Name Organisation under review: Cardinal Stefan Wyszyński University

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

http://uksw.edu.pl/en/science/hr-strategy-uksw (English)

https://uksw.edu.pl/pl/nauka/europejska-karta-naukowca (Polish)

SUBMISSION DATE: 19 OCTOBER 2018 (REVISED APPLICATION)

1. ORGANISATIONAL INFORMATION
*Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	* 1.356 (709 staff + 647 PhD. Students)
Of whom are international (i.e. foreign nationality)	*46 (15 staff +31 PhD. students)
Of whom are externally funded (i.e. for whom the organisation is host organisation)	*3 (visiting professors)
Of whom are women	*561 (272 staff +289 PhD students)
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	*321
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	*334
Of whom are stage R1 = in most organisations corresponding with doctoral level	*701 (54 staff +647 PhD students)
Total number of students (if relevant)	11.049
Total number of staff (including management, administrative, teaching and research staff)	*1.169
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	34 593 763
Annual organisational direct government funding (designated for research)	1 097 799
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	2 063 422
Annual funding from private, non-government sources, designated for research	5 671
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	

The Cardinal Stefan Wyszyński University (UKSW) is a public institution. It educates 11,000 students and Doctoral students in 37 majors divided between 10 faculties: biology, mathematics, education, law and administration, humanities, history and social sciences, theology, canon law, Christian philosophy, and

family studies. Its actions are directed by the Magnum Charta Universitatum. UKSW is dynamically developing. In the 2018/2019 academic year a Collegium Medicum will open, educating medical and nursing students. The University is spread across two campuses, with a third under construction: the Multidisciplinary Research Center financed in part from EU funds. One of the priorities is the internationalization of the University. To date UKSW has signed 50 bilateral agreements. In 2018, as part of a ministerial project, future educational programs will be taught in foreign languages. As part of UKSW's mission and strategy for 2014-2020, the University defines itself as an institution that is comprehensive, modern, and open to the World.

2. NARRATIVE (MAX. 2 PAGES)

A strengths and weaknesses analysis was conducted by the University in four areas determined in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

ETHICS

Concerning the ethical and professional issues the University's Mission determines the institution's character and encourages freedom in conducting scientific research.

The University implemented the Code of Ethics for Students and a Code of Ethics for Doctoral students. Currently the Code of Ethics for Scientific Staff is being developed. The regulations for intellectual property rights require more work. An important problem raised by staff conducting research is the need for greater support from the University in applying for, and developing scientific projects and for better data security during research. It would also be desirable to activate proper tools to popularize results and most valuable research papers.

Strengths in the area of ethics are: the functioning of a Rector's Representative for Disabled Persons Affairs, the implementation of an antiplagiarism system, and the creation of a point for psychological-pedagogical help for students.

RECRUITMENT

The recruitment system is constantly being adjusted and improved.

In 2017 there were many procedural and law-related changes at UKSW, in order to simplify the rules to advance and provide the staff with more stable employment.

During the change in the UKSW Statute two attachments were added: Attachment no. 5 – "Detailed rules and regulations to conduct a public contest" and Attachment no. 6 – "The procedure for a selection process." Due to these changes, which were also a result of Polish law, research and teaching staff is not required to start in public contests to continue being employed, to advance, or to change positions. Currently, the above issues are resolved through a selection process, which are intra-institution hires.

As an executive act to the Statue, the Senate adopted the Act 62/2017 pertaining to the rules and regulations on selection contests and qualification procedures. In addition Disposition 62/2017 was announced by the Rector of UKSW regarding the detailed requirement to initiate contest procedures for a researcher job positions, a research-education positions, and education positions. Both, the Act by the Senate and the Rector's Disposition formulate precise changes to the UKSW Statute.

At the end of 2017, the Senate changed the procedure and the extent of periodic evaluations of academic teachers (Act 131/2017). A new periodic evaluation takes into account the specificity of the department, areas of research, while its' procedure is adequate to the scientific community's expectations. The Act will be evaluated by employees (through Department boards) and workers' unions, who protect the interests of UKSW employees.

A weakness, which should be remedied, is the feedback information after the selection process.

