



# MEDICAL UNIVERSITY OF WARSAW

## Medical University of Warsaw Regarding

### European Charter for Researchers and Code of Conduct for the Recruitment of Researchers

#### Template 3: Internal Review

The legal representative of  
The Medical University of Warsaw  
RECTOR

  
Professor Mirosław Wielgoś, MD, PhD

## TEMPLATE 3: INTERNAL REVIEW

**Name Organisation under review:**

Medical University of Warsaw

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

<https://www.wum.edu.pl/en/hr-excellence-in-research>

**Web-link to organisational recruitment policy (OTM-R principles):<sup>45</sup>**

[http://www.wum.edu.pl/files/informacje/praca/2018/2018.06.21\\_polityka\\_rekrutacji\\_pracownikow\\_wum.pdf](http://www.wum.edu.pl/files/informacje/praca/2018/2018.06.21_polityka_rekrutacji_pracownikow_wum.pdf)

**SUBMISSION DATE TO THE EUROPEAN COMMISSION:** .....

### 1. ORGANISATIONAL INFORMATION

*Please provide an update of the key figures for your organisation. Figures marked \* are compulsory.*

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	<i>1205,5</i>
<i>Of whom are international (i.e. foreign nationality)</i>	<i>5,25</i>
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	<i>0</i>
<i>Of whom are women</i>	<i>640,76</i>

<i>Of whom are stage R3 or R4<sup>1</sup> = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	352,95
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	650,1
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	<i>Number of PhD students being employees of MUW - 64</i> <i>Total number of PhD students - 530</i>
<i>Total number of students (if relevant)</i>	<i>Total number of students – 9599</i>
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	2622,13
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	€
<i>Total annual organisational budget</i>	76 129 224,45
<i>Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,...)</i>	61 904 446,92
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	14 224 777,53
<i>Annual funding from private, non-government sources, designated for research</i>	1 148 807,2
<b>ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)</b>	
<p>The Medical University of Warsaw is a modern academic institution with a heritage dating back over 200 years. The University's high quality of education is demonstrated in its strong standing in prestigious university rankings. MUW offers 18 degree programs including 3 programs in English and 1 speciality degree. Research and training occur at the University's numerous clinics which are recognized for their high caliber. Specialized procedures and pioneering surgeries take place at our clinics. MUW is a dynamic research institution that specializes in clinical studies and theoretical medicine. The University is committed to developing its own clinical and research infrastructure.</p>	

<sup>1</sup> [http://ec.europa.eu/euraxess/pdf/research\\_policies/Towards\\_a\\_European\\_Framework\\_for\\_Research\\_Careers\\_final.pdf](http://ec.europa.eu/euraxess/pdf/research_policies/Towards_a_European_Framework_for_Research_Careers_final.pdf)

## **2. NARRATIVE (MAX. 2 PAGES)**

*Please consult the narrative on the strengths and weaknesses under the 4 thematic areas of the Charter and Code as provided in the initial submission of your organisation's HR Strategy. Have any of the priorities for the short- and medium term changed? Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? Are any strategic decisions under way that may influence the action plan?*

*Please provide a brief commentary – not only looking back, but also looking forward.*

In 2016, the Warsaw Medical University received the right to use the HR Excellence in Research logo in recognition of the implemented standards of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. This distinction was granted based on the Action Plan, which was developed as a result of the analysis of the legal status and the opinion of the teachers and researchers. The plan assumed a series of activities aimed at strengthening the innovativeness and competitiveness of the Medical University of Warsaw by creating an atmosphere conducive to scientific research and providing researchers with stable working conditions, a friendly and ethical work environment, as well as clear recruitment rules. The University Team for the Implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers was appointed, which planned and coordinated activities related to the Introduction of new standards of conduct.

At present, Polish universities are on the verge of a thorough reform of the higher education system. Amendments to the legal framework will necessitate extensive organizational changes at the University. The introduction of these changes will involve the necessity to review and analyze external and internal regulations regulating in particular the organization, employment, conduct and financing of scientific research.

