

Important message to institutions:**Onsite visits are resumed starting 1 September 2022**

The broad lifting of the COVID-19 related travel limitations, allow us to cautiously resume the onsite visits. All site visits scheduled to take place after 1 September, will be organized under the normal onsite configuration.

Please note that after 1 September the virtual formula for “remote” site visits, will not be in place anymore.

Internal Review

Case number: 2019PL376145

Name Organisation under review: SWPS University of Social Sciences and Humanities

Organisation’s contact details: Chodakowska, 19/31, Warszawa, Warszawa, 03-815

Submission date to the European Commission: 28/07/2022

1. Organisational Information

*Please provide an update of the 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 *	411
Of whom are international (i.e. foreign nationality) *	16
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	33
Of whom are women *	269
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	109
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	116

STAFF & STUDENTS**FTE**

Of whom are stage R1 = in most organisations corresponding with doctoral level *

174

Total number of students (if relevant) *

14 547

Total number of staff (including management, administrative, teaching and research staff) *

822

RESEARCH FUNDING (figures for most recent fiscal year)**€**

Total annual organisational budget

7992987,64

Annual organisational direct government funding (designated for research)

822570,75

Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)

3802382,68

Annual funding from private, non-government sources, designated for research

309036,67

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

The SWPS Uniwersytet Humanistycznospołeczny (→ the SWPS University) is the first and only private research-intensive university in Poland. Our ethos of “with theory into practice” ensures that the applicability of our research into economic and social life and advancement of knowledge for public good are at our core. We strive to bring our shared values of openness, responsibility, and courage to life in education and research to create social impact. In line with our strategy 2017-2023, we seek to provide the highest quality learning and research opportunities in the employee-friendly, open and inclusive environment.

2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Note: Click on the name of each of the four thematic headings of the Charter & Code to open the editor and provide your answers in the Internal Review for Interim Assessment dedicated section.

Ethical and professional aspects*



Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

In 2016 during initial phase the areas in the following categories turned out to be the challenges for the University: Funding and remuneration (3,47), Development of the professional career (3,46), Access to the professional career advice (3,06), Teaching (3,44), Complaints/Appeals (3,37) and Scientific supervision (3,47).

An analysis of the answers that were provided demonstrated that in both studies the majority of the scores were high. In 2016, the average score was 3.37 and in June 2018, it was 3.97, which indicates an increase by **17.8% in 2018**.

In order to improve compliance with rules, recognized practices, and fundamental ethical principles, we have implemented a number of regulations. The University's community has developed a procedure for management of conflicts of interests and obligations. As a part of the procedure, an Ombudsman for Conflict of Interests was appointed; his or her role is to support the staff in solving such conflicts. In January 2018, elections were held for the University Staff Council. The tasks of the Council include, in particular, representation of the interests and needs of the employees, participation in consultations concerning important procedures and documents, presentation of proposals concerning improvement of the work conditions and development of employees. The members of the Council are members of the research and teaching staff from every Faculty. In accordance with applicable law, there are also ethical committees at the University who handle issues related to the staff and the students, as well as ethical committees that accept research projects to be conducted by our staff.

All criteria related to ethical and professional aspect are rated very high. Ethical principles: 4,39 in 2016 and 4,49 in 2018, Principle of non-discrimination: 4,33 in 2016 and 4,47 in 2018, Freedom of scientific research 4,31 in 2016 and 4,46 in 2018, Professional responsibility 4,30 in 2016 and 4,23 in 2018, Professional approach: 4,13 in 216 and 4,26 in 2018, Popularization and use of results 4.00 in 2016 and 3.92 in 2018, Principles of good practice in scientific research 3,90 in 2016 and 4,24 in 2018. Principles of good practice in scientific research 3,90 in 2016 and 4,24 in 2018.

We are aware of the fact that we must increase our awareness of which practices are implemented in our campuses. Some respondents' comments suggest that sometimes University practices differ from those that are implemented on campuses that have quite a lot of autonomy.

Some researchers still feel, they do not have enough support from more experienced colleagues. We want to strenghten internal communication regarding compliance and ethical principles. We also want to involve scientists more closely in the process of co-creating solutions in the field of academic evaluation and appraisal system. We plan to conduct an engagement study in which we will ask questions allowing for a more detailed diagnosis of the situation on individual campuses.

Strengths and Weaknesses (Award Renewal, max 500 words) *

Strength: The SWPS University established the position of Academic Ombudsperson. It develops good practices of conduct of the academic community, presents solutions to the University authorities accordingly with the ethical principles. Every employee and a doctoral student has a possibility to report a problem to the Ombudsman, who guarantees anonymity on the basis of internal regulation - Rector's Order no 1/2022.

Strength: The SWPS University promotes and guarantees the highest ethical standards. The AO is tasked with formulating and implementing a code of professional ethics which will set out all aspects relating to the principles of equality and creating a supportive working environment for all staff and doctoral students. SWPS University is planning to introduce a mobile whistleblower protection application for easy and anonymous reporting of irregularities in the workplace. Thanks to the application we will be able to collect all the information needed to work on irregularities and implement preventive measures.

Strength: the SWPS University provides an internal set of principles of managing a conflict of interest and conflict of obligations. It put a great importance on the matter of common trust and common good.

Strength: the SWPS University provides the best support in the field of Intellectual Property Right and rules for the commercialization on the basis of internal regulation – Senate's Resolution no 42/2021. It guarantees the assurance of legal protections of intellectual works, respect for the authors' rights and fair remuneration.

Strength: A new University Staff Council was established. It represents the interests and needs of employees, participating in consultations on relevant procedures and documents such as the Staff Regulations, the Remuneration Regulations, the Organizational Regulations, etc., making proposals on improving working conditions and staff development.

Strength: An anti-bullying and anti-discrimination procedure with an anti-bullying committee and the position of Plenipotentiary for Bullying and Discrimination among employees and an Expert on Harassment and Discrimination for students have been established. Main aim of the Plenipotentiary is receiving and investigating reports of mobbing and discrimination and taking action in respect of preliminary proceedings, collecting data on manifestations of mobbing and discrimination, collecting information on good practices related to the prevention of mobbing and discrimination and taking initiatives related to the prevention of mobbing and discrimination and disseminating knowledge thereof.

Strength: the SWPS University introduced the Gender Equality Plan, based on baseline data covering the whole University community, both in the Administrative Division, the Academic Division and among students. The Plan was conducted to take action to prevent gender inequalities in the labor market and in occupations, to prevent all forms of violence and to combat stereotypes and prejudice of any kind including on the grounds of gender.

Strength: the SWPS University provides the professional support of Disciplinary Spokesman for students and doctoral students on the basis of internal regulation – Rector’s order no 34/2021 and the Disciplinary Commission for doctoral students on the basis of the Rector’s Order no 52/2020.

Weakness: monitoring of the GDPR support and the code of ethics.

Weakness: not every document has been translated into English

Remarks (max 500 words)

The very important rule at the SWPS University is that we consider all staff and students as a community where everyone feels safe and free.

This is why we put a great importance to the monitoring system of the employees’ opinions in the field of ethical and professional aspects. A dedicated HR Excellence in research survey was conducted in 2016, 2018 and 2021. Every employee (R1-R4) has been proposed to share his or her opinion on the 40 principles from the EC&C. Based on the survey results, there is a significant increase in the rating of ethical aspects. The criteria that were rated highest in 2016 and 2018 have even higher scores in 2021 (in this year we also asked doctoral students and even external contractors). The increase in ethical aspects is +0.26 compared to 2018. An increase is also seen in the principle of non-discrimination (+0.04), research freedom (+0.2), professional responsibility (+0.44) and professional approach (+0.24).

It is worth noting that compared to 2016, the greatest progress was seen in community engagement (+0.39), ethical principles (+0.36) professional approach (+0.37) and professional responsibility (+0.37).

The SWPS University has proved its social and civic engagement within the Pandemic and the war in Ukraine.

The Pandemic:

1. The SWPS University provided training sessions for researchers on the home office issues, support for leaders who worked with dispersed teams or how to overcome the crisis. Moreover, the professional support of psychologists was established which, as a novelty and a good practice is being continued as a benefit for the employee. We decided to seek for the employees’ potential and started to organize additional activities during which an Anti-Stress game was created. Our employees could also attend online yoga classes. Taking into consideration the difficulties which our students were facing at this time, we established a place of work for students who lost their jobs as a result of the pandemic. An unique plan for childrens summer (2020) and winter (2021) holidays was established.

1. **The war in Ukraine:** SWPS University has become involved in helping citizens of Ukraine in the face of war. A special support team has been set up to provide assistance to students and staff who have been harmed by the situation in Ukraine. The team has set up a special email address where people in need of legal or psychological help can write. In cooperation with the SWPS Clinic, a decision was made to provide free psychological assistance to refugees from Ukraine. The university was also involved in organizing

administrative jobs at the university for Ukrainians and created a special scholarship programme for scientists who were forced to leave Ukraine. In addition, free Polish and English lessons for beginners and free Ukrainian language courses were organized for those wishing to help Ukraine.

Recruitment and selection*



Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

General principles and requirements of the Code of Conduct for recruitment were scored - 3,67 in 2016 and 3,92 in 2018.

The results of the 2018 survey have shown that the perception of activities implemented in 2017 - 2018 is good.

The OTM-R procedures are gradually implemented in the recruitment procedures.