WORKING CONDITIONS

The UKSW authorities take care to develop new infrastructure, among which are: new laboratories and research centers, such as The Center for Education and Interdisciplinary Research, environmental laboratories, and a television studio. Soon the construction of a third campus of the University: the Multidisciplinary Research Center will . The new buildings at the Wóycickiego Campus and the recently renovated Dewajtis Campus are handicap accessible. In September of 2016 a preschool also opened at the University. UKSW also provides benefits from the Social Fund. As of March 2018 all employees have access to multiple sports centers throughout the city thanks to the Multisport Card.

UKSW abides by Polish law and intra-university law pertaining to work conditions and social support; however some employees gave the following negative feedback:

- Job insecurity and motivational working conditions (temporary employment);
- Lack of a motivating reward system for exceptional employees; insufficient support from experienced researchers for younger research staff; lack of an Ombudsman;
- The survey respondents indicate the University does not favor increasing career qualifications; they see the need to regulate the procedures for sabbatical leave, lack of training sessions regarding intellectual rights, educational techniques, etc.;
- Insufficient equipment in research areas (computers, scanners, printers); access to a very small number of electronic journal databases and library resources.

TRAINING AND DEVELOPMENT

The most critical in this area were the young researchers. Their objections touched the following topics:

- lack of communication between younger staff and school directors – no coordination within individual schools
- the promoters do not provide a path for development to young researchers, the master-student relationship often does not exist
- Doctoral students more reporting on research progress, which by law should be annually, so that promoters can monitor their progress in real-time
- UKSW does not have a clear and transparent catalogue of responsibilities and rights of both research supervisors and young researchers
- There a too few free training sessions that would increase the qualifications of academic teachers.

UKSW's strengths in the Training and Development area, one should mention:

- Obtained funding from the Operational Programme Knowledge Education Development for, amongst others, to organize courses increasing the career qualifications of academic employees in the scope of innovative educational abilities, teaching in a different language, computer skills (including the use of databases), VLOS certification
- Training sessions organized by the Office for Scientific Research in writing grant applications
- Training sessions organized be the UKSW Doctoral Student Government for young scientific staff and Doctoral students, concerning i.e. writing scientific papers, publishing scientific articles, operating databases
- Training sessions for all employees, students and PhD students by the Scientific Information and Knowledge Transfer Department concerning using databases (Scopus, Mendeley, Web of Science), library sources and other sources related to scientific research
- Enabling free access for PhD students to join training sessions organized by the Warsaw Doctoral Student Agreement, the National Representation for Doctoral Student and the PolDoc Association, to increase career qualifications of young researchers.
- The activity by UKSW's Training and Career Advising Center, where doctoral students and young researchers can receive professional help in raising their career qualifications.

3. ACTIONS

	Name and number of the principle	Title action	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
		ETHICAL AND PROFESSIONAL ASPECTS			
1	Ethical principles (2)	Code of ethics for researchers	Winter 2018	Rector's Council, Senate	Approval of the Code of ethics for researchers
2	Professional responsibility (3)	Creating a Repository	2020	Director of the Library	Repository
3	Professional responsibility (3)	Creating the position of an Open Access Representative – Rector's Disposition	2019	Rector	Rector's Disposition
4	Professional attitude (4)	Improving the dissemination of information about research financing mechanisms.	Continuous	Vice-rector for Research and International Co-operation, Office for Scientific Research (abbr. BBN), Center for Developmental Initiatives (abbr. CentIR)	Informative meetings held at departments (BBN) – one meeting annually at each faculty Disseminating the information through e-mail (BBN, CentIR)
5	Professional attitude (4)	Course for PhD students and young researchers: „Research Grants"	Continuous	Head of the Office for Scientific Research	Two courses annually
6	Good pracitce in research (7)	Creating appropriate solutions to scientific data storage.	2020	Chancellor, Center of Information Systems	Purchase of a disk array
7	Dissemination, exploitation of results (8)	Science2Business - Interactive internet platform for popularization of research results by UKSW scientific staff.	2018- 2020	Office for Information and Promotion	Dissemination of research results; cooperation with business; Indicators: 200 interviews/research papers;