### **Ethical and professional aspects**

According to the analysis, the element that required improvement was the evaluation system of academic teachers. Therefore, a new, parametric evaluation system for academic teachers was developed. The evaluation covers the entire range of scientist-academic teacher activity, including: aspects of scientific work analyzed with taking into account bibliometric data, aspects of didactic and organizational work, but also issues of professional ethics and compliance with the law. The evaluation process involves an employee, his supervisor, representatives of the students and post graduate students self-government and members of the evaluation committee. The rules and criteria are governed by the Rector's Ordinance. One of the external factors that made an impact on the direction of the work was the change regarding the regulations of academic teachers evaluation in the Act on Higher Education introduced on January 1, 2017. Further plans envisage the improvement of the assessment system based on feedback obtained as a result of assessments carried out so far.

### **Recruitment**

The University had several internal acts that regulated the principles of employee recruitment. The analysis preceding the work on the First Action Plan showed the lack of uniform internal regulations defining transparent recruitment procedures. Therefore, the regulations defining the work mode of the competition commissions and detailed conditions for the conduct of competitions for the positions of academic teachers were elaborated. While working with phase IV of the Strategy - Internal Review, an internal review of compliance with the provisions of the recruitment regulations was made, which highlighted the need to clarify and broaden the recruitment rules by

retraining the recruitment committees in terms of recruitment and personal data protection. The implementation team recognized the legitimacy of developing a unified recruitment policy for employees of the MUW. The document was created in cooperation with the Deans and representatives of the Departments and the post-graduate students self-government. The basis of the Recruitment Policy is the recommendations contained in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

#### **Working conditions and social benefits**

In the survey, academic teachers indicated that stability of employment is one of the most crucial aspects that affect the quality of their scientific work. Therefore, changes have been introduced to the University Statute, which will have a significant impact on this aspect of cooperation. All changes are implemented successively due to the significant financial consequences of their implementation. The directions of changes include, in particular, the transformation of existing periodic employment contracts into contracts for an indefinite period. As well as limiting employment in the form of civil law contracts in favor of contracts of employment. By the end of 2018, it is planned to evaluate the effects of implementing employment stabilization solutions. At that point the applications will be forwarded to the Senate HR Development Committee, which will assist in developing further solutions to stabilize employment.

#### **Training**

As the quality of scientific care is of key importance for the development of young scientists, it is justified to constantly monitor and remedy possible problems in this area. One of the activities taken on by the WUM was the establishment of the University Collegium of Postgraduate Studies. The tasks included the preparation of tools monitoring the level of scientific care at individual faculties. Then presenting their analysis to the Vice-Rector for Student Affairs and Education to develop additional solutions to improve the quality of scientific care.

Other activities included the introduction of additional tools to monitor the quality of scientific care, i.e. data on the percentage of defended doctoral thesis per advisor. As well as an obligatory questionnaire for PhD students, etc.

### **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, omitted or added, please provide a commentary for each action.*

The table below presents a summary of the results of the Team for Implementation of principles laid down in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers at the Medical University of Warsaw: identifying Improvement Actions realized till June 2018, description of present situation and description of improvement actions, the implementation of which is to bring a better, fuller application of these principles in our University.

