

TEMPLATE 2: HR STRATEGY - ACTION PLAN

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

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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+31)
Of whom are externally funded (i.e. for whom the organisation is host organisation)	*3 (visiting professors)
Of whom are women	*560 (271+289)
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	*120
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	*202
Of whom are stage R1 = in most organisations corresponding with doctoral level	*333
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)	
<p>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</p>	

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 Statute, 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 by 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

<i>Title action</i>	<i>Timing (at least by year's quarter/semester)</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target(s)</i>
Code of ethics for researchers	Winter 2018	Rector's Council, Senate	Approval of the Code of ethics for researchers
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)
Course for PhD students and young researchers: „Research Grants”	Continuous	Head of the Office for Scientific Research	two courses annually
Creating appropriate solutions to scientific data storage.	2020	Chancellor, Center of Information Systems	Purchase of a disk array
Science2Business - Interactive internet platform for popularization of research results by UKSW scientific staff.	2020	Office for Information and Promotion	Dissemination of research results ; cooperation with business
Creating the position of an Open Access Representative – Rector's Disposition	2019	Rector	Rector's Disposition
Creating a Repository	2020	Director of the Library	Repository
RECRUITMENT			
Publishing work offers on the EURAXESS portal.	Spring 2018	Faculties	Increase in the number of applications (including foreign)
Consultations on the topic of implementing a regulation on the minimal time between the advertisement of the vacancy and the deadline for	Winter 2019	Rector, Vice-Rector for Research and International Co-operation, College	Rector's Disposition

reply		of Rectors	
Debate on inclusion of career mobility of candidates as a criterion.	Winter 2019	Rector, Vice-Rector for science and international cooperation, College of Rectors	Increase of academic staff variation
Consultations on including candidate experience unrelated to area of study during recruitment.	Winter 2019	Rector's Council, Senate Commission for scientific staff and awards	Implementing – if needed – changes or amendments into UKSW internal regulations
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.
Implementing department criteria on evaluating to include the specificity of disciplines and areas of study.	Spring 2020	Steering Committee	Indicator: survey results.
WORKING CONDITIONS			
Increasing the number of administrative workers to provide support for scientific staff in preparing project applications/ implementing grants.	continuous	Chancellor, Deans	Number of newly hired administrative workers.
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
Improvement of the research environment by			
a. equipping work stations	continuous	Chancellor	Increase in the number of fully equipped work stations
b. better access to the literature database	continuous	Library Director	Increase in the number of book positions in the UKSW archive.
c. increase in the limits for copying educational and scientific materials	continuous	Bursar	Greater number of pages copied

d. access to a greater number of electronic journal databases and electronic library archives	continuous	Bursar, Library Director	Number of databases available for UKSW academic staff
Stipend programme for doctoral students at the Theology Department	2018/2019	Faculty of Department Dean	Number of doctoral students participating in the programme
Consultations concerning a strategy for scientific career advancement.	2018/2019	Vice-Rector for Research and International Cooperation	Collecting opinions of academic staff
TRAINING			
Approval, publication and implementation of the Code of good practices for educating scientific staff	Spring 2020	Senate	Increasing the professional qualifications of academic workers and doctoral students.
Survey on information requirements of PhD students and experienced researchers.	Fall 2018	Library	Results of the survey
Increase in use of University infrastructure to provide off-campus access and e-learning courses	2019	Library	Off-campus access to library databases for research staff Number of e-learning courses

I. ETHICS

1. Code of ethics for scientific staff.

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. Disseminating information on financing.

- 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.

3. Courses for doctoral students and young scientific employees: „Research Grants”

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.

4. Creating solutions to scientific data storage.

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.

5. Implementing an interactive internet platform.

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.

6. Creating the position of Representative for Open Science

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.

7. Creation of the Repository

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.

II. RECRUITMENT

1. Publishing job offers on the EURAXESS portal.

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 job offers placed on the EURAXESS portal.

2. Determining minimum time between the advertisement of the vacancy and the deadline for reply.

No document on recruitment at UKSW regulates the question of minimal time between the advertisement of the vacancy and the deadline for reply ; therefore it will be a topic for a meeting of the Department Councils. In the case of a positive opinion, a disposition by the Rector will be given.

3. Considering career mobility as a positive trait.

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.

4. Consultations on taking under consideration other experience from outside the field of study during recruitment.

It is planned to conduct consultations between the Rector's Council and the Senate Commission for Human Resources, concerning the introduction of additional quality control criteria for contest requirements, accounting for candidate's experience beyond the area of study.

5. Pilot action on new criteria to choose members of the recruitment commission.

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.

6. Applying departmental evaluation criteria taking under consideration the specificity of particular field and areas of study.

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.

III. WORKING CONDITIONS

1. Greater support for scientists preparing project applications/ developing grants.

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. Training on the extent of copyrights, protection of intellectual property and teaching techniques.

Most respondents believe that their knowledge on protection of intellectual property is 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.

3. Improving the scientific work conditions at the University.

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.

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

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.

IV. TRAINING

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*.

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.

The Library staff will conduct a survey among PhD students and research staff in order to identify and assess 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

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 plattform will be used to organise e-learning courses.

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

Pilot action concerning new criteria for choosing a recruitment commission.

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

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 distinctions, 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.