The solutions that were implemented in the period of 2016-2018 include:

1. Contest notices published on platforms that enable application by candidates from outside of the University.
2. Making sure to provide attractive terms of employment.
3. Members of contest committees verify the incoming applications and make sure that the participating candidates meet the highest merit-based criteria.
4. Contest notices are published on Euraxess web pages in accordance with the template and the requirements.
5. Contest notices are published on the web pages of the National Science Center and of the Ministry of Science and Higher Education.
6. Rules of contests for academic posts clearly specify the criteria for selection of candidates and the selection procedure.
7. Rules of contests for academic posts contain guidelines concerning the composition of contest committees.
8. Rules of contests are published online together with notices of recruitment contests posted on the University's website.
9. Works are ongoing to update the recruitment procedure, which also goes in line with the OTM-R guidelines.
10. Personal data protection complies with the amended provisions of the GDPR.

We still need to work to ensure that recruitments for academic positions are carried out in accordance with the procedures implemented.

For some employees, it is still challenging to abandon old habits and conduct recruitment in accordance with the OTMR guidelines.

For this we envisage numerous trainings and individual consultancy for researchers and recruiters. The Director of the Human Capital together with his team is responsible for that.

The new recruitment procedure will be implemented by the 1st quarter of 2019, in addition to maintaining the solutions that have been implemented, includes:

1. Use of the eRecruiter system to manage applications.
2. Ensuring equality of genders in the composition of contest committees.
3. Introducing standard formats of recruitment applications to enable easy publication of contest notices.
4. Introduction of a Candidate Card to enable objective evaluation of candidates.
5. Reduction of the quantity of documents that the applying candidates are required to submit.
6. A description of the agenda of meetings of the contest committees.
7. Informing all candidates who have submitted their applications about the end of the recruitment.
8. Introduction of the requirement to inform all persons participating in a contest about the result of the contest, with a brief substantiation of the decision made by the recruitment committee.
9. Implementation of an appeal procedure.
10. Assignment of a dedicated employee of the HR department to monitor compliance with the OTM-R guidelines at each stage of the recruitment process (process control system).
11. Creation of contest regulations for each of the four types of academic positions listed in the OTM-R documents.
12. Presentation of the recruitment procedure to representatives of the University who are involved in selection of academic staff.
13. Training on the recruitment procedure conducted by employees of the HR department assigned to supervise the contests.
14. Brief training for members of each contest committee on the recruitment standards.

Moreover, the changes in the system of remuneration of academic workers comply with the EU directives that pertain to increasing of attractiveness of their remuneration.

In 2019 we are going to publicate the OTM-R guidelines applied by the University on a website. We will create of an internal evaluation system that will make it possible to determine whether the OTM-R policy achieves its objectives and how the provisions specified in the new procedure are implemented. W should implement some good practices eg: The commissions should always writes the report with detailed explanation of all steps of the selection procedure and explains the reasons of the choice.

Strengths and Weaknesses (Award Renewal, max 500 words) *

Strength: the SPWS University has fully implemented OTM-R policy. Every planned change aims to become more and more excellent in this process. We are characterized by:

- **Openness and availability:** every job offer is published according to a uniform template, in two languages - Polish and English, and are available on platforms that allow candidates from outside the University to apply (including the SWPS website, NCN website, Ministry of Science and Education website - Academic Job Database, Euraxess website). Competition regulations are published along with announcements of recruitment competitions.
- **Transparency:** clear and transparent information is available from the moment the job offer for researcher is being published and we monitor the transparency during the entire recruitment process. The Rules and Regulations for the competition for teaching and research positions and the Rules and Regulations for the competition for research and research-technical staff are followed at every level of recruitment.
- **Merit-based:** The regulations of the competitions clearly specify the criteria for selecting candidates, and the composition of the committees is adjusted to the given competition and created based on the principles of supporting diversity and equal rights. The selection committees are appointed by the Rector.

Strength: Involvement of the HR Department - The HR team ensures that standards are met and provides support to selection committees. The HR Department provides substantive support to the selection committees e.g. by collecting applications, preparing necessary tools supporting the process and transparency of candidates' assessment.

Strength: eRecruiter tool. It ensures that every offer contains all the necessary information for the candidates, such as: the job description, duties, requirements for the candidates, criteria for evaluation of the candidates and conditions of employment and making it easier for the candidates to apply. Also, the eRecruiter system allows collecting applications in accordance with current regulations protecting candidates' personal data and facilitates access to candidates' application forms for members of the selection committees.

Strength and good practice: Providing additional support to first-time Project Managers, who for the first time determines the need to hold a competition – including the form of a meeting with the HR Department representative, during which he/she receives additional information on the principles and course of the competition. Novelty: in the first half of 2022, standardized information explaining the rules and the course of the competition was sent to all members of the committee.

Strength and good practice: All candidates participating in the Recruitment procedure receive feedback on the results of the recruitment. In particular, feedback is sent to rejected candidates at each stage of the recruitment process. The candidate who is offered a position receives a letter of intent as a confirmation of the willingness to employ a candidate on the terms and conditions agreed during the recruitment process. Importantly, it is aimed at increasing the security of candidates before the contract/agreement is signed.

Weakness: we recognize the importance of having feedback personalized.

Remarks (max 500 words)

In 2016 the SWPS University faced the problem of having many regulations within the Recruitment and selection process not structured or transparent enough. In 2018 we began to work on making the solutions for recruiting research staff more consistent. New procedures were created, the pillar of which were the OTM-R guidelines. In 2022, the result of these activities is one set of regulations applicable across the University for competitions conducted for teaching and research and teaching positions, and one for competitions conducted for research and research-technical positions. The manner in which the competitions are conducted has been improved. Since 2022 the candidates' applications have been collected through an additional tool, which greatly supports and also ensures that the candidates' data are collected in accordance with GDPR. Moreover, in 2016 candidates were asked at the stage of application to prepare a lot of documents. In 2022 bureaucracy has been minimized, candidates send basic data through the recruitment form and attach only the necessary documentation.

Competitions in 2016 were conducted without the support of the HR Department, in 2022 the HR Department watches over their course, correctness and compliance with internal standards and OTM-R principles. Meetings with candidates are conducted on the basis of a structured competence interview.

Taking into consideration the HR Excellence in Research survey results, when comparing 2016 to 2018 - the indicators related to recruitment are the second highest growth rate among all indicators. The highest growth rate in recruitment can be observed in the area of Recruitment (General Principles and Code of Conduct Requirements) where the index from 2016 was 3.67 and in 2021 it was already 4.33 (an increase of 0.66).

A high increase in the rating was also recorded in the area of Transparency, Transparency (General principles and requirements of the Code of Conduct) - compared to 2016 - by 0.62, Recognition of mobility experience (General principles and requirements of the Code of Conduct) - by 0.58 and Positions for employees with a doctoral degree (General principles and requirements of the Code of Conduct) - an increase of 0.57.

Plans for the future:

Changes in the European research area influence the fact employees are expected to have soft and transversal skills. In planned activities, the University has a goal to increase managers' awareness of the need to attract candidates with transversal competencies, determine the most expected transversal competencies for the academic environment, as well as tools for their verification at the level of conducted competitions.

Another planned action is to personalize the feedback addressed to candidates not selected in the competition. Such information should be substantive, indicating the reasons for rejection, mentioning the strengths and opportunities for future development in case of further recruitment processes.

The SWPS University decided to improve the onboarding procedure. Activities related to the standardized process of introducing a newly hired employee to the institution have been implemented. It is also planned to introduce a University-wide onboarding procedure. Onboarding procedures in Polish and English are also planned.

Working conditions*



Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

From the beginning of the implementation process, we have been working on various aspects related to working conditions and the undertaken actions at the following principles: Research environment, Working conditions, Funding and salaries, Career Development.

As the improvement of the financial conditions of the employees of the SWPS University to a large extent results from their scientific promotion (a PhD, habilitation, professorship), the actions supporting the scientific promotion of a young staff were strengthened.

The 2016 HR Excellence Strategy included a plan to develop and implement a generally accessible information handbook with detailed information on the guaranteed financial and non-financial benefits available to the University's staff. In the University's Intranet, which is accessible to all employees, information was published on the benefits available to the employees, such as:

- instruction concerning rates and rules for determination of remuneration for overtime;
- rules concerning bonuses paid to researchers for highly scored publications;
- information about use of up to 30% of indirect costs for principal investigators;
- regulations concerning performance of research projects (Office for Scientific Research);
- employee benefits (healthcare, insurance, sport activities, culture, education).

The Rector's instruction concerning the payment rules and the rates payable for overtime in different job categories was implemented. The most active researchers receive bonuses for publications. A regulation concerning performance of research projects and rates applicable on those projects was developed. In accordance with the recommendations of the National Science Center, a part of revenues related to indirect costs of performance of research projects is used by the University to finance activities indicated by principal investigators.