No.	Principle set out in the Charter or Code	Action improving the operation of this principle in the Medical University of Warsaw	Overseeing the implementation	Time limit for completion	Improvement Actions at the Medical University of Warsaw – June 2018	Time limit for completion	Overseeing the implementation
1.	11 - Employee appraisal system	A new system for evaluating teachers will be in force from 1 January 2016. The decision to use improvement actions for this system will be made after the first evaluation according to the revised principles.	Vice-Rector for Human Resources	by the end of 2016	<p><b>Improvement Actions realized by 2018:</b></p> <p>Developed a new teacher evaluation parametric system; designed, presented and implemented a computer publication data collection program that includes an active rating system that collects data from an already existing application used for gathering information about academic achievements (wum.publikacje); Rector's Decree regarding the principles and criteria for job evaluations of different positions which has been exercised since January 1, 2016; evaluated 1144 academic teachers; collected feedback on the evaluation process; amended University Statues according to the new Polish law on higher education which entered into force January 1, 2017.</p> <p><b>At present:</b></p> <p>According to the new law, the next assessment of academic teachers will be conducted in 2021, therefore, changes to the University's evaluation system of academic teachers must be made before 2021.</p> <p><b>Further actions:</b></p> <p>In response to the changes to the University Statutes, the University Evaluation Commission of Academic Teachers will develop new principles and criteria based on the results obtained during the first parametric evaluation.</p>	by the end of 2019	Deputy Rector for International Relations, Development and Promotion

2.	13 - Recruitment (2)	The introduction of uniform internal regulations specifying transparent recruitment procedures, including: minimum time limit for the publication of notices of competition, the form of tender and tender committees procedure.	Vice-Rector for Human Resources	by the end of 2015	<p><b>Improvement Actions realized by 2018:</b> In accordance with the tasks specified in points 2 – 5, a Rector’s Decree has been filed and includes: rules developed to define the responsibilities of a University Employee Recruitment Committee; a detailed outline of procedures to be followed during the recruitment of academic teachers; a minimum time in which a job offer must be announced; information on the form of job application submissions; and, a set timeline for the recruitment process.</p> <p><b>At present:</b> Based on an internal evaluation of the way in which the new rules and regulations had been applied in the Q1 2018, it was clear that they required further clarification and implementation. To this end, it has been recommended to create a recruitment policy and to conduct training sessions for members of employee recruitment committees on recruitment regulations and on protection of personal data.</p> <p><b>Further actions:</b></p> <ol style="list-style-type: none"> <li>1. Develop and implement the new University Employee Recruitment Policy;</li> <li>2. Have members of the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers University Team present at Faculty council meetings the new University Employee Recruitment Policy passed by the Rector’s Decree dated February 28, 2018.</li> </ol> <p><b>New actions:</b> The establishment of a Council of Young Scientists at the Medical University of Warsaw.</p>	<p>by the end of May 2018</p> <p>by the end of Novembre 2018</p>	<p>Deputy Rector for International Relations, Development and Promotion</p> <p>Members of the University Team – representatives of Faculties</p> <p>Deputy Rector for International</p>
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					<p>The establishment of a Council of Young Scientists which would serve as an advisory body to the Rector. The Council will be composed of three young scientists (under 40 years of age) from each Faculty which was awarded with the highest publication score. The composition of the Council will change each year. The Council will serve as a consultative and advisory body in scientific matters; help integrate the University's community of young scientists; suggest ways to eliminate barriers in young scientists' careers development; and give advice on how to increase the research grant success rate. The Council will monitor the achievements of young scientists, support the Rector and Deans during the recruitment process of scientists, promote the exchange of young scientists within Erasmus+ program and others, and, impact the „Human Resource Strategy for Researchers” and “MUW's Development Strategy for the years 2016 – 2020” by suggesting changes amongst University staff and in recruitment. It will also support activities for the internationalization, promotion and development of the University.</p> <p>The appointment of the Council and defining its tasks will take place through the Rector's ordinance.</p>	<p>by the end of June 2018</p> <p>assessment of the actions – by the end of 2019</p>	<p>Relations, Development and Promotion</p>
3.	14 - Selection	<p>The introduction of uniform internal regulations on the composition of the competition committees - the inclusion in the composition of a committee of representatives of young researchers and foreigners (if possible), highlighting the need to preserve the gender</p>	<p>Vice-Rector for Human Resources</p>	<p>by the end of 2015, with effect from September 2016 in relation to the composition of the competition</p>	<p><b>Actions realized by 2018:</b></p> <p>A timeline for the recruitment process and a detailed outline of procedures to be followed during recruitment of academic teachers has been developed in accordance with the tasks specified in points 2 – 5 and binding by a Rector's Decree. Rules regulating the composition of the recruitment committee have been defined and incorporated as needed by Faculty recruitment committees. Members of Faculty recruitment committees underwent the required training in</p>		



