related survey carried out by the Equality Team; reports' results and recruitment data; and outcomes from working meetings and consultations with doctoral candidates and researchers.

Internal Review - November 2025

How have you prepared the internal review?

The preparation the Internal Assessment was conducted in several stages:

- holding a joint discussion between the SC and WT on potential risks in implementing the AP;
- the work of SC and WT members on the AP detailing the UW strategy (spring 2025) – which influenced the determination of activities for the next period;
- conducting two university-wide surveys by the University Survey Unit in spring 2025, targeted separately at the R1 group and the R2–R4 groups, and subsequently summarising their results;
- a follow-up analysis of the Consensus Report;
- summarising the results of consultations and workshops conducted before the formulation of the UW strategy, encompassing numerous relevant topics and proposals, with particular focus on horizontal initiatives critical to the entire academic community;
- analysing the data from the WT's quarterly report illustrating progress, conducting individual interviews with WT members, and reviewing submitted materials, including links to summaries of completed work;
- discussing the draft assessment and jointly incorporating comments and corrections.

The final draft was submitted to the SC for discussion, review, and approval.

New actions were proposed based on the Gap Analysis (GA) between the current practices and the principles of the Charter, as well as the latest UW strategy. The University decided to propose only a limited number of new actions for the 2026–2027 period, taking into account the extensive range of ongoing tasks from the existing AP that require continuation, the current external uncertainties, and the pending announcement of the IDUB new edition.

We believe that future stages of HRS4R will bring new and ambitious initiatives in response to emerging challenges and opportunities associated with the University's continued status as a research university.

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

The University of Warsaw engages its academic community in various ways, reinforcing the initiatives and values promoted by the Charter.

Professional involvement

Internal Review - November 2025

The SC and WT are composed of both UW academics and administrative staff. Members of the interdisciplinary teams preparing key University documents bring extensive knowledge of the University's main internal processes and the challenges it faces. They are actively engaged in implementing strategic projects.

Institutional involvement

The Rector approved each HRS4R edition (2015–2021, 2022–2027).

The Statute of the University of Warsaw, adopted by the UW Senate in 2019, refers to the Charter as the set of principles guiding the University. The Rector of the University of Warsaw submitted a written declaration in support of the provisions of the Charter.

The opportunity to contribute and influence

In 2018, 2021, and 2025, the UW conducted surveys among academics (R2–R4) to gather their opinions and experiences regarding the alignment of University practices with the Charter principles. Two surveys were also conducted among doctoral candidates, the most recent in 2025. Selected issues addressed during the implementation phase of the AP were discussed by the UW Senate, including, but not limited to: the UW Senate, through one of its committees, worked on developing the Code of Ethics and will also discuss new regulations concerning intellectual property.

In preparing the GA and new proposed initiatives for the AP, the results of discussions and consultations with academics were used, including those conducted for the development of the UW Strategy for 2023–2032, and subsequently for the detailed strategy plan in 2025.

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

In 2022, the current Steering Committee (SC) and the Working Team for the Charter Implementation (WT) were established. The SC is composed of members from the Rector's College and UW academics representing various disciplines, who are responsible for supervising the implementation of the Charter.

The WG is composed of both academics and administrative staff who are responsible in their respective units for implementing the activities outlined in the AP.

This structure ensured a clear separation between implementation and supervisory functions, while also ensuring that the WT comprises persons directly accountable for the activities undertaken and for specific substantive areas within the University, such as HR, external relations, etc.

Internal Review - November 2025

The Steering Committee for the Implementation of the European Charter for Researchers and the Code of Conduct for researchers' recruitment is composed of:

prof. dr hab. Sambor Grucza, Vice-Rector for Cooperation and Human Resources – the Chairperson of the Steering Committee

prof. dr hab. Zygmunt Lalak, Vice-Rector for Research

dr hab. Adam Niewiadomski, Vice-Rector for Doctoral and Legal Affairs

prof. dr hab. Ewa Bulska, Director of Biological and Chemical Research Centre of the University of Warsaw

mgr Robert Grey - Chancellor of the University of Warsaw

dr Artur Chelstowski, Vice-Chancellor for Economic Affairs

prof. dr hab. Wojciech Dominik, Faculty of Physics

prof. dr hab. Paweł Stępień, Director of the Interdisciplinary Doctoral School

The Working Team for the Implementation of the European Charter for Researchers is composed of:

dr hab. Julia Kubisa, prof. ucz., Dean of the Faculty of Sociology and member of the UW Equality Team – the Chairperson of the Working Team

mgr Joanna Wąsowska, Deputy Director of Recruitment and Employee Development – the Deputy Chairperson of the Working Team

mgr Katarzyna Basisty, employee of the Office of Academic and Student Affairs

mgr Grzegorz Bochenek, Head of the Office for University Advancement

mgr Maria Golińska-Wapińska, Rector's Plenipotentiary for the Development of Doctoral Schools

mgr Anna Martin-Grędzińska, Equal Opportunities Chief Specialist

dr hab. Krzysztof Kilian, Director of the Centre for Preclinical Research and Technology

mgr Diana Pustuła, LL.M., Head of the Office for International Research and Liaison

mgr Anna Sadecka, Head of the International Relations Office

mgr Beata Jaworska, Head of the Office for Innovation in Teaching and Learning

dr Dominik Wasilewski, Deputy Head of the Research Services Office

mgr Konrad Zawadzki, Deputy Director of the UW Biological and Chemical Research Centre

mgr Przemysław Mroczkowski, doctoral candidates' representative

mgr Daria Rybicka- de Cock, employee of the Human Resources Office – the Secretary of the Working Team

Internal Review - November 2025

To address emerging needs, the team's composition is regularly updated. For instance, in late 2022 and early 2023, it was expanded to include mgr Anna Martin-Grędzińska, Equal Opportunities Chief Specialist, and mgr Maria Golińska-Wapińska, coordinator for Doctoral Affairs. In 2025, further changes to the teams' composition were introduced, including the addition of the Vice-Rector for Doctoral and Legal Affairs to the SC, to place a stronger emphasis on activities supporting doctoral candidates.

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

The Charter values are central to the University of Warsaw and have been incorporated into the UW Strategy for 2023–2032, which focuses on consolidating the University's position as a recognised institution internationally, with a leading position in Central and Eastern Europe.

UW ensures the alignment of the organisation's policies with HRS4R in several ways:

the University's HR policies are consistent with the Charter

- There is a comprehensive system of University-wide internal regulations, comprising Senate resolutions, Rector's ordinances, and other legal acts, all of which are reviewed by the Rectorate Office for compliance with University and other applicable regulations before being published in the UW Monitor. This system ensures that the regulations introduced are consistent with the provisions of the Charter.

strategic documents and HR-related programmes are developed in accordance with the Charter

- For instance, the principles of the Charter were taken into account during the development of the latest UW strategy, and maintaining the HR Excellence in Research recognition is one of its objectives.

Strategic documents on equality (the Gender Equality Plan and Inclusive Gender Equality Plan) incorporate and reinforce the Charter principles with respect to counteracting discrimination and respecting equality.

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

Implementation will take place at three levels:

1. Experience in implementing HRS4R in previous years:

Internal Review - November 2025

As part of the HRS4R implementation for 2015–2021 the University of Warsaw established several new organisational units responsible for executing the actions outlined in the strategy and employed individuals with the necessary skills and experience to implement these actions, thereby demonstrating its full commitment to implementing the Charter. In subsequent years, the teams within those units were developed to allow for the implementation of the planned actions.

The Equality Team was established (currently comprising six full-time or part-time members), along with a team responsible for the competence development of academics (currently comprising five members compared to three in 2021), and the Welcome Point team (currently comprising ten members compared to two in 2021). Additionally, the teams implementing strategic programmes containing HRS4R-related components, such as IDUB, were reinforced.

Despite emerging challenges, including the difficult geopolitical context and political changes in the country, the planned actions continued to be implemented. The University's previous actions undertaken to implement the Charter ensure continued commitment to executing the planned activities.

2. Introduction of a two-stage system for implementation and monitoring, task allocation, continuous supervision, and regular evaluation:

Following the recommendations contained in the Consensus Report, the University of Warsaw introduced a change in managing the implementation of declared actions by appointing two separate teams: a Working Team responsible for implementation and a Steering Committee, which includes, among others, Vice-Rectors, who are responsible for monitoring and supporting the implementation of the AP. Both teams include individuals involved in approving and implementing the actions outlined in the AP. These individuals are engaged in work on crucial University initiatives, which means they regularly collaborate with researchers to discuss development plans, organise consultations, and conduct surveys that provide insight into the expectations of the target groups for these actions.