In order to improve the work conditions and the wages, a decision was made to start a project whose objective is to describe and evaluate different jobs, with a new remuneration system as its final product. The project was started in October 2017. It was performed with the support of the international consulting company Korn Ferry Hay Group. Academic workers were involved at each stage of the project, starting from focus groups through description of jobs, to evaluation of jobs. Working group - including Deans, Deputy Rectors, and the Rector prepared detailed job descriptions for two paths: the research and teaching path and the teaching path. The team jointly specified the expectations applicable to Instructors, Assistants, Lecturers, Professors, and University Professors. During the next stage of the project, the jobs were evaluated in accordance with the KFHG methodology, which had been used to evaluate academic jobs at several Western universities. We gained knowledge about the remuneration practices used in universities outside of Poland. Assumptions were developed for the remuneration model, which assumed possibility of financial promotion, depending on, among other things, scientific and teaching achievements. Those assumptions put emphasis on criteria that are independent on gender or other potentially discriminatory factors, while

strictly applying the principle of equal opportunity. Works continue on the definition of a new structure, resulting both from the requirements imposed by the new Act on higher education and science, and from the needs of the University. A task force consisting of persons in management positions in the academic area and of the Director for Human Capital Management, is working on a list and descriptions of requirements applicable to the functions that will be needed at the University after the management structure is changed (October 2019). Consultations are held with the participation of the University Staff Council and Faculty Staff concerning the planned changes. ‘

Criteria will be specified for promotion to different pay grades, which will make it possible to play career paths.

The plan is to implement the changes related to the new system in the 1st and 2nd quarter of 2019. All academic workers will be able to participate in training intended to clarify the assumptions of the model and of the system. Our goal is to implement solutions that will be transparent, generally accessible, comprehensible, and motivating for the most active staff who will demonstrate attitudes that comply with academic value.

Researchers who obtain grants for the University and who perform them at the SWPS University have guaranteed support of the Office for Scientific Research.

In January 2017, new rules and regulations were implemented that apply to performance of research projects. Regulations were prepared for additional remuneration on research projects, as well as a procedure for control of indirect/overhead costs related to performance of research projects. The procedure facilitates research as it provides researchers with additional funds and gives them more freedom in spending of those funds.

In order to improve the work conditions, the authorities of the University decided to introduce an Employee Pension Program. It is undergoing registration with the Polish Financial Supervision Authority. The main advantages of this program are that our employees will be able to save additional money for their retirement and that their employer is able to pay pension contributions. We are planning to start the program in early 2019. We want also to implement an anti-mobbing procedure to give people a sense of security and protection.

Strengths and Weaknesses (Award Renewal, max 500 words) *

Strength: Since 2016 the SWPS University monitors the consistency of internal rules with the EC&C with the usage of dedicated HR Excellence in Research anonymous survey – every employee and doctoral student is being asked for participation.

Strength: After the new law on Higher Education was introduced in Poland, the SWPS University introduced changes to the Work Regulation, Remuneration Rules, regulation for Awarding for Publications and Artistic Achievements and the Regulations for Awards and Bonuses for all employees, so that every major regulation complies with the national law and the EC&C principles.

Strength: Improvement in the evaluation processes - the key positions and functions have been described and a coherent model of their valuation has been adopted. In cooperation with the Deans, remuneration procedures have been described and implemented. Financial progression is based on transparent and merit-based factors such as scientific, didactic or organizational achievements.

Strength, novelty and a unique good practice: To ensure stability of employment in 2020 we offered employees working in projects a chance to continue cooperation within the university after the end of it. Scientists can continue work at University till gaining new grants. Access to the same benefits is ensured for every employee.

Strength: In the HR Department a dedicated position has been established to support the employment of foreign workers, so that they could feel the support on the formal level (legalization of stay) and could easily go through the adaptation and onboarding process.

Strength and novelty: Implementation of the anti-mobbing and anti-discrimination procedures. The procedure was made available to all employees, with the support of a series of training sessions. The Rector's Proxy for Mobbing and Discrimination and the Antimobbing and Anti-Discrimination Committee were appointed.

Strength: In 2022 the Academic Ombudsman was appointed. The role is to guard the observance of ethical standards at the university and to mediate in conflict situations. In 2022 a series of trainings concerning mobbing and discrimination for all employees and managers is planned.

Strength: In 2021, the Gender Equality Plan in cooperation with representatives of academic staff and the HR department was developed and announced. The plan assumes conducting an equality language audit as there are no clear rules of using gender equality language and undertaking activities aimed at promoting equality between women and men in the workplace.

Strength: The SWPS University is proud of the standard of support which every employee can get from our administrative staff in the implementation of any activities. The Scientific Research Office supports scientists in writing applications and implementing projects from the formal side. Since 2015, the number of European grants implemented has increased from 2 to 9. Scientists can also count on the support of the Knowledge Transfer Center. Since 2019, 5 spin-offs have been established, R1-R4 can count on support in the field of securing intellectual property, acquiring business partnerships and establishing companies.

Weakness: There is a need to monitor progress in implementation of the gender equality rules.

Weakness: The University needs to complete the translation into English of all the documents which refer to remuneration and working conditions.

Remarks (max 500 words)

Safe and friendly working environment is of great importance to the SWPS University authorities. The University cares for its employees, paying attention to both aspects - physical health (offering medical care, encouraging sports activity through internal initiatives - sports challenges, offering sports packages), as well as the psychological aspects - psychological support, mindfulness courses, anti-stress workshops, etc.

Within the field of working conditions the SWPS University, despite the Pandemic, did it best to ensure the highest level of support to its employees:

- Facing the need to switch to remote work, the university provided adequate work equipment or appropriate software. Teams were established to support teachers in the implementation of tasks in the new formula.
- The university made large investments to adapt the infrastructure to conduct online classes (hyflex) and to raise the standard of classrooms.
- The university provided the organization of vaccination against Covid-19 for teachers, researchers and doctoral students. Moreover, every year, we offer our employees free flu vaccinations. We also supported our employees during lockdowns offering them support in terms of child care and giving suggestions on how to cope with isolation.
- The University introduced a new HR system and an electronic document flow system.

As far as the dedicated HR Excellence in Research Survey is considered - In 2016, only seven criteria constituted the strength of the University. In 2018, there were 17 of them. In 2021, there are already 34. In 2021, none of the criteria was rated lower than 3.50, which in the previous survey was considered the university's weaknesses.

The introduction of the Law on Higher Education in 2018 forced a number of changes in internal regulations. The SWPS University introduced these changes in compliance with the EC&C principles. In 2021 we created an Associate Professor position on the teaching path and later on we announced the recruitment process. Employees showing outstanding teaching skills, achieving high marks from students have the opportunity to be promoted to the higher position. In the first edition of the call only one person was selected. We still need to work on developing the recruitment procedure and sharing feedback after the recruitment in order to support further development of teachers.

Training and development*



Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

Our community highly appreciated the various aspects and possibilities of training and development.

In the HR team, a Training Specialist job was created. The Deputy Rector for Teaching, together with a team of internal expert team from the area of science and teaching, developed a plan for a project of development of teaching skills, to be performed as a part of the Integrated University Development Program (Operational Programme Knowledge Education, Development - POWER).

The project will continue until 2022. The University supports professional development of research and teaching staff by providing them with training that develops teaching skills and by financing participation in scientific conferences. In the last academic year, 30 teaching workers participated in the Erasmus program, including 18 in EU countries and 12 in partner countries.

In the framework of the development programs, research and teaching staff can take advantage of a broad development offer, starting with annual editions of the Teaching Competence Weeks, through internships abroad, learning from foreign experts as a part of Masterclasses training, and individual methodical consultations, to training improving class teaching and communication in the English language.

Our researchers have access to the Office for Scientific Research, which supports them in obtaining funding, performing, accounting for, and reporting on research projects financed from both public and private funds. As a part of their duties, employees of the Office conduct individual consultations with principal researchers and support them in formal and financial matters related to performance of projects. Also, regular training sessions and presentations are conducted for doctoral students of the SWPS University on the rules for acquiring and accounting for funds designated for research projects. Whenever necessary, such training is also conducted for academic workers.

Unfortunately, we are aware that even if there are internal regulations in place, the relation between a employee and a supervisor is influenced by their personalities and may look differently in different teams. The 2017 survey (open comments area) revealed that there is a need to provide soft-skills training for team leaders, deans, heads of departments and supervisors in the field of HR management and mentoring. This will allow them better and more effectively play their roles as managers, leaders, supervisors. We will support them and encourage them to participate in group coaching and other development offers.

Strengths and Weaknesses (Award Renewal, max 500 words) *

Strengths, novelty and good practices examples: consistent and permanent offer on professional development:

- The SWPS University implements the Integrated University Development Programme, which every research and teaching employee can benefit from.
- Internship/mobility - Teaching and research staff benefit from internships abroad, learning from foreign experts as a part of Masterclasses training, and individual methodical consultations and English learning opportunities. Due to the great interest, the Teaching Competences Week is held twice a year, not once as it was initially planned. Since 2018, every year over 500 (in average) participants have benefited from the development offer addressed to research and teaching staff. Since 2018, a total of over 2000 hours of development activities have been conducted.
- Internal system of peer-to-peer support. In 2021, a program supporting teaching staff was launched. The role of Teaching Advisors was established. Teaching Advisors role is to support colleagues in improving their teaching skills and sharing best practices in teaching.
- Internal support for researchers with institutional roles. In the academic year 2021/2022, a special development program for deans and directors of institutes was held. The purpose of the program was to strengthen the managerial role and improve team management skills. Some of the Deans and Institute's Directors benefited from individual coaching programs. During the programme we identified the needs of our employees and we are planning on taking actions to improve that.
- The University supports employees in planning and realizing the scientific career. The university covers the costs of the promotion procedure. The directors of institutes support less experienced colleagues by sharing their knowledge and experience and supporting them in planning activities aimed at achieving degrees.
- Doctoral students benefit from a mentoring program under the international Vitae program.
- The university offers a system of internal grants that allow for the development of scientific activity - it ensures equal treatment of academic staff, regardless of their academic achievements or the employment path they follow.