		<p>ratio. Taking into account the possibility of direct presentation of candidature by the participant of the competition to the selection committee. The introduction of training for members of competition committees.</p>		<p>committees</p>	<p>the new rules and regulations, as well as, in the protection of personal data.</p> <p><b>At present:</b></p> <ol style="list-style-type: none"> <li>1. Based on an internal evaluation in Q1 2018, it was noted that candidates should be given the opportunity to present their candidacy to the recruitment committee in person.</li> <li>2. The new Recruitment policy regulates the composition of the recruitment committee; underlines the importance of conducting interviews with candidates (electronically as well); and, regulates the form in which candidates will be informed of the results, including providing justification for the rejection of candidates.</li> <li>3. All Faculty Deans received recommendations regarding the composition of recruitment committees. Recruitment committees should: <ul style="list-style-type: none"> <li>• Maintain a gender balance not exceeding a ratio of 1:3;</li> <li>• Include at least one representative from the community of young scientist (under 40 years of age) when recruiting for scientific, teaching or management positions;</li> <li>• Include foreigners in the recruitment committee whenever possible.</li> </ul> <p>The necessity to train members of recruitment committees about:</p> <ul style="list-style-type: none"> <li>• The new University Recruitment Policy based on the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers;</li> <li>• The protection of personal data according to new regulations (RODO)</li> </ul> </li> </ol> <p><b>Further actions:</b></p>		
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					<ol style="list-style-type: none"> <li>1. The University's Human Resources Department and all Faculty Deans will decide on a convenient time for the training sessions which will be carried out by HR staff and the Rector's team that specializes in personal data protection.</li> <li>2. Training for all members of recruitment committees.</li> <li>3. Faculty representatives who are members of the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers University Team that was created by the Rector's Decree dated February 28, 2018 will present at Faculty Council meetings decisions and recommendations developed during the Team's meetings based on monitoring and updates on the recruitment process of academic teachers conducted by Faculty Recruitment Committees.</li> <li>4. Internal evaluation of the implementation of the new University Recruitment Policy.</li> </ol>	<p>by the end of Novembre 2018 by the end of Novembre 2018</p> <p>by the end of 2019</p>	<p>Deputy Rector for International Relations, Development and Promotion</p> <p>Deputy Rector for International Relations, Development and Promotion</p>
4.	15 - Transparency	The introduction of the obligation to notify all candidates participating in the competition of the outcome, together with the reasons for the committee's decision. Giving individual feedback to candidates on the reasons for the rejection of competition offers.	Vice-Rector for Human Resources	by the end of 2015	<p><b>Actions realized by 2018:</b></p> <p>As part of the Rector's Regulation the tasks described in points 2 to 5 were developed. The regulations defining the work of the competition commissions and detailed conditions of management in competitions for the positions of academic teachers. The regulations set out the rules regarding the composition of the competition commissions. The composition of the faculty selection boards has been reviewed and supplemented in the situations of demanding ones. Training of faculty recruitment commissions was carried out in the scope of application of the above-mentioned regulations and provisions on the protection of</p>		

					<p>personal data.</p> <p><b>At present:</b></p> <ol style="list-style-type: none"> <li>1. The new Recruitment Policy specifies the obligation to post information about the outcome of the competition on the MUW's website. This will provide individual information about the result of the competition to each of the candidates, stating the reasons for the rejection of its competition offer.</li> <li>2. The Deans of all Faculties of the Medical University of Warsaw have been provided with a written recommendation regarding the manner of informing about the outcome of the competition.</li> </ol> <p><b>Further actions:</b></p> <p>Evaluation of the application of the rules of informing candidates about the outcome of competitions in all Faculties of the Medical University of Warsaw. Along with other recruitment committees (in the case of competitions, for example in the Vice-Rectors departments) by conducting an internal review.</p>	by the end of 2019	Deputy Rector for International Relations, Development and Promotion
5.	16 - Judging merit	As in point 1					
6.	25 - Stability and permanence of employment	Preparation of draft internal regulations concerning temporary employment.	Vice-Rector for Human Resources	by the end of June 2016	<p><b>Actions realized by 2018:</b></p> <p>As part of the task, an amendment to the Statute of the WUM was updated, updating the rules of employing academic teachers. This increases the employment stability adequately to the principles set out in the Labor Code. People who have worked at the University for 33 months are now employed for an indefinite period.</p> <p>In April 2017, by way of the Rector's Regulation, a new set rules regarding the employment of employees based on civil</p>		

					<p>law agreements were introduced. The aim of introducing these principles is to reduce employment in this form in favor of employment under employment contracts.</p> <p><b>At present:</b> Both forms of action are being implemented successively due to the significant financial consequences of their enforcement.</p> <p><b>Further actions:</b></p> <ol style="list-style-type: none"> <li>1. Evaluation of the effects of the execution of the adopted solutions in the field of employment stabilization. This was done through a comparative analysis (before and after the change) of data relating to the employment of employees for a definite and indefinite period. Additionally in the form of full contracts in relation to civil law contracts.</li> <li>2. Submission of the results of the Senate's Human Resources Development analysis in order to develop solutions to further stabilize employment with an indication of the date.</li> </ol>	<p>by the end of 2018</p> <p>by the end of January 2019</p>	<p>Deputy Rector for International Relations, Development and Promotion and Deputy Rector for Human Resources</p>
7.	30 - Access to career advice	Internal analysis of the causes of the relatively low assessment of the functioning of vocational guidance in the Medical University of Warsaw.	Vice-Rector for Teaching and Education	by the end of June 2016	<p><b>Actions realized by 2018:</b> Internal analysis of the reasons for a relatively low assessment of the career guidance at the MUW: Incongruity of the research group on the basis of which opinions were made - a total of 99 people. 85% of respondents were the managers of Departments, independent scientific employees and doctors - people to whom these services are unaddressed in the current model of the career guidance at the university. 15% of the studied group were doctoral students. Up to this point, only a group of doctoral students has been included in the field of advisory support by the Careers Office and it accounts for about 5% of all clients of the Careers Office.</p>	February 2017 Completed	Careers Office Manager

				<p>The target group of the Career Office in accordance with the scope of activities is students of first and second degree and uniform/master studies as well as graduates currently completing studies. These groups are addressed in the field of professional career counseling.</p> <p>The results of the evaluation of the Careers Office conducted among graduates from the year 2012 - 3 years after graduation in September 2015:</p> <ul style="list-style-type: none"> <li>• Career counseling: (82% of very positive and positive grades)</li> <li>• Psychological consultations: (92% of very positive and positive grades)</li> <li>• Workshops/trainings: (87% of very positive and positive grades)</li> <li>• Meetings with employers: (74% very positive and positive)</li> <li>• Job offers: (86% very positive and positive grades)</li> <li>• Informatory: (84% of very positive and positive grades)</li> </ul> <p>The Careers Office carries out a constant evaluation of the advisory process.</p> <p><b>At present:</b></p> <p>The University Team for the implementation of HR in Excellence analyzed the results of various forms of assessment of the functioning of the Career Office. The results were seen as positive.</p> <p>Between January 2016 and December 2017 Career Office organized -20 events as part of the cycle "Meetings with the medical labor market" (meetings with employers, company presentations, workshops and trainings) where 15% of</p>	
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					<p>participants were PhD students. The Office organizes individual and group coaching sessions for PhD students (14 people benefited). The study "Professional career of graduates of the Medical University of Warsaw" included graduates of PhD studies -9 people took part.</p> <p><b>Further actions:</b>  1. Continuing the study, "Professional life of MUW graduates"  Indicator: increase in the return rate of questionnaires from 35% to 40%.  2. Development of E-consulting as part of the emerging internet platform of the Careers Office. It will be used to collect offers of professional and scientific development dedicated to both students and academic staff. Indicator: Achieving the level of 10% of users in the group of doctoral students and academic staff of the universities using the Internet platform of the Careers Office.  Raising the awareness of the availability of career counseling and psychological services in the group of PhD students and researchers. Promotional activities taking into account close cooperation with the PhD Students Self-government and with the use of electronic and social media. Indicator: Increase in the structure of people using career and psychological counseling services, the percentage of doctoral students and researchers from 5% to 10%.</p>	by the end of 2019	Careers Office Manager
8.	40 - Supervision	Development and implementation of mechanisms of surveying doctoral students regarding the availability and quality of supervision. Annual analysis of the effectiveness of	Vice-Rector for Teaching and Education, Chairman of the doctoral students	by the end of 2016	<p><b>Actions realized by 2018:</b>  Improvements carried out until 2018:  October 26, 2016, by the Rector's Order, prof. Mirosław Wielgoś, was created the University Council of PhD Studies. The Council is composed of: Chairperson of the Council, heads of the PhD Studies of individual Faculties of the</p>	01.11.2016	

	supervision measured by the number of doctoral degrees and publications involving graduate students.	government.		<p>Medical University of Warsaw and representatives of PhD students.</p> <p>The Council's tasks include, among others:</p> <ul style="list-style-type: none"> <li>• development and implementation of mechanisms for examining PhD students' opinions related to the availability and quality of scientific supervision.</li> <li>• annual analysis of the effectiveness of scientific supervision in individual faculties and presenting reports from this analysis to the Vice-Rector for Student Affairs and Education.</li> </ul> <p><b>At present:</b></p> <p>The University Council of PhD Studies is currently working on the creation of a tool for the assessment of scientific supervisors by PhD students.</p> <p><b>Further actions:</b></p> <ol style="list-style-type: none"> <li>1. Introduction of the obligation to fill in questionnaires by PhD Students at MUW as a condition for applying for a PhD scholarship.</li> <li>2. Deans obliged to collect information about the percentage of defended PhDs.</li> <li>3. Introduction of the possibility for searching publications that show participation of PhD students in the library system of the MUW.</li> <li>4. The 1st Faculty of Medicine will implement additional recruitment criterion for PhD studies. The criterion will be additional points for percentage of successfully defended PhD dissertation per scientific supervisor.</li> </ol>	<p>by the end of 2018, then annually</p> <p>Implementation - by the end of 2018, assessment of the effects – by the end of 2019</p>	<p>Deputy Rector for International Relations, Development and Promotion</p>
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*As the establishment of an Open Recruitment Policy is a key element in the HRS4R strategy, 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, please provide a short commentary demonstrating this implementation.*

*In case your organisation has entered the HRS4R process prior to the publication of the OTM-R toolkit and recommendations by the European Commission (2015), please fill out the OTM-R checklist<sup>45</sup>, attach it to this self-evaluation form, and provide a commentary on how you will (continue to) address these principles in the years to come.*

Comment on the implementation of Open, Transparent, Merit-Based Recruitment principles:

**Phase I**

The Human Resources Department has developed the Employee Recruitment Policy project.

The University Team for the implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers discussed its assumptions and resolutions.

Consultation with Deans of Faculties.

**Phase II**

Consultation of the project content in legal terms.

The Employee Recruitment Policy was presented at the MUW Senate meeting.

The Employee Recruitment Policy was issued in the form of the Rector's ordinance and made available to the academic community on the MUW's website.

**Phase III**

Training of recruitment committee members.

Presentation of the new University Employee Recruitment Policy at Faculty council meetings, by members of the implementing Team and an HR department employee.



#### 4. IMPLEMENTATION (MAX. 1 PAGE)

*Please provide an overview of the expected implementation process. You can use the following questions as a guideline in your description:*

In order to conduct an Internal Review, Rector Prof. Mirosław Wielgoś, MD, Ph.D. of the Medical University of Warsaw (MUW), appointed a University Team for the implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Chairing the Team is Professor Krzysztof J. Filipiak, MD, PhD, FESC, Deputy Rector for International Relations, Development and Promotion. The Team's members include representatives from each Faculty, some administrative units and self-governments; fifteen persons in total.

The Team became acquainted with the implementation of Action Plan 2016 based on a 2017 report as well as with the results of a questionnaire realized in 2016 during meetings that were held regularly. Every Faculty Dean was also consulted. Based on the gathered information a report on how the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C) are being followed by each Faculty was prepared by the University's Career Office and the Ph.D. Student Self-Government. The collected information was used to determine which Actions were implemented and which require modification and/or further implementation.

Based on the assessment described above, it was agreed that new methods of work needed to be applied to Action Plan 2016. For example, better promotion of the award „HR Excellence in research” by:

- Having the Chairman of the Team, Prof. Filipiak, explain the award during a Senate meeting
- Presentations by members of the Team during Faculty Councils.
- Including information about the Strategy on the University's website.

In MUW's 2017-2020 Development Strategy Human Resources chapter it is underlined that MUW's entitlement to the Human Resources Excellence in Research logo is a privilege that obliges MUW to demonstrate excellence in this capacity. Therefore, the 2017-2020 Development Strategy lists the following actions to deliver on expectations:

1. Recruiting, hiring and retaining the best candidates for a given job,
2. Creating attractive working conditions that guarantee job stability,
3. Implementing effective ways and tools to maintain employee motivation at work and to support employee professional development,
4. Regular monitoring of employee's performance at work and effects of undertaken professional development,
5. Providing efficient and competent administrative support for the development of research and teaching,
6. Attracting and retaining highly qualified scientific researchers and teachers, and, administrative employees.

To reach the objectives described above regarding attracting and retaining the best candidates for a given job in 2017-2020, the following measures have been identified:

1. increasing competitiveness in the competition process,
2. publicizing employment opportunities in strategic places that guarantee high quality recruitment,
3. removing foreigner employment barriers,

4. inviting the highest qualified candidates to a job interview,
5. providing justification for rejecting candidates,
6. creating conditions that favor staff mobility,
7. developing visiting professorships at MUW to increase the University's international cooperation.

The HR Excellence in Research award required a review of MUW's current statutes, regulations and decrees of the Rector and Chancellor and compliance with the C&C. Based on the results of the review, the University's authorities agreed that many legal acts required amendment. In 2018, the University authorities created a new document entitled "Medical University of Warsaw Employee Recruitment Policy." The new document will group together all regulations concerning MUW's recruitment procedures and will be based on the values contained in the European Charter for Researchers. To this end, many current regulations require rewriting like a new evaluation system for academic teachers, new employee recruitment regulations, including employment on the basis of civil law contracts.

The new Recruitment Policy will be binding by a Rector's Decree. In addition, each Faculty representative will be responsible for ensuring that the implementation of goals is on track and will also serve as the first point of contact for providing information and guidance regarding the new Recruitment Regulation Policy.

The Team of Faculty representatives will write a report which will serve as ongoing monitoring of the implementation process. In addition to the report, the Team will meet regularly for a status update and review or reevaluation of goals set out by the Team and the new Recruitment Policy plan.

In preparation for an external evaluation, a survey amongst University research scientists will be conducted. Deans will be consulted on the status of the implementation process. During the external evaluation, experts will have access to all the Team's documents: annual reports and reports from meetings. The external evaluation experts will also meet with Faculty representatives and Team members.