				200 research portfolio aimed to reach target audience (business) Planned indicator: 100 000 website visits (30% of the traffic from the abroad)
8	Non-discrimination (10)	Disseminating information about the institution of the Representative for Disabled Persons	continuous	Representative for Disabled Persons office	Information campaign addressed to the University community about the institution of the Rector's Representative
		RECRUITMENT and SELECTION			
1	Recruitment (Code) (13)	Publishing work offers on the EURAXESS portal.	Spring 2020	Faculties	Indicator: increase in the number of work offers published on the EURAXESS to 70% Target: Increase in the number of applications (including foreign)
2	Recruitment (Code) (13)	Including regulation on the minimal time between the advertisement of the vacancy and the deadline for reply in the revised UKSW Statute	Autumn 2019	Rector, Senate	Revised UKSW Statute taking into account the issue of the minimal time
3	Selection (14)	Pilot action concerning new criteria for choosing a recruitment commission.	Fall 2018	Dean of the selected Faculty	Implementation of a pilot action by a selected faculty.
4	Judging merit (16)	Implementing department criteria on evaluating to include the specificity of disciplines and areas of study.	Spring 2020	Steering Committee	Indicator: results of periodic evaluation of academic teachers.
5	Recognition of mobility experience (Code) (18)	Considering career mobility as a positive trait:	2018-2021	Rector, Vice-Rector for science and international cooperation,	Increase of academic staff variation. Employment of 140 foreign

		a. Debate on inclusion of career mobility of candidates as a criterion.		College of Rectors	teachers who will run courses at all faculties
		b. Implementation of the *University 2.0. Innovative education. Effective management* project			
6	Recognition of qualifications (19)	Consultations on including candidate experience unrelated to area of study during recruitment.	Winter 2019	Rector's Council, Senate Commission for scientific staff and awards	Target: Increase the employment rate of researchers having experience unrelated to area of study
		WORKING CONDITIONS and SOCIAL SECURITY			
1	Research environment (23)	Increasing the number of administrative workers to provide support for scientific staff in preparing project applications/ implementing grants.	continuous	Chancellor, Deans	Increase of the number of newly hired administrative workers by 5%.
2	Research environment (23)	Improvement of the research environment by			
	b.	c. equipping work stations	continuous	Chancellor	Increase in the number of fully equipped work stations
	e.	f. better access to the literature database	continuous	Library Director	Increase in the number of book positions in the UKSW archive by 10% annually.
	h.	i. increase in the limits for copying educational and scientific materials	continuous	Bursar	Greater number of pages copied
	k.	l. access to a greater	continuous	Bursar, Library	Number of databases available

		number of electronic journal databases and electronic library archives		Director	for UKSW academic staff
3	Career development (28)	Stipend programme for doctoral students at the Theology Department	2018/2019	Faculty of Department Dean	Number of doctoral students participating in the programme
4	Career development (28)	Consultations concerning a strategy for scientific career advancement.	2020	Vice-Rector for Research and International Cooperation	Collecting opinions of academic staff
5	Teaching (30) Intellectual property Rights (31)	Training in: Copyrights Protection of intellectual property Teaching techniques	2018-2020	Faculties Commissions for Scientific Research; Deans	Number of trained scientific staff in this area
		TRAINING and DEVELOPMENT			
1	Supervision and managerial duties (37)	Approval, publication and implementation of the Code of good practices for educating scientific staff	Spring 2020	Senate	Approval of the code of good practices.
2	Continuing professional development (38)	Survey on information requirements of PhD students and experienced researchers.	Fall 2018	Library	Increase in the access of paid digital libraries, online databases and the newest research tools depending on the results of the survey
3	Access to research training and continuous development (39)	Increase in use of University infrastructure to provide off-campus access and e-learning courses	2020	Library	Off-campus access to library databases for research staff Organisation of e-learning courses.

Detailed description of planned activities

I. ETHICAL and PROFESSIONAL ASPECTS

1. **Code of ethics for scientific staff** (Ethical principle)

The Office for Science Policy and Strategic Analyses has prepared a draft of the Code of ethics for researchers. The document will be disseminated to all faculties, in order to collect suggestions and corrections. After agreeing upon the final version of the Code of ethics, it will be presented at the Rector's Council and approved by the Senate.

2. **Creation of Repository** (principle: Professional responsibility)

The University is in the process of building a Repository – an electronic platform, where UKSW scientists can publish their creations (articles, monographic chapters, books, post-conference materials, etc.). The Library has already applied for external funding.