Weakness: It is necessary to prepare a structured development plan for teachers and researchers.

Weakness: The SWPS University puts a great emphasis on working out the standardized way of supporting mentors in the master-apprentice relationship.

Remarks (max 500 words)

The pandemic forced the university to introduce many changes in the implementation process in the field of development. Switching into online work was a very challenging moment, however, as a community we improved the team work. To overcome potential gaps, a team of teachers was appointed who shared their knowledge and experience in the field of modern technologies and distance learning

methodology. Administrative staff was involved in supporting teachers in Google Classroom administration. Online gave employees from all five campuses the opportunity to participate in joint events, which, apart from the development aspect, also had an integrating value for them

According to the dedicated HR Excellence in research survey – it is worth emphasizing that each aspect of the training and development was assessed better than in 2016.

Have any of the priorities for the short- and medium term changed? (max 500 words)

Since the 2018 SWPS University there were changes on the position of the Vice Rector for Research and the HR Director. The implementation process of the HRS4R Strategy has been brought to another level with a strong emphasis on the research quality and envisioning the international research visibility within the European research area with the keynote „how to support the researchers best“. Referring to this statement some short- and medium changes with the focus of having research processes fully integrated (institutional and individual level) occurred:

- Communication strategy (GEP, ethical issues);
- Introduction of Academic Ombudsperson;
- Introduction of new internal regulation regarding employees issues;
- Introduction of OTMR policy with the eRecruiter tool;
- Introduction of IT solutions as far as protecting research data is considered; Open Science Policy with the data steward support to be finalized at the beginning of 2023;
- Introduction of IT solutions for the integration of research, development and HR processes with a plan for integration of teaching reporting;
- Establishment of the Research Administration Department which manages the research information;
- The SWPS University is a part of the European Reform University Alliance ERUA with a focus on promoting free thinking, bottom-up approach and open science. The Alliance's profile is coherent with the SWPS University profile – Social Sciences, Humanities and Arts which enable it to develop unique interdisciplinary approaches and new answers and solutions to contemporary societal challenges.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)

1. Introduction of the new Law on Higher Education in Poland brought a different perspective to education, research and doctoral schools. Every major internal rule at the SWPS University needed to be adjusted both to national law and to the principles of the EC&C. For the SWPS University the most important were the managerial issues. The University is located in 5 different cities in Poland which means that each strategy (research development, communication etc.) is being implemented at one time in 5 different cities accordingly with the discipline researchers represent.
2. Changes in the position of Vice Rector for Research, who is responsible for the implementation of the HRS4R.
3. Changes in the position of HR Director, which hindered the continuity of work on the implementation of a coherent HR Strategy.
4. Introduction of the new HR system.
5. The pandemic - during the pandemic, an epidemiological risk prevention team was established, consisting of representatives of the academic and organizational departments. The team supported management in all decisions connected with ensuring university stability during pandemic.

Are any strategic decisions under way that may influence the action plan? (max 500 words)

The SWPS University Strategy strengthened implementation of the HRS4R at the SWPS University – procedures and processes from the HR field became more integrated and documents complied with the EC&C principles. With the growing consciousness of the important role of researchers in the European research area the authorities of the SWPS University decided to make two strategic decisions which will be influencing the Action Plan in the next 3-6 years.

1. Joining the ERUA Alliance;
2. Buying Tishner European University (located in Krakow).

Both decisions were made with the deepest focus on researchers' support. ERUA fosters the engagement for Responsible Research and Innovation of all sectors' organizations and citizens through good governance, mutual learning, agreed practices and multi-actor and public engagement initiatives in research and innovation. Within the Alliance a common framework for reskilling and up-skilling researchers/scientists and stakeholders, to provide women scientists and minorities with new opportunities, improve their skills connected with innovation and social management of technology aimed at diversity and inclusion is going to be created. It is worth to be emphasized that ERUA has already started the

traveling seminars system with the usage of which promotes experimental approaches to reimagine the role of Higher Education. Within this international cooperation our researchers will become partners in the research and innovation network where shared infrastructures based on common R&I values, knowledge are going to be built. Within the Alliance also the Open Science dedicated to Transparent Research and Public Engagement is going to be enforced. It constitutes the central pillar of the research dissemination strategy.

Buying Tishner European University means implementation of HRS4R among a new group of employed researchers. It means that in the next approximately 6 years new researchers will benefit from EC&C principles within ethical and professional aspects, recruitment and selection (OTM-R policy included), working conditions and training and development fields. They will also become an important part of the monitoring process as far as a dedicated HR Excellence in Research survey is considered.

3. Actions

Please consult the [list of all actions](#) you have submitted as part of your HR strategy. Please add to the overview [the current status of these actions as well as the status of the indicators](#). If any actions have been altered or omitted, please provide a commentary for each action. You can also add new objectives.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.

Proposed ACTIONS

Action 1	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Development and implementation of a generally accessible information handbook with detailed information on the guaranteed financial and non-financial benefits available to the University's staff.				

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
24. Working conditions	2018/2Q	Deputy Rector for Science Human Resources Director	Accessible information handbook with detailed information on the financial and non financial benefits - published on intranet.
26. Funding and salaries			
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>The SWPS University, taking into consideration the increase in the awareness of the scientific staff as regards finances and employment policy, takes steps supporting communication in this area. For this purpose a widely available handbook was prepared and implemented, containing detailed information regarding guaranteed financial and beyond financial benefits for the University employees. The data contained in the document enable building of awareness and full flow of information regarding issues connected with finances and employment at the SWPS University. Actions completed by September 2018 On the Virtual University website (Intranet), information was posted on the financial and non-financial benefits available at the University, such as:</p> <ul style="list-style-type: none"> • instruction concerning rates and rules for determination of remuneration for overtime; • rules concerning bonuses paid to researchers for highly scored publications; • information about use of up to 30% of indirect costs for principal investigators; • regulations concerning performance of research projects (Office for Scientific Research); • employee benefits (healthcare, insurance, sport activities, culture, education).

Action 2

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

Action 2

Evaluation of the system of assessment of research and teaching staff where employees may consult the development of their career paths with their supervisors/scientific supervisors.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
11. Evaluation/ appraisal systems	2018/Q1	Deputy Rector for Science	Rules for Assessment of Academic Workers implemented and communicated.
28. Career development			
Current Status	Remarks		
COMPLETED	In 2017, works were ongoing that were aimed to define the rules for assessment of academic workers. In January 2018, the University Senate adopted the new Rules for Assessment of Academic Workers. The assessment process was simplified and covers areas and requirements that had been agreed with the research and teaching staff. Assessments are conducted by direct supervisors and then accepted by the Dean (a two-stage assessment). If the assessed person does not agree with the assessment, there is a clear appeal procedure in place.		

Action 3

Proposed ACTIONS

Action 3

Publication of information on the University's internal network about career paths of research and teaching staff and rules governing academic promotions.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
15. Transparency (Code)	2017/Q1 until 2019/Q2	Deputy Rector for Science Deputy Rector for Teaching	Information published in internal network, and accessible for R1-R4 and administrative staff
28. Career development		Director for Human Capital Management	
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>Actions completed by September 2018 As a part of work on the We, University Strategy, the needs of at least two academic development paths were identified. Those actions were reinforced by the new Act on higher education. Meetings were held in individual faculties where the new opportunities and requirements associated with the Act were presented. Irrespective of the new Act, the process of description of academic jobs and evaluation was conducted for two development paths (research and teaching path, and teaching path). The process involved representatives of all faculties and the governing bodies of the University. Planned actions: Works are ongoing (related to the Act 2.0, which became effective on 1 October 2018), which are aimed to specify and clarify the shape of the development paths. The promotion criteria will be specified for each of the development paths. Works are ongoing, which are aimed to define the necessary functions in the research area and the teaching area and to specify requirements and responsibilities for them. The developed rules will be posted on the University's internal network. The employees will be familiarized with them during training sessions that are planned to be held in the 1st quarter of 2019.</p>

Action 4

Introduction of a training cycle improving the qualifications of research and teaching staff related to teaching of classes.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
33. Teaching			
38. Continuing Professional Development	From 01. 2017 until end of 2022	Deputy Rector for Teaching Director for Human Capital Management	40% of R1-R4 covered with training activities every year
39. Access to research training and continuous development			
Current Status	Remarks		
COMPLETED	Actions completed by September 2018 Teaching and popularization of knowledge are important elements of professional development of researchers. High teaching competencies of academic teachers are among priorities of management of the quality of studies at the SWPS University. The human resources policy of the University in relation to academic teachers is based on the assumption that the unique characteristics of academic studies consists in a strict link between teaching and the latest results and methods in specific fields; thus, teaching		

Proposed ACTIONS

Current Status	Remarks
	<p>competencies consist of scientific achievement and skills related to transfer of knowledge. Since 2016, regular workshops and training courses are conducted at the SWPS University; they are referred to as Teaching Competencies Week (TCW) and are intended for the teaching staff. The first edition of the TCW was held at the SWPS University on 26-30 September 2016. As a part of the event, in all campuses, workshops were held for teaching staff; they were attended by 228 persons. The event was organized in the entire University for the first time. Before the training opportunities were offered, the employees were able to express their own training needs and to indicate the areas in which support and improvement is most needed. Based on the results of the survey that was conducted, workshops were offered on different topics (12 topics), such as: · Vocal pedagogy · Motivational coaching of students · Innovative teaching skills – Design Thinking · Activating methods in academic teaching · Handling difficult situations during studies with students from different cultures and handicapped persons In March 2017, the second edition of the TCW was held. It included training on over ten topics, including 11 workshops that were the most popular among research and teaching staff. The workshops were attended by 190 persons from all faculties: The e-Learning Center conducts periodic training for all lecturers (regardless of the form of their employment) on the Moodle platform. The training is conducted both in a stationary form (1 day) and in the form of online courses lasting for several weeks. The</p>