3. Integration and synergy with UW strategic programmes in terms of actions and funding:

Attention should be drawn to the alignment of the actions proposed in the Action Plan with the UW strategy and strategic programmes implemented at the UW, such as IDUB, EFSD, and the *UWażni na Dostępność University of Equal Opportunities* programme, which

Internal Review - November 2025

ensures their funding. It should also be noted that the coordinators of these programmes have become members of the Steering Committee and the Working Team. This guarantees full integration of HRS4R with other initiatives undertaken by the University.

How are you monitoring progress (timeline)?

The Working Team updates the progress of ongoing actions on a shared drive every quarter, enabling continuous monitoring of work without placing unnecessary burden on those responsible for implementation.

Actions financed from external sources are monitored within the framework of the projects in which they are carried out. Furthermore, individual members of the SC and WT continuously collaborate on various horizontal initiatives.

Each planned action has a scheduled timeline, specified to the semester or quarter of the year. The process is supported by a Gantt chart, with a description provided for each action.

At key stages of implementation, joint meetings of the SC and WT are held. Working meetings focus on discussing horizontal topics, presenting the current state of work, exchanging ideas and best practices, and providing mutual support in problem-solving. Evaluation and planning consider the results of horizontal studies conducted at the University of Warsaw for various UW groups (researchers, doctoral candidates, students, and employees who are parents), as well as studies conducted within specific projects focusing on particular aspects of university life – for example, a study conducted as part of the Programme for Young Female Researchers and Teachers which involved individual interviews with participants to assess its effectiveness.

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

The AP implementation will be monitored against the indicators and timeline approved by the Steering Committee and the University of Warsaw authorities. Progress will be measured against the indicators and then presented in an annual review.

Each action, carefully prepared and discussed by the Working Team's members, has a set of indicators and objectives to be achieved. They were designed with regard to their specific nature. Objectives and indicators were formulated, wherever possible, in the form of specific numbers and results, enabling both monitoring and comprehensive measurement of progress.

There are professional relationships between members of the WT and SC, and most WT members are personally responsible for implementing the actions outlined in the AP. Thus, the implementation of actions will be continuously monitored by the Steering Committee's members as part of their regular duties.

Internal Review - November 2025

Meetings between the Steering Committee and the Working Team provide an opportunity to view the implementation of the Action Plan within the broader context of the University's development. This will enable the necessary update of indicators and the monitoring of their relevance to HRS4R.

How do you expect to prepare for the external review?

Preparation for the External Assessment will include:

1. Review of the Action Plan implementation.
2. Assessment of the current state by representatives of the R1–R4 groups, including a summary of materials collected during meetings and consultations with the research community during preparation of the application for the anticipated IDUB call, which requires identifying priority research areas, planning research initiatives, and supporting horizontal and local actions.
3. Collection of University documents, reports, other materials, and information on processes and activities arising from the Action Plan.
4. Joint discussion by the Steering Committee and the Working Team's members on the materials collected, and taking decisions on the directions of actions outlined in the Action Plan beyond 2027.
5. Preparation of the Institutional Review (IR) and the OTM-R form.
6. Preparation for the visit, including the schedule of meetings with various stakeholders at the University, designed to present diverse perspectives and experiences regarding the implementation of HRS4R and to provide responses to questions posed by the visiting expert team.

After submitting the documents via EURAXESS, an information campaign will be conducted at the University regarding the Action Plan for the following years and the progress made in previous years.

Additional remarks/comments on the proposed implementation process

Abbreviations:

ECR, Charter – European Charter for Researchers

EFSD – European Funds for Social Development 2021-27

GEP – Gender Equality Plan

HRS4R – Human Resources Strategy for Researchers

IDUB – Excellence Initiative – Research University

Internal Review - November 2025

IGEP – Inclusive Gender Equality Plan

SC – Steering Committee

OTM-R – Open, Transparent, Merit-based Recruitment

UW – University of Warsaw

ZIP – Integrated Teaching and Learning Development Programme

WT - Working Team