3. **Creating the position of Representative for Open Science** (principle: Professional responsibility)

The UKSW library has prepared a request to create the position of the Open Access Representative. In the near months, the Rector will publish a Disposition, approving the Representative.

4. **Disseminating information on financing** (principle: Professional attitude)
a) The Office for Scientific Research, responsible for research projects, organizes meetings at all departments with scientific staff, who are interested in applying for financing from external sources. It is planned to make one meeting per department, but more will be available upon request.
b) BBN and the Center for Developmental Initiatives inform department representatives about current contests for projects financed from external sources. Detailed information on national and foreign financing sources is posted on the websites of both University bodies.
5. **Course for doctoral students and young scientific employees: „Research Grants"** (principle: Professional attitude)

The Head of the Office for Scientific Research leads a course for PhD students and young UKSW science employees from all faculties. The course takes place once per week (two days to choose from) throughout the semester. Young researchers learn how to prepare project applications and learn about research programs.

6. **Creating solutions to scientific data storage** (principle: Good practice in research)

As of last year, scientific employees received 1 TB of cloud storage thanks to the purchase of Office 365 package. UKSW authorities also plan to purchase a disc array. Due to the high price of the purchase, external financing will be necessary.

7. **Implementing an interactive internet platform** (principle: Dissemination and exploitation of results)

In 2017, the Office for Information and Promotions applied to the Ministry of Science and Higher Education to finance the construction of an interactive internet platform, where scientific research results will be published by UKSW employees. The project was approved for financing. The platform will be in Polish and English. The key objective of the project is to integrate the business sphere into the process of creating and implementing innovations as part of scientific and research activities.

8. **Disseminating information about the institution of the Representative for Disabled Persons** (principle: Non-discrimination)

Although the position of Rector's Representative for Disabled Persons was created in 2004 many survey respondents were not aware of that. Therefore it is necessary to improve this institution, so that its' presence and competencies be known in the University's community.

The priority action in _Ethical and professional aspects_ area will be preparation of the Code of Ethics

II.   RECRUITMENT and SELECTION
1.   Publishing job offers on the EURAXESS portal (principle: Recruitment)

The departments are responsible for placing job offers on the EURAXESS portal. While developing the HR Excellence Strategy, it appears this responsibility is often omitted. Due to this, the Vice-Rector for Research and International Co-operation will send out guidelines for the departments. The departments will be required to provide the Vice-Rector with information about job offers placed on the EURAXESS portal.

2.   **Regulation on the minimal time between the advertisement of the vacancy and the deadline for reply** (principle: Recruitment)

Considering that the issue of the minimal time between the advertisement of the vacancy and the deadline for reply has been regulated in the new Law on Higher Education and Science which came into force on 1 October 2018 it should be included in the revised Statue of UKSW which will be approved by autumn 2019.

3.   **Pilot action on new criteria to choose members of the recruitment commission** (principle: Selection)

Guidelines for the composition of the recruitment commission are determined in Attachment 5 to the UKSW Statute. They do not include gender balance requirements, or a requirement that commission members represent various disciplines. Due to this, pilot actions will be taken at a selected faculty, to implement such criteria.

4.   **Applying departmental evaluation criteria taking under consideration the specificity of particular field and areas of study** (principle: Judging merit)

In 2017 new regulations were introduced for fixed term evaluation of academic teachers (Attachment 4 of the Statute, Senate resolution). The used criteria take under consideration the specificity of particular fields and areas of study. The effects of said changes will be discussed by the Steering Committee, based on survey results.

5.   **Considering career mobility as a positive trait** (principle: Recognition of mobility experience)

a.   Debate: Career mobility was not taken under consideration as a selection criterion. The University authorities believe it may be a positive trait (added value) depending on the discipline. To reach the goal it is necessary to conduct a debate at various departments. The introduction of said criterion could result in greater diversity of academic staff.

b.   Project: UKSW has been implementing the _University 2.0. Innovative education. Effective management_ project aiming among others at increasing the number of foreign teachers

6.   **Consultations on taking under consideration other experience from outside the field of study during recruitment** (principle: Recognition of qualifications)

Following consultations additional quality control criteria for contest requirements, accounting for candidate's experience beyond the area of study will be shall be incorporated in the revised Statue of UKSW by autumn 2019. The new recruitment criteria has been introduced for academic teachers who run practical classes. The candidates for such positions are required to have professional experience acquired from outside university.