Proposed ACTIONS

Current Status	Remarks
	<p>workshops are intended for both beginners and persons who are more proficient with technologies. The topics of the training include resources and activities of the Moodle platform, other tools that support online teaching (e.g. used to create one's own audio recordings or screencasts, tools compatible with Moodle), and good online teaching practices. Moreover, employees can participate in professional training on methodology and statistics. Planned actions: In August 2017, a comprehensive training program was prepared in order to support development of competencies among academic workers in the period from 2018 until 2022. The program includes the annual Teaching Competencies Weeks, international internships, training conducted by foreign experts, individual methodical consultations conducted at each faculty, training on self-presentation and public speaking, exchange of knowledge and experiences, and training to improve language skills. Works are ongoing that are intended to improve the training offer so that it even better addresses the needs of the employees. Information about training is distributed in an internal newsletter. Training is and will be available to all members of the research and teaching staff.</p>

Action 5

Introduction of the program for sharing of good practices among employees of the University

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
33. Teaching	09.2018	Deputy Rector for Teaching	Good practice sharing sessions organized
38. Continuing Professional Development			
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>Actions completed by September 2018 In the academic year 2016/2017, the Deputy Rector for Teaching initiated a new practice of regular meetings with leaders of the different fields of study from all campuses of the SWPS University. The employees working at the Warsaw campus participate in the meetings in person, while employees of campuses outside of Warsaw participate in the meetings via online communication. The main objectives of those meetings are to exchange good practices among employees performing organizational tasks at the University (organization of teaching), to consult the actions of the Deputy Rector and the Director for Higher Education Studies that are intended to improve the organization of teaching at the University, and to integrate the employees working at different campuses. Since November 2016, the meetings have been held regularly every 4-6 weeks. The exchange of experiences that takes place during those meetings is an important way to support employees in their daily work and to improve their competencies relating to handling of organizational problems. One can also notice that, as a result of the meetings, there has been a significant improvement in the flow of information between the Deputy Rector and his office and the organizers of teaching at the different fields of study.</p>

Action 6

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS**Action 6**

Appointment of a "person of trust" - a mediator, a person independent of the University's management structure, to consider complaints and appeals of researchers

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
34. Complains/ appeals	03.2018	Director for Human Capital Management	Council of University's Employees brought to life
35. Participation in decision-making bodies			
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>Actions completed by September 2018 In June 2017, the University's Senate established a Committee for preparation of the University's rules for management of conflicts of interest and obligations. The team has elaborated solutions that, while focusing on increasing the activity of the employees, enable customized and independent evaluation of presence of possible conflicts of interest. The procedure for management of conflicts of interest was developed by the University's community, with the involvement of the Council of University's Employees, and became effective in March 2018. As a part of the procedure, an Ombudsman for Conflict of Interests was appointed; his or her role is to support the staff in solving such conflicts. With the intent to promote dialogue, mutual trust, and cooperation, and to improve the existing solutions and to jointly create new ones, the Council of University's Employees, whose members are elected, was established in January 2018. The role of the Council is: to represent employees' interests and needs; to participate in consultations related to significant procedures and documents; to present proposals concerning improvement of the work conditions and development of employees. The Council, among other things, contributes to promotion of a fair and equal treatment of employees and to improvement of the general quality of the work environment. Works are ongoing to develop a procedure for preventing mobbing at the University.</p>

Proposed ACTIONS

Action 7

Evaluation of the system for assessment of the research and teaching staff in relation to cooperation of researchers with their supervisors

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
11. Evaluation/ appraisal systems	01.2018	Deputy Rector for Science	New system implemented and communicated to all employees
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>In November 2017, a work group headed by the Deputy Rector for Science started its work; the members of the group were representatives of all faculties of the SWPS University and its objective was to prepare a new, simplified Academic Assessment Regulation. The results of the work of this committee and further consultations held at different faculties made it possible to reduce the number of filed documents, to simplify the scale of assessment, and to elaborate common criteria for evaluation of scientific achievements in different scientific disciplines and criteria for evaluation of teaching achievements and organizational achievements, the same for all disciplines. The new version of the Regulation for Assessment of Academic Teachers was adopted by the resolution of the Senate of the SWPS University on 26 January 2018. The new Regulation maintains the principle of direct evaluation of an academic teacher by his or her supervisor and the annual interview during which the achievements of an academic teacher in the previous academic year are summed up. Action plan: - Updating and refining the assessment principles and procedures in connection with the new structure and the requirements set forth by the Act 2.0.</p>

Action 8

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS**Action 8**

Training on formal and informal aspects of academic development (e.g. scientific promotions, publications, submission of grant applications and performance of grants).

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
7. Good practice in research			
8. Dissemination, exploitation of results	09.2018	Deputy Rector for Science	Trainings organized
38. Continuing Professional Development			
39. Access to research training and continuous development			

Current Status	Remarks
COMPLETED	Training on formal and informal aspects of academic development (e.g. scientific promotions, publications, submission of grant applications and performance of grants). Actions completed by September 2018 The Office for Scientific Research organized regular training sessions for employees of the University. The most frequent training sessions concern possibilities to obtain funding for research projects. Such training sessions are intended most of all for young

Proposed ACTIONS

Current Status	Remarks
	<p>researchers who do not have extensive experience in obtaining external funding for research. Also, training is organized on different financing programs and sources and on preparation of grant applications for specific contests. Training sessions and classes on drafting of grant applications are also held for doctoral students. Training sessions on essential aspects of drafting of grant applications are conducted by researchers with extensive scientific achievements and are intended for researchers with smaller experience and specialists in other fields. An example is "Workshop on methodology of social sciences" held in May 2018 for researchers in the field of legal science of the Law and Social Communication Faculty in Wrocław. In addition to training and workshops organized by employees of the University, training sessions and workshops are organized that are conducted by representatives of financing institutions, e.g. the National Science Center, and institutions that support acquisition of funds designated for research, such as: Office for Scientific Excellence of the Polish Academy of Sciences - an information training for persons who are considering submission of applications in ERC contests. Regional Contact Points - training on possibility to acquire funds from the Horizon 2020 program and individual scholarships for scientists as a part of the Marie Skłodowska-Curie Actions. As a part of the doctoral studies program, classes are held on acquiring funds designated for research projects and on drafting of grant applications. As a part of the Interdisciplinary Doctoral School, coaching is provided for doctoral students. In order to</p>

Proposed ACTIONS

Current Status	Remarks
	<p>improve the University's practices related to support of scientists in their professional development, the role of a mentor was established. A mentor is a professor with very high scientific achievements, also on the international scale, who shares the best practices while supporting young scientists, monitoring their progress, and providing them with constructive feedback. Moreover, the managing staff in the academic area benefits from external support of professional coaches. Coaching processes are used to develop management competences and to strengthen confidence in respective roles. Action plan: Cooperation was started with the Vitae Foundation - https://www.vitae.ac.uk/membership/vitae-membership-subscribers As a part of the cooperation the University will conduct the MASTER TRAINING on planning and implementation of professional development for supervisors and promoters in the Interdisciplinary Doctoral Studies (IDS). Establishing the Young Scientists' Council as an advisory body. The members of the Council will be young scientists representing each faculty. The Council will perform advisory functions related to professional development, participate in elaboration of actions intended to integrate young scientists at the University, recommend actions intended to eliminate barriers in development of scientific careers, and support implementation of the HR Strategy for Researchers.</p>

Proposed ACTIONS

Action 9

Implementation of internal Guide to ethical conduct

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles	Q4/2023	Academic Ombudsman, HR Department	Guide to Ethical Conduct implemented and communicated to all employees (100%)
3. Professional responsibility			
7. Good practice in research			
10. Non discrimination			
Current Status	Remarks		
NEW	SWPS University established the position of Academic Ombudsman in March 2022. The role of the Ombudsman is to promote and work towards compliance with high ethical standards. Every employee has the right to anonymously report to the Ombudsman a violation of the University's rights.		

Proposed ACTIONS

Action 10

Code of ethics

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles	Q4/2024	Academic Ombudsperson, HR Department	Every employee updated with the code of ethics (100%), newly employed researchers trained during the onboarding process.
3. Professional responsibility			
7. Good practice in research			
10. Non discrimination			
Current Status	Remarks		
NEW	Dissemination of ethical principles among the researchers' community.		

Action 11

Internalization - implementation of the solution that supports recruitment and employment of international teachers and researchers.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment	Q4/2024	HR Department, International Office	Implemented procedures, dedicated employee responsible for supporting the foreigners, 50% increase
24. Working conditions			
29. Value of mobility			
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
IN PROGRESS	Internationalization is of a great importance at the SWPS University. A special position has been created in the HR department – responsible for the procedure of employing foreigners. Moreover, an employment path has been prepared as far as all aspects of legalizing employment or legalizing the employee's stay is considered. The University offers assistance to employees in legalizing their stay in Poland and legalizing their employment with state offices. An implementation procedure was also developed for foreign employees, who also have access to the necessary documents in English. A position of Erasmus coordinator has also been created, responsible for carrying out the employee departure procedure and the foreign employee arrival procedure at SWPS University.

