



Human Resources Excellence in Research

Internal gap analysis and action plan for
2015 - 2017

Content

1. Information regarding the SWPS University of Social Sciences and Humanities	2
2. Methodology.....	8
2.1. Internal analysis of the documentation.....	8
2.2. Research survey	8
2.3. The analysis of the results and action planning.....	9
3. Research results.....	10
3.1. Funding and remuneration (M=3,47)	12
3.2. Professional career development (m=3,46) / access to the professional career advice (M=3,06)	13
3.3. Teaching (M=3,44)	14
3.4. Complaints/Appeals (M=3,37).....	15
3.5. Scientific supervision (M=3,47).....	16
3.6. Summary	17
4. Action plan	18
5. Conclusions	19

1. Information regarding the SWPS University of Social Sciences and Humanities

The SWPS University of Social Sciences and Humanities (currently called in Polish: "SWPS Uniwersytet Humanistycznospołeczny", until June 2015: "Szkola Wyższa Psychologii Społecznej") is the first Polish non-public university which obtained a status of a non-public adjectival university. First students began their education in 1996 at the department of psychology. Within 19 years of functioning the SWPS University has significantly developed and, apart from the faculties created in Warsaw (the Faculty of Psychology, the Faculty of Social Sciences and Humanities and the Faculty of Law), the other faculties have been opened in Sopot, Wrocław, Katowice and Poznań.

Currently, over 15 thousand students study at the SWPS University on all levels of higher education, that is, on I degree (BA) studies, II degree (MA) studies, uniform integrated Master's degree studies, doctoral (PhD) studies and post-graduate studies. The University offers 18 courses within I and II degree studies, 4 departments on PhD studies and 94 departments and 55 training programmes on post-graduate studies, all within the following fields of study: psychology, sociology, law, social sciences, humanities and design.

The strategic objective of the University is the strengthening of its position in selected areas of social sciences and humanities as a renown scientific and educational centre, both in Poland and in the world. The foundation of the high level of education is a sound and thorough work of the lecturers on their own scientific development. The University solicits for the realisation of this aim by means of:

- Conduct of scientific research – basic and applied – contributing to the development of the domestic and world science and culture, also helpful in satisfying current social needs;
- Maintenance and development of the position of the academic staff education centre in Poland;
- Significant increase in the commercialisation of the research results.

As a result of the realisation of the strategic objectives, the SWPS University has received the right to award academic degrees awarded by the Central Commission for Degrees and Titles. Currently the University has doctoral rights at the following departments: psychology (in the Warsaw and Wrocław Faculties), cultural studies, sociology, law and literary studies and habilitation rights on the following departments: psychology (in Warsaw and Wrocław Faculties) and cultural studies.

Moreover, the University conducts constant international cooperation, both within the student and staff exchange programmes (Erasmus Plus, Atlantis) and international research programmes. The SWPS University took part in the realisation of the international research projects, among others, within The EU Framework Programme 6 and 7 (The Framework Programmes for Research and Technological Development), The Lifelong Learning Programme (LLP), thematic programmes of the European Union (eg. JUSTICE), as well as it realised projects financed by Deutsch-Polonische Wissenschaftsstiftung. Every year the University realises about 300 research projects financed by public and non-public national institutions, European Union, international

institutions and through grants from the Ministry of Science and Higher Education on its statutory activity.

The results of the parametric evaluation periodically conducted by the Ministry of Science and Higher Education confirm high education level of the SWPS University. In the evaluation conducted in 2013, the Faculty in Wrocław acquired first place among all scientific institutions in the area of social sciences, acquiring the prestigious A+ category. Third place in the area of social sciences was also taken by the Faculty of Psychology with the A category. None of the units of the SWPS University acquired a lower category than the B category.

Every year the SWPS University of Social Sciences and Humanities reaches the top position in Polish rankings of the non-public universities, such as the ranking of "Perspektywy", the ranking of the National Science Centre, the ranking of "Wprost" and so on. "The Perspektywy University Ranking" is the most important classification of the academic units in Poland which takes into consideration in its evaluation the scientific efficiency, prestige, scientific potential, internationalisation of studies, terms of education and innovation.

Since five years unchangeably, the University may be found among the first three of the ranking of non-public Master's degree universities and among the first ten in the category of the chosen social sciences and humanities departments. Among all Polish universities, the SWPS University reached fourteenth place in 2015 (due to the change of the status of the University; in the past years it was not taken into consideration in this category).