In a long-time perspective the priority action in _Recruitment and Selection_ area will be establishing a more systematic approach to OTM-R. The first step to achieve it will be incorporating the OTM-R principles in the revised version of the UKSW Statue, and subsequently, also in the implementing acts.

III. WORKING CONDITIONS and SOCIAL SECURITY

1. **Greater support for scientists preparing project applications/ developing grants** (principle: research environment)

Due to the dynamically raising number of projects financed from external resources (increase of 200% as of 2012) it is necessary to increase the number of administrative employees for better support for researchers preparing applications and developing awarded grants. The increase in administrative resources takes into account central administration and department administrations.

2. **Improvement of the research environment** (principle: Research environment)

As part of improving the scientific working conditions, the following actions are being planned:

a. Equipping work stations with proper equipment – purchase of computers, scanners, and printers
b. Better access to the literature database – more positions in the book collection
c. Increasing the limit of copies for educational and research materials
d. Purchasing a larger number electronic journal databases and electronic library resources. UKSW is successfully increasing the number of subscribed electronic databases. Currently it possesses access to the Virtual Science Library (EBSCO, Nature, Science, Science Direct, Scopus, Springer, Web of Science, Wiley), IBUK Libra, JSTOR, Lex Omega, MATH, MathSciNet, The Thesaurus Linguae Graecae.

3. **Stipend programme for doctoral students at the Theology Department** (principle: Career development)

In 2017 the Theology Department was the first to start a stipend program for doctoral students for scientific research. Some part of the department's Statute fund was thus assigned. The success of this program can encourage other departments with 3rd degree studies (doctorate) to follow its example.

4. **Consultations on the strategy for scientific career advancement** (principle: Career development)

The survey results indicate a lacking University policy in terms of planning scientific careers. Therefore UKSW authorities plan to start university-wide consultations on this subject.

5. **Training on the extent of copyrights, protection of intellectual property and teaching techniques** (principle: Teching; Intellectual property)

Most respondents believe that their knowledge on protection of intellectual property in incomplete and therefore they see the need to organize training for employees on this subject matter. On the other hand, doctoral students complain that university curriculum does not prepare them enough to lead courses; therefore training in teaching techniques is necessary.

In a long- time perspective the priority action in *Working Conditions and Social Security* area will be increasing the number of administrative workers who support research staff in applying for research grants and in implementing research projects.

IV. TRAINING and DEVELOPMENT

Apart from trainings presented in *Working Conditions* section the following actions are planned:

1. **The approval and implementation of the *Code for good practices in educating scientific staff*** (principle: Supervision and managerial duties)

The implementation of the *Code for good practices in educating scientific staff* is meant to increase professional qualifications of academic employees and future University employees – doctoral students and young researchers. The goal of educating cannot just be a scientific title or degree, but also soft skills in education and research work.

2. **Survey of information requirements of doctoral students and research staff** (principle: Continuing professional development)

The Library staff will conduct a survey among PhD students and research staff in order to identify and asses their needs to access paid digital libraries, online databases and the newest research tools.

3. **Increase in the use of University infrastructure to provide access to databases and e-learning courses** (principle: Access to research training and continuous development)

At present the access to Web of Science, Wiley i Scopus databases is available only on campus. The University is going to provide off campus access for research staff via Proxy server. Moodle plafform will be used to organise e-learning courses. The number and topic of the courses will be partially dependent on the needs expressed by researchers.

The priority action in *Training and Development* **area will be systematic increase in the access to trainings (depending on the needs), both traditional and online ones, especially for starting academic teachers. At the moment the UKSW provides a number of courses, among others:** *Young teacher at the university, Innovative teaching methods, New technology in education.* **Apart from that there are cyclic classes for PhD students and young scientists in order to help them to prepare project applications to external institutions.**

Actions addressing the implementation of Open, Transparent, Merit-Based Recruitment principles:

Pilot action concerning new criteria for choosing a recruitment commission.

Considering career mobility as a positive trait: debate on mobility issues, implementation of University 2.0 project.

Consultations on including candidate experience unrelated to the area of study during recruitment

Implementing department criteria on evaluating to include the specificity of disciplines and areas of study.