Action 12

Supporting the researchers - Strengthening institutes by appointing the function of discipline coordinator - new

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
7. Good practice in research	Q4/2024	Vice-Rector for Research, Institute Directors	Introduction of the new institutional role in every discipline
23. Research environment			
24. Working conditions			

Proposed ACTIONS

Current Status	Remarks
IN PROGRESS	It is planned to appoint the function of the Discipline Coordinator in the Institutes. The tasks carried out by the Discipline Coordinator will strengthen the Institutes. On behalf of the director of the Institute, the discipline coordinator will manage research activities and the process of research evaluation within the scope of the scientific discipline assigned to the Institute. In the academic year 2021/2022, work related to defining the main scopes of responsibilities of function began. Main goals for the role are: participation in organizing the process of research evaluation in the entrusted scientific discipline, supervision over the quality and effects of scientific work of employees in a given discipline and on research and research and teaching staff in a given discipline ensuring compliance with statutory and internal regulations within the discipline.

Action 13

Supporting the researchers – OTM-R policy

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles			
3. Professional responsibility		HR Departments, Vice Rector for Research, Vice Rector for Teaching	OTM-R policy
7. Good practice in research	Q3/2019		
10. Non discrimination			
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
COMPLETED	OTM-R procedures have been implemented in recruitment procedures. To make the recruitment process even more open, transparent and merit-based, another action is planned, which will consist in personalizing the feedback addressed to candidates not selected in the competition. Such information should be merit-based, indicating the reasons for rejecting a given candidacy and taking into account the strengths of the candidate. Transversal skills of academics are a prerequisite for effective research activity. In planned activities, the University plans to increase the awareness of managers regarding the need to acquire candidates with transversal skills. Actions are planned that will allow for an accurate assessment of the skills possessed by the candidates. Activities will begin with the definition of the most expected universal competences for the academic community, and in the next step, tools will be prepared to verify them at the level of competitions - a competency matrix will be developed.

Action 14

Supporting the researchers – transversal skills as an important factor in the recruitment processes. Development of a matrix of transversal skills for researchers.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment			
14. Selection (Code)			
24. Working conditions	Q3/2024	HR Departments, Vice Rector for Research, Vice Rector for Teaching	OTM-R policy, developed and implemented matrix of transversal skills for researchers
28. Career development			
Current Status	Remarks		
NEW	Transversal skills of academics are a prerequisite for effective research activity. In planned activities, the University plans to increase the awareness of managers regarding the need to acquire candidates with transversal skills. Actions are planned that will allow for an accurate assessment of the skills possessed by the candidates. Activities will begin with the definition of the most expected universal competences for the academic community, and in the next step, tools will be prepared to verify them at the level of competitions - a competency matrix will be developed.		

Proposed ACTIONS

Action 15

Personalized feedback after the recruitment process is closed.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
12. Recruitment 14. Selection (Code) 28. Career development	Q2/2024	HR Departments, Deputy Rector for Research, Deputy Rector for Teaching	Structured document on personalized feedback, 100% of candidates attending recruitment meeting receive personalized feedback

Current Status

Remarks

NEW

We are working on having feedback to candidates personalized, so that every person attending recruitment meetings could have information on his/hers strengths and weaknesses and recommendations for further development.

Action 16

Strengthening internal communication - development of coherent solutions supporting employee information

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
24. Working conditions	Q3/2023	HR Department, Internal Communication Unit	Implemented platform which supports targeted internal communication, an increase of positive opinions on communication in internal surveys to 70%
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
NEW	<p>In 2019, an engagement survey and a satisfaction survey were conducted. Employees indicated that communication is one of the areas requiring improvement. In order to work out solutions, a team was appointed. The purpose of the team was to analyze all aspects of internal and external communication. Based on the analysis, a report was prepared and it was presented to the Management Board. In 2021, an additional team was created, the aim of which was to present solutions in reference to internal communication. The team's recommendations were communicated at the annual meeting in September 2021. In 2022, a new department was created - the Internal Communication Center, which supports communication solutions both in terms of content and tools. In the coming months, it is planned to develop new solutions aimed at improving communication with existing employees (effective transfer of information on changing procedures etc.) and new employees (effective onboarding). The solution is to ensure the possibility of targeting information to defined groups of recipients. At the same time, it is planned to build a knowledge base allowing for quick finding of information on topics important for employees.</p>

Action 17

Creating solutions that support the development of teachers and researchers.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development			
38. Continuing Professional Development	Q4/2024	HR Department, Vice Rector for Teaching, Vice Rector for Research	0 Deans and 5 Institute's Directors covered with development activities
39. Access to research training and continuous development			
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
IN PROGRESS	Since 2018, the university has carried out a number of activities that supported the development of researchers and teachers. Those activities were carried out as part of the Integrated Program for University Development. In 2021 the first development program for Deans was launched. The goal of the program was to strengthen managerial competencies and leadership attitude. In 2021/2022, the first competition for employees working on the educational path was carried out. We see the need to tighten procedures and develop the best communication standards in this process.

Action 18

Minimizing bureaucracy / process automation

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
24. Working conditions	Q2/2024	HR Department, IT Department	Implementation of user friendly system for the whole SWPS University community
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
IN PROGRESS	SWPS University undertakes a number of activities related to the optimization and automation of processes. One of the main goals is to minimize bureaucracy, limiting documents in favor of their electronic circulation. The work of people responsible for the preparation of documents will be improved and their circulation will be improved. In the academic year 2021/2022, the Electronic Document Circulation system was implemented, Following processes are carried out online - concluding civil law contracts, issuing invoices, submitting vacation applications. There are plans to start further processes. Many processes are organized anew using electronic systems, such as employee performance appraisal.

Proposed ACTIONS

Action 19

Development of assumptions for a new system of academic staff performance appraisal.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
11. Evaluation/ appraisal systems	Q3/2022	Vice Rector for Science	Implemented system, new regulations announced
28. Career development			

Current Status	Remarks
COMPLETED	In the academic year 2021/2022 the SWPS University started to work on the development of a new employee performance appraisal system in the academic division. For this purpose, a team consisting of representatives of faculties, institutes and University Staff Councils was established. The work of the team is coordinated by the Dean of the Faculty of Social Sciences. The works are carried out under the supervision of the Vice-Rector for Research. The assumption is that the assessment should not only constitute the basis for the settlement of achievements, but also be a tool supporting employees in their further professional development.

Proposed ACTIONS

Action 20

Implementation of a new strategy for the university

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles			
	Q3/2023	Management Board	Strategy for 2024 -2029 implemented and announced to 100% employees
4. Professional attitude			
24. Working conditions			

Current Status

Remarks

NEW	In 2022, work on a new strategy for the university was planned – due to the war in Ukraine postponed to 2023. The new strategy will be a reference point for developing an HR strategy in compliance with the EC&C principles for the university for the forthcoming years.
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Action 21

Enforcing high ethical standards by implementation of whistleblower procedure

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles			Implemented procedure and
3. Professional responsibility	Q4/2023	Law Department, HR Department, Management Board	Sygnalink (app) - 100% accessibility for R1-R4, administrative staff, doctoral students, students
5. Contractual and legal obligations			
6. Accountability			
Current Status	Remarks		
NEW	<p>SWPS University is implementing a whistleblower reporting procedure using a mobile app. Every employee or student of the University has the right to report a violation of the University's rules or bad practices while remaining anonymous using a special application. The procedure goes hand in hand with the European Union directive on the protection of whistleblowers. The app gives the opportunity to register any violations without worrying about the consequences of reporting for employees. The app gives employees the possibility to follow the reporting process and check the reporting stage.</p>		

Proposed ACTIONS

Action 22

Working environment free from harrasment and discrimination

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
10. Non discrimination	Q4/2024	HR Department, Academic Ombudsperson, Rector's Plenipotentiary for counteracting harrasment and discrimination)	Implemented procedures, anti-discriminatory and anti-mobbing trainings offered to employees, 100% accessibility
27. Gender balance			
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
IN PROGRESS	<p>In 2019 Regulation and the post of Rector's plenipotentiary for counteracting harrasment and discrimination role has been created to receive and investigate reports of harrasment and to undertake initiatives to promote the fight against inequality and bullying in the working environment. An anti-harrasment and anti-discrimination Comittee was brought to live. In 2021 SWPS University has implemented a Gender Equality Plan to promote gender equality among staff and students. GEP is available on the Virtual University portal and accordingly with the communication strategy information was disseminated during meetings with board of rectors, board of directors, senate, deans. GEP was also disseminated to the University Employee Council. In 2022 it is planned to conduct profound analysis of gender equality at University, an audit on equality language and a series of anti-discriminatory and anti-mobbing trainings. In 2021 a role of Academic Ombudsperson was created in order to maintain the highest ethical standards at the university and support conflict solving when needed. The HR Director is responsible for implementation of goals stated in GEP.</p>

Action 23

GEP

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
10. Non discrimination	Q4/2021	HR Department, Academic Ombudsman, Rector's Plenipotentiary for counteracting harrasment and discrimination)	Implemented procedures
27. Gender balance			
Current Status	Remarks		
COMPLETED	In 2021 SWPS University has implemented a Gender Equality Plan to promote gender equality among staff and students. In 2022 it is planned to conduct profound analysis of gender equality at University, an audit on equality language and a series of anti-discriminatory and anti-mobbing trainings. The HR Director is responsible for implementation of goals stated in GEP.		