Picture 1 The Perspektywy University Ranking of Non-Public Master's Degree Universities 2015 with positions reached in past years

Ranking Niepublicznych Uczelni Magisterskich						
2015	Nazwa uczelni	'14	'13	'12	'11	WSK
1	Akademia Leona Koźmińskiego w Warszawie	1	1	1	1	100
2	SWPS Uniwersytet Humanistycznospołeczny	2	3	2	2	86.2
3	Polsko-Japońska Akademia Technik Komputerowych	3	2	3	3	74.0
4	Uczelnia Łazarskiego w Warszawie	4	4	5	5	64.0
5	Akademia Finansów i Biznesu Vistula	5	6	12	11	61.9

"The Perspektywy University Ranking" presented by the weekly journal "Wprost" evaluates universities as regards educating the best employees. 500 of the biggest Polish companies, whose representatives give answers to the question which specialists they need the most and which graduates they appreciate the highest, are examined every year. Among non-public universities the SWPS University reached the second place. In the general classification the University may be found among the first fifty reaching the eighteenth place, which puts it ahead of many universities and technical universities. At the same time it should be stressed that the position of the SWPS University in the general classification of the present ranking has significantly increased since the last year – from the forty-fourth place up to the eighteenth.

Picture 2. The "Wprost" Ranking of the non-public universities most appreciated by the employers

10 niepublicznych szkół wyższych najbardziej cenionych przez pracodawców

1	Akademia Leona Koźmińskiego, Warszawa	6	Collegium Civitas, Warszawa
2	Szkoła Wyższa Psychologii Społecznej, Warszawa	7	Wyższa Szkoła Informatyki i Zarządzania, Rzeszów
3	Wyższa Szkoła Bankowa w Poznaniu	8	Wyższa Szkoła Ekonomii i Informatyki, Kraków
4	Polsko-Japońska Wyższa Szkoła Technik Komputerowych	9	Akademia Finansów i Biznesu Vistula, Warszawa
5	Uczelnia Łazarskiego, Warszawa	10	Społeczna Akademia Nauk, Warszawa

Picture 3 The "Wprost" Ranking of the universities most appreciated by the employers, the general classification

Ranking szkół wyższych WPROST

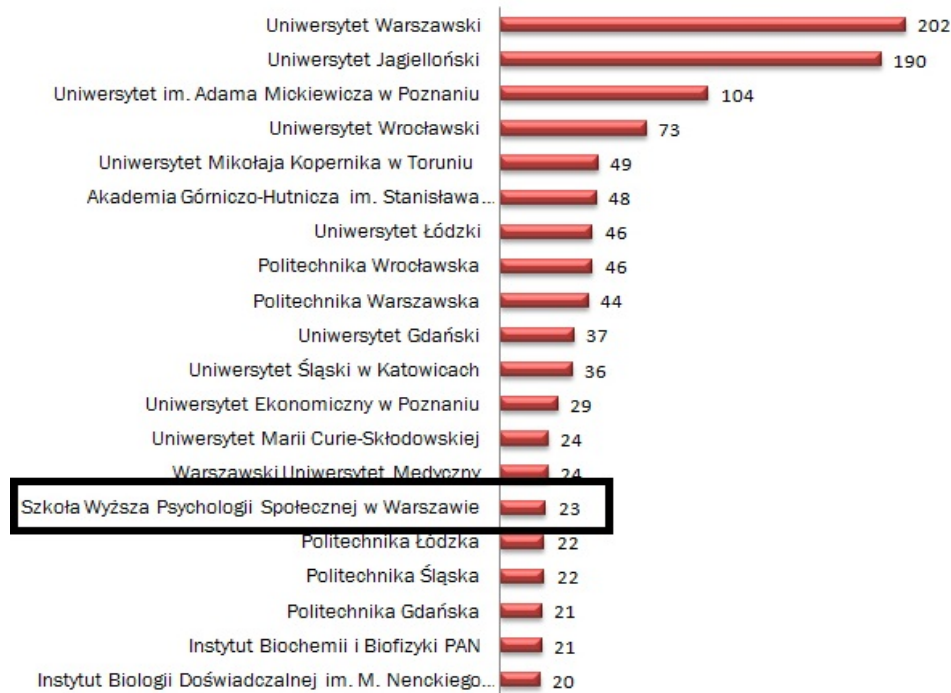
50 szkół wyższych, których absolwenci są najczęściej poszukiwani przez pracodawców