OTM-R policy at UKSW

UKSW has not developed written guidelines concerning exclusively OTM-R policy, nevertheless at the recruitment process UKSW applies rules and regulations defined in the Statue, homogenous for all departments. Recruitment issues are also regulated by additional implementing acts (Resolutions, dispositions - listed in Appendix 2. These documents describe among others: procedures of appointing selection board, selection process, job requirements. Recruitment procedures are based on merit-based criteria, i.e. scientific output and professional experience. Selection board recommends the candidate for appointment. This recommendation must be accepted by the Faculty Board and in case of professor jobs - by the Senate. Additionally, for professor jobs external expert is appointed, whose responsibility is to provide independent evaluation of scientific output of the candidate

Following the enactment in Poland of the new Law on Higher Education and Science also known as the "Constitution for Science" all Polish universities are obliged to amend their Statutes within one year of the entry into force of the Law, i.e. to 1 October 2019. After that the implementing acts to the Statute will be developed (e.g. employment regulations, organizational regulations, dispositions, etc.) describing detailed procedures. In preparing the revised Statute UKSW will endeavor to introduce more systematic approach to OTM-R. It is a long-term activity which will require university-wide consultations and debate.

4. IMPLEMENTATION

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

Yes. According to the Cardinal Stefan Wyszyński University in Warsaw Rector's decision, two types of groups were designated to implement the rules and regulations in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers in recruiting scientific staff: 1) Steering Committee, 2) Work group. Each of the groups has a designated Coordinator. The Steering Committee Coordinator is responsible for strategy. The Work Group Coordinator is responsible for operations. The members of both groups have designated tasks concerning the implementation of HR policies, internal evaluation of actions and monitoring of said actions.

- How do you involve the research community, your main stakeholders, in the implementation process?

The scientific community is updated in real time about the development of implementing the Strategy using internal UKSW communication channels. In addition, the representatives of the work committee will meet with the scientific community during Department board meetings. At the end of each Department board meeting, researchers will complete a survey related to the HR Strategy. The members of the committee meet each Faculty board meeting at least once per year. In the next two years twenty (20) meetings will take place.

- How will your organisation ensure that the proposed actions will also be implemented?

Successful implementation of planned actions will be possible due to:

1. The University authorities will give high rank to implementing the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.
2. The participation of a representative of the University authorities in the work of the Team to implement the European Charter for Researchers.
3. Support from the representatives of the University's administration units and participation from scientific staff at all levels.
4. For each task, indicating the people or the University's organizational structures responsible for implementation.
5. Conducting an information campaign for scientific staff and monitoring progress.

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

The assumptions for UKSW's Mission Strategy for the years 2014-2020 are in many aspects similar to the assumptions of HRS4R. In the document UKSW indicates that an important element of the University's development is the ability to develop its scientific staff, as well as clear rules and regulations for recruitment. The University will also reward research results, providing support in obtaining national and international awards and research distinguishments, while offering career advancement in research and finances, as well as research awards. Moreover, taking care to increase qualifications and skills of scientific academic staff, and inspiring them to pursue intensive scientific activity, educational activity, and organizational activity in terms of educating scientific staff, as well as leading to increase the scientific department level, the University will be constantly improving an internal evaluation system for scientific staff.

- How will you monitor progress?

Before attempting to develop the HR Strategy, a project management system will be implemented. It will have two types of functionality to enable the monitoring of: 1) the process of evaluation of completed work stages – quality control, 2) the process of completing the work schedule (consistency with a Gantt chart) – time management. The system will contain the parametrization of all key project indices and project implementation parameters (schedule, results, stages of results, evaluation, etc.). Such action will enable control automatization. This means that the system will automatically present the aforementioned processes, as well as presenting all differences from assumed index values. Members of the Steering Committee and members of the Work Group will have access to this system.

- How do you expect to prepare the internal and external review?

The internal evaluations will take place in the aforementioned extranet system and through scientific staff completing evaluation surveys. External evaluation – meetings with implementation experts of HRS4R. During the meetings the results of the implementation process will be presented. At the end of the meetings the experts will sum up the degree of implementations and present recommendations. The result of internal and external evaluations will be an evaluation report made available to the European Commission.