Action 24

Supporting employees on the well being

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
24. Working conditions	Q4 2024	HR Department	Level of engagement and satisfaction in employee surveys - minimum 90% of engagement, percent of employees participating in the survey - min 50%
Current Status	Remarks		

Proposed ACTIONS

Current Status	Remarks
IN PROGRESS	<p>The outbreak of the pandemic made one of the most important goals for the Human Resources department to ensure the well being of employees and provide them with support in both physical and spiritual aspects. Shortly after the outbreak of the pandemic: A series of training sessions was organized on the organization of remote work and the reconciliation of remote work with family life. During the lockdown, employees received information on how to deal with a difficult situation, how to organize time after work - their own and members of their families Free psychological support was provided The subsidization of private medical care has been increased University organized vaccinations against Covid-19 and provided vaccinations against flu Mindfulness workshops and anti-stress workshops were organized Support for children was provided during school holidays As the activities carried out so far have been positively received by the employees, the University intends to continue its activities and further expand the offer aimed at supporting employees.</p>

Action 25

Improving working conditions related to infrastructure

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
24. Working conditions	Q4/2024	Administrative Director	Renovated spaces (30%) , satisfaction of employees
Current Status	Remarks		
IN PROGRESS	<p>In the last two years, the university has taken a number of measures to improve its infrastructure. A large part of the Warsaw campus has been renovated. Classrooms have been equipped with modern equipment improving the comfort of conducting classes for teachers. All rooms are equipped with projectors, computers, sound system, and air conditioning. The desks are height-adjustable. Each campus has rooms prepared for teaching in the HyFlex formula. Renovations were also carried out at the campus in Poznań and Sopot. Further renovations are planned for the coming years, which will cover not only classrooms, but also administrative rooms, which will translate into improved work comfort for teaching and organizational employees. Big renovation is planned in Katowice. The goal is to ensure comfortable space for students but also convenient, well-equipped working space for our employees.</p>		

Proposed ACTIONS

Action 26

Intellectual Property Right support

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
24. Working conditions			
28. Career development			80
31. Intellectual Property Rights	OPEN ACTION	Knowledge Transfer Center	(R1-R4, doctoral students)
38. Continuing Professional Development			

Current Status

Remarks

IN PROGRESS

Up to 4 times each year training, promoting meetings and individual consultation on the IPR issues are organized for R1-R4 and doctoral students. We are planning to extend the support on every campus in 4Q 2022. Moreover, the Knowledge Transfer center is in the process of establishing a dedicated guide for researchers on the IPR and commercialization. Doctoral students are provided with a 15 h thematic bloc on how to transfer the knowledge to the socio-economic environment, IPR issues included.

Proposed ACTIONS

Action 27

Internal platform for onboarding processes

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
24. Working conditions	Q4/2024	Internal Communication Unit, HR Director	100% accessibility
25. Stability and permanence of employment			

Current Status

Remarks

NEW

Taking into consideration the widening group of employees, the SWPS authorities decided to build an internal platform which will be a supporting tool in the onboarding processes. With this platform every employee is going to receive substantial information on relevant changes in internal regulation. With this flow of information we are building consciousness and strengthening the sense of community.

Proposed ACTIONS

Action 28	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
GDPR Support	24. Working conditions 25. Stability and permanence of employment	OPEN ACTION	HR Director, Data Protection Officer	100% accessibility, R1-R4, administrative staff
	Current Status	Remarks		
	IN PROGRESS	The SWPS University prepared dedicated virtual training on the GDPR issues. Since January 2022 every employee of the SWPS University has been asked to complete the training, while newly hired employees are being redirected to it. We are working on increasing the level of participation.		

Unselected principles:

1. Research freedom 9. Public engagement 13. Recruitment (Code) 16. Judging merit (Code)
17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code) 19. Recognition of qualifications (Code)
20. Seniority (Code) 21. Postdoctoral appointments (Code) 22. Recognition of the profession 30. Access to career advice 32. Co-authorship
36. Relation with supervisors 37. Supervision and managerial duties 40. Supervision

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.

Please provide the link to the dedicated webpage(s) on your organisation's web site *:

URL *:

<https://english.swps.pl/we-the-university/join-us/hr-excellence-in-research>

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles (Initial Phase)

Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

Actions addressing the implementation of the OTM-R:

The OTM-R procedures are gradually implemented in the recruitment procedures.

The solutions implemented in the period of 2016-2018 include:

1. Contest notices published on platforms that enable application by candidates from outside of the University.
2. Making sure to provide attractive terms of employment.
3. Members of contest committees verify the incoming applications and make sure that the participating candidates meet the highest merit-based criteria.
4. Contest notices are published on Euraxess web pages in accordance with the template and the requirements.
5. Contest notices are published on the web pages of the National Science Center and of the Ministry of Science and Higher Education.
6. Rules of contests for academic posts clearly specify the criteria for selection of candidates and the selection procedure.
7. Rules of contests for academic posts contain guidelines concerning the composition of contest committees.
8. Rules of contests are published online together with notices of recruitment contests posted on the University's website.
9. Works are ongoing to update the recruitment procedure, which also goes in line with the OTM-R guidelines.

10. Personal data protection complies with the amended provisions of the GDPR.

Planned actions:

The new recruitment procedure to be implemented by the 1st quarter of 2019, in addition to maintaining the solutions that have been implemented, includes:

1. Use of the eRecruiter system to manage applications.
2. Ensuring equality of genders in the composition of contest committees.
3. Introducing standard formats of recruitment applications to enable easy publication of contest notices.
4. Introduction of a Candidate Card to enable objective evaluation of candidates.
5. Reduction of the quantity of documents that the applying candidates are required to submit.
6. A description of the agenda of meetings of the contest committees.
7. Informing all candidates who have submitted their applications about the end of the recruitment.
8. Introduction of the requirement to inform all persons participating in a contest about the result of the contest, with a brief substantiation of the decision made by the recruitment committee.
9. Implementation of an appeal procedure.
10. Assignment of a dedicated employee of the HR department to monitor compliance with the OTM-R guidelines at each stage of the recruitment process (process control system).
11. Creation of contest regulations for each of the four types of academic positions listed in the OTM-R documents.
12. Presentation of the recruitment procedure to representatives of the University who are involved in selection of academic staff.
13. Training on the recruitment procedure conducted by employees of the HR department assigned to supervise the contests.
14. Brief training for members of each contest committee on the recruitment standards.

Moreover, the changes in the system of remuneration of academic workers comply with the EU directives that pertain to increasing of attractiveness of their remuneration.

Actions planned to be performed later:

1. Publication of the OTM-R guidelines applied by the University on a website.
2. Creation of an internal evaluation system that will make it possible to determine whether the OTM-R policy achieves its objectives and how the provisions specified in the new procedure are implemented.

Comments on the implementation of the OTM-R principles (Internal Review for Award Renewal)

Since 2019 the SWPS University has implemented planned during Interim Review:

1. Implementation of the eRecruiter system.
2. Ensurance of gender equality among Recruitment commission's members.
3. Introduction of standardized formats for recruitment applications.
4. Introduction of a Candidate Card which enables objective evaluation of candidates.
5. Reduction of the quantity of submitted documents.
6. A description of the agenda of meetings of the recruitment commissions.
7. Feedback to all candidates who have submitted their applications about the end of the Recruitment process.
8. Good practice: Introduction of the new requirement – the SWPS University informs all candidates about the result of the recruitment procedure, with a brief substantiation of the decision made by the recruitment commission.
9. Implementation of an appeal procedure.
10. Good practice: dedicated personnel from the HR department is assigned to monitor compliance with the OTM-R guidelines at each stage of the recruitment process (process control system).
11. Recruitment procedure regulations for each of the four types of academic positions listed in the OTM-R documents.
12. Presentation of the recruitment procedure to representatives of the University who are involved in selection of academic staff.
13. Training on the recruitment procedure conducted by employees of the HR department assigned to supervise the recruitment processes.
14. Brief training for members of each recruitment commission on the recruitment standards.
 - The OTM-R guidelines available on the website.

We are working on having feedback to candidates personalized, so that every person participating in the recruitment meeting could have information on his/hers strengths and weaknesses and recommendations for further development.

Please be aware that your OTM-R policy should be 'embedded' into the institutional HR strategy at the award renewal phase. The extended version of the reviewed HR strategy including the OTM-R policy and actions should be published on your organisation's website.

4. Implementation

General overview of the implementation process: (max. 1000 words)

As the first and only private research-intensive university in Poland and with having the EC&C principles implemented the SWPS University showed to the researchers' community in general that business, as well as the highest ethical standards can go hand in hand. With the everyday struggle for openness, responsibility in research we have taken a big step forward in creating a very friendly place of work. Having dedicated the HR Excellence in Research survey conducted in 2016, 2018 and 2021 we continuously explore our knowledge on our employees' opinions on the implementation of the HRS4R. In 2018 the SWPS University was experiencing such weaknesses as:

- Lack of OTM-R policy;
- Lack of eRecruiter tool;
- Lack of communication strategy on the HRS4R;
- Changes on the position of the Vice Rector responsible for Research;
- Changes on the position of the HR Director.