1	Politechnika Warszawska	26	Szkoła Główna Gospodarstwa Wiejskiego w Warszawie
2	Szkoła Główna Handlowa w Warszawie	27	Politechnika Opolska
3	Uniwersytet Warszawski	28	Politechnika Rzeszowska
4	Politechnika Śląska	29	Wyższa Szkoła Logistyki w Poznaniu
5	Akademia Górniczo-Hutnicza im. S. Staszica w Krakowie	30	Uniwersytet Marii Curie-Skłodowskiej w Lublinie
6	Politechnika Wrocławska	31	Uniwersytet Przyrodniczy w Poznaniu
7	Politechnika Gdańska	32	Akademia Sztuk Pięknych w Gdańsku
8	Politechnika Krakowska im. Tadeusza Kościuszki	33	Akademia Sztuk Pięknych w Łodzi
9	Uniwersytet Ekonomiczny w Poznaniu	34	Uniwersytet Łódzki
10	Politechnika Łódzka	35	Uniwersytet Wrocłowski
11	Politechnika Poznańska	36	Katolicki Uniwersytet Lubelski Jana Pawła II
12	Uniwersytet Ekonomiczny we Wrocławiu	37	Uniwersytet Przyrodniczy we Wrocławiu
13	Uniwersytet Jagielloński	38	Politechnika Lubelska
14	Akademia Leona Koźmińskiego	39	Politechnika Szczecińska
15	Wojskowa Akademia Techniczna im. Jarosława Dąbrowskiego w Warszawie	40	Uniwersytet Zielonogórski
16	Uniwersytet Ekonomiczny w Krakowie	41	Uniwersytet Rolniczy im. Hugona Kollątaja w Krakowie
17	Uniwersytet Ekonomiczny w Katowicach	42	Uniwersytet Warmińsko-Mazurski w Olsztynie
18	Szkoła Wyższa Psychologii Społecznej w Warszawie	43	Uniwersytet Kazimierza Wielkiego w Bydgoszczy
19	Wyższa Szkoła Bankowa w Poznaniu	44	Uniwersytet Technologiczno-Przyrodniczy im. Jana i Jędrzeja Śniadeckich w Bydgoszczy
20	Uniwersytet im. Adama Mickiewicza w Poznaniu	45	Akademia Morska w Gdyni
21	Politechnika Białostocka	46	Uniwersytet Rzeszowski
22	Uniwersytet Mikołaja Kopernika w Toruniu	47	Akademia Morska w Szczecinie
23	Polsko-Japońska Wyższa Szkoła Technik Komputerowych	48	Politechnika Częstochowska
24	Uniwersytet Śląski w Katowicach	49	Uniwersytet Pedagogiczny im. KEN w Krakowie
25	Uniwersytet Gdański	50	Uniwersytet Kardynała Stefana Wyszyńskiego w Warszawie

Every year the National Science Centre publishes the rankings of the research units due to their activity in obtaining funding for research operation. In recent years the SWPS University occupies

high positions in these rankings due to the number of the applications receiving funding and due to the amount of funding.

Picture 4. The ranking of the research institutions due to the number of applications funded by the National Science Centre



The research activity of the scientific and scientific-didactic employees of the University, research facilities and the administration and management of projects are appreciated by the National Science Centre since years, which makes the SWPS University occupy high positions in their rankings. Among 185 research centres from the whole country which in 2014 acquired funds from the National Science Centre, the SWPS University reached fifteenth position (as regards the number of funding) and twentieth position (as regards the amount of funding), successfully competing with many much bigger scientific units. Also the ranking of the universities associated within the Conference of Rectors of Warsaw Universities classifies the research units due to the number of the applications funded and the amount of funding. In this qualification the University occupies the fourth place.

Picture 5. The ranking of the research institutions due to amount of the obtained funding



Picture 5. The ranking of the research institutions associated within the Conference of Rectors of Warsaw Universities due to both number of applications and amount of the obtained funding from National Science Centre

Konkursy NCN rozstrzygnięte w 2014 r.
Wyniki poszczególnych uczelni KR UW
wg. liczby przyznanych grantów

L.p.	Wnioskodawca	Liczba wniosków zakwalifikowanych do finansowania	Kwota przyznana ogółem [zł]
1.	Uniwersytet Warszawski	202	70,5 mln zł
2.	Politechnika Warszawska	44	18 mln zł
3.	Warszawski Uniwersytet Medyczny	24	14,2 mln zł
4.	Szkoła Wyższa Psychologii Społecznej	23	9,5 mln zł
5.	Szkoła Główna Handlowa	16	4,1 mln zł
6.	Akademia Leona Koźmińskiego	7	1,4 mln zł
7.	Szkoła Główna Gospodarstwa Wiejskiego	7	6,4 mln zł
8.	Uniwersytet Kardynała Stefana Wyszyńskiego	7	862 tys. zł
9.	Wojskowa Akademia Techniczna im. Jarosława Dąbrowskiego	3	1 mln zł
10.	Akademia Pedagogiki Specjalnej im. Marii Grzegorzewskiej	2	650 tys. zł
11.	Akademia Sztuk Pięknych	2	777 tys. zł

 NARODOWE CENTRUM NAUKI

Moreover, every year the Ministry of Science and Higher Education awards university students with funding for scientific research within the programme called "Diamond Grant" ("*Diamentowy Grant*"). Repeatedly among its laureates there are students of the SWPS University who, thanks to the acquired reward, may realise their research. Projects in the field of psychology are funded most often.

The SWPS University of Social Sciences and Humanities is not only an outstanding academic unit, shaping minds of many young people in fields of social sciences and humanities, but also preparing them for the requirements of the labour market. Moreover, this University is an excellent research centre, which is shown not only by the awards and high positions acquired in the nationwide and international rankings. Within 19 years of its functioning the University received numerous doctoral rights (first were received only three years after its creation) and habilitation rights, awards and distinctions in the field of science and didactics, opened laboratories which educate students and also conduct scientific research. The achievements of the SWPS University are impressive not only due to their size but also due to the time within which subsequent strategic aims were acquired.

2. METHODOLOGY

The SWPS University of Social Sciences and Humanities expressed its support for the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (abbreviated as "the Charter and the Code") through signing by the Rector, professor Andrzej Elias, of the Declaration of Support for the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers in October 2014. Moreover, the University created the internal Task Force HR Excellence for Research, composed of: Ms Angelika Łakomska, coordinator of the project, Ms Mariola Matusiewicz, Personal Director, profesor Roman Cieślak, Vice-Rector for Science and Ms Małgorzata Wróblewska (Managing Director of SWPS University of Social Sciences and Humanities) and Ms Magdalena Fajfer, both as editors of this report. The Task Force adopted the strategy of (2) the conduct of the analysis of the discrepancies between the recommendations of the the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers and the current practices of the SWPS University, as well as of the (2) preparation of the action plan based on identified discrepancies.

2.1. Internal analysis of the documentation

The Task Force proceeded with the realisation of the task, analysing the provisions of the Charter and the Code and comparing them with the legal acts and internal documents binding at the SWPS University, such as:

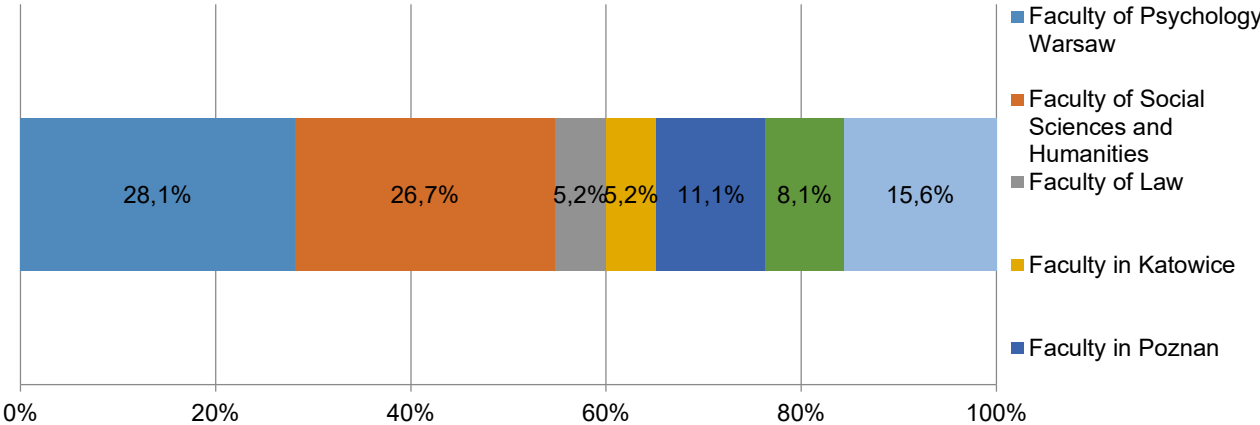
- University Statute,
- University Strategy,
- Work rules,
- Organisational rules,
- Faculty Council Rules of Order,
- Employees Evaluation Rules,
- Rector's Orders,
- Other written internal procedures concerning conduct of research, employment, remuneration and promotion of employees.

2.2. Research survey