We achieved these goals, despite the Pandemic. Moreover, alignment with the new Law on Higher Education and the EC&C principles was not easy but the University successfully introduced every necessary change. In the 2022 the SWPS University is proud of:

- Having every major internal regulation in compliance with the EC&C principles;
- Having OTM-R policy introduced;
- Having the eRecruiter tool established;
- Having a Vice Rector for Research dedicated to the issue of the HRS4R with the constant cooperation with the HR Director.

Since 2016 the SWPS University was mainly focusing on Recruitment and selection improvement. However, with the new Vice Rector for research and HR Director implementation in the fields of ethical and professional aspects, working conditions and training and development is strongly noticeable. With the everyday struggle for openness, responsibility in research we have taken a big step forward in creating a very friendly and important place of work.

Make sure you also cover all the aspects highlighted in the checklist, which you will need to describe in detail:

Note: Click on each question of the checklist to open the editor.

How have you prepared the internal review?*



Detailed description and duly justification (max. 500 words)

Since the beginning of the implementation process of the HRS4R the SWPS University decided to put a great emphasis on monitoring researchers' opinion on the implementation process itself. Therefore in 2016, 2018 and 2021 we conducted a dedicated HR Excellence in Research survey which results were of a great importance as far as planning and introduction of changes are considered. The last survey was an extended one – the questionnaire was addressed to teaching contractors as well as doctoral students and participants of the Doctoral School. The survey results were analyzed by the HR department. A kind of forum for the exchange of the experience was established with representatives of all units involved in the implementation the HRS4R (Scientific Projects Department, Knowledge Transfer Center, Institute Directors, Institute Directors Office, Interdisciplinary Doctoral School, etc.) to obtain detailed information on their current activities, possible gaps and successes in the areas related to the support of scientists.

Based on the results of the survey and conclusions from the meetings with employees, representatives from departments supporting research and teaching with cooperation with the Vice Rector for Research – a current strengths and weaknesses list was created which is strongly connected to the updated Action Plan.

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



Detailed description and duly justification (max. 500 words)

The most important for the HRS4R implementation process is, on the one hand, the engagement of the researchers and, on the other, the communication strategy. This is the reason why the dedicated HR Excellence in Research Survey is of such great importance. At the SWPS University most of the undertaken actions are carried out in cooperation with employees and representatives of the University Employee Council - what is important as far as participation in decision-making bodies is considered. This is an advisory unit to which every employee can report any problem. It operates on a regular basis meeting with the Personnel Director or other authorities of the SWPS University, if needed. Furthermore, researchers from R1 to R4 have their representatives in the SWPS Senate. With the continuous participation of deans, directors of institutes there is a constant communication flow in the field of introducing changes on the managerial or research level. Below we are presenting some of important changes, some of which indicate the bottom-up approach:

- Development and implementation of the Gender Equality Plan;
- Development of the concept of appointing a new function in the institution of the Academic Spokesman;
- Descriptions of academic positions and function;
- The academic staff progression procedures were developed by deans and institute directors and were consulted with the representatives of the University Employee Council (bottom-up);
- The rules for organizing a competition for a professor on the didactic path were developed by the deans (bottom-up);
- A team consisting of academic (R1-R4) and administrative employees was appointed to develop communication solutions; communication activities had been analyzed and recommendations on the structure of communication, in connection with the culture of our institution, were proposed (including the IT tool support).
- The system of employee appraisal and development interviews for academic staff is developed by representatives of researchers (bottom-up).

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



Detailed description and duly justification (max. 500 words)

At the SWPS University the HR Department is in charge of the monitoring and implementation processes of HRS4R.

The Rector and the Vice Rector for Researcher are supervisors of the implementation processes. Communication between the HR Department and the Rector is guaranteed but every two weeks meetings, during which the HR Director reports on the HR activities and the implementation process of the HRS4R. The HR Director also meets the Vice Rector for Research who is responsible for supervising of the HRS4R implementation. Meetings are held at least once a quarter. Moreover, the head of the personnel department participates in meetings with deans and directors of the institutes with the informative role about the actions undertaken within HRS4R.

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 *



Detailed description and duly justification (max. 500 words)

The SWPS University put a great emphasis on the important role of the HRS4R, therefore it became an important part of the strategy for 2017-2023 with the following goals:

1. Development of the researchers' potential through:

- a. Providing various career paths for faculty members ensures that the role of best educators is appreciated.
- b. Supporting development of teaching skills of our faculty, including collaboration with practitioners in related fields.
- c. Promoting interdisciplinary, inter-faculty and international cooperation.

1. Development of our university as a conducive place to effective research and supportive of researchers at various stages of their careers by:

- a. Creating a model for the support of professional development, related to academic advancement and a chosen career path.
- b. Supporting scholars in research endeavors, promotion and practical application of research results.
- c. Continuing to develop doctoral studies by building a bold, internationally focused and interdisciplinary program that prepares students for their future careers in academia and other professions.

1. Development of the university as an attractive and friendly place of work and strengthening our intellectual capital by:

- a. Creating and implementing an employee development program, which takes into account their potential, achievements and engagement.
- b. Improving management competencies, at various levels of the organization.
- c. Implementing the provisions of the European Charter for Researchers, necessary to fulfill the requirements of the Excellence in Research Award.

The HR Strategy complies with the EC&C principles - ethical and professional aspects, recruitment and selection, working conditions, training and development.

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



Detailed description and duly justification (max. 500 words)

HRS4R became an integral part of the SWPS University strategy and the supervision is at the highest managerial level within the authorities. The HRS4R has been implemented to the majority of internal regulations: HR policy, OTM-R policy, Work Regulation, Remuneration Rules, regulation for Awarding for Publications and Artistic Achievements and the Regulations for Awards and Bonuses for all employees. These two fields of involvement guarantee the implementation process for the HRS4R.

How are you monitoring progress (timeline)?*



Detailed description and duly justification (max. 500 words)

HR Department which is responsible for the implementation of the HRS4R operates accordingly with a timeline, on the basis of which:

- Every 2 years every employee is encouraged to take part in the anonymous engagement survey which is focusing on engagement and satisfaction issues;
- Every 2-3 years teachers and researchers and doctoral students are encouraged to take part in the anonymous HR Excellence survey which is focusing on aspects mentioned in The European charter for Researchers and The Code of Conduct for the Recruitment of Researchers ;
- Every 2 weeks HR Director meets the Rector responsible for the supervision of the HR strategy;
- At least once a quarter HR Director meets the Vice Rector for Research who is responsible for supervising of the HRS4R implementation;
- At least once a quarter HR Director meets the University Staff Council, which members are R1-R4 representatives and administrative staff, sharing information about progress in implementation of HRS4R strategy
- Every year there is a general meeting of the Vice Rector for Research, HR Director and representatives of the departments responsible for supporting researchers, during which researchers' community/ deans/ directors of the institutes are provided with information on the implementation

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



Detailed description and duly justification (max. 500 words)

- Within the OTM-R goals we have already started to monitor the number of recruitments and their duration, as well as the number of development activities carried out.
- We are continuously collecting information on the HRS4R implementation with the dedicated HR Excellence in Research survey.
- The HR director verifies the progress of the HRS4R implementation on an everyday basis and reports the progress to the Vice Rector for Research.
- Introduction of new IT supporting tools for researchers is planned for the new academic year 2022/2023.

How do you expect to prepare for the external review?*



Detailed description and duly justification (max. 500 words)

- We provide the availability of key actors of the HRS4R implementation: Vice Rector for Research, HR Director, Representatives from R1-R4, representatives of administrative staff;
- We provide general presentation for the implementation of the HRS4R with substantial supporting presentations accordingly with the need of the EC representatives (from our side we may propose: Internationalization, Recruitment and selection, Working conditions, Training and development and Ethical and professional aspects)
- During the site visit we provide the availability of the Academic Ombudsmanm Rector's plenipotentiary for counteracting mobbing and discrimination, representatives of the disciplinary committees;
- The SWPS University goal is to create a forum of sharing our experience on the HRS4R implementation.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)

Since 2016 the SWPS University was mainly focusing on Recruitment and selection improvement. However, with the new Vice Rector for research and HR Director implementation in the fields of ethical and professional aspects, working conditions and training and development is strongly noticeable. With the everyday struggle for openness, responsibility in research we have taken a big step forward in creating a very friendly and important place of work.

The SWPS University overcame identified shortcomings which became a vital elements in the HRS4R:

- Academic Ombudsman and anonymous character of the process of problems reporting;
- R1-R4 representatives in the University Staff Council and its role as an advisory unit
- Principles of managing conflicts of interest and conflict of obligation;
- Anti-bullying and Anti-discrimination procedures with the Plenipotentiary for Bullying and Discrimination;
- GEP;
- Disciplinary Spokesman for students and doctoral students with the Disciplinary Commission;
- Initiatives undertaken during the pandemic and since the beginning of the war in Ukraine;
- Implementation of the OTM-R policy with dedicated support to recruitment and selection committees which make the Recruitment processes structured;
- Improvement in the field of researcher's professional support (IT supporting tool, evaluation procedure);
- Dedicated HR Excellence in research anonymous survey;
- Improvement in the onboarding procedure
- Teaching Advisors;
- Internal grants system;
- Joining the ERUA;

Within the next 3-6 years we are planning to implement procedures and IT tools (already in the testing procedure) which we anticipate to become an essential element in the fully integrated system which supports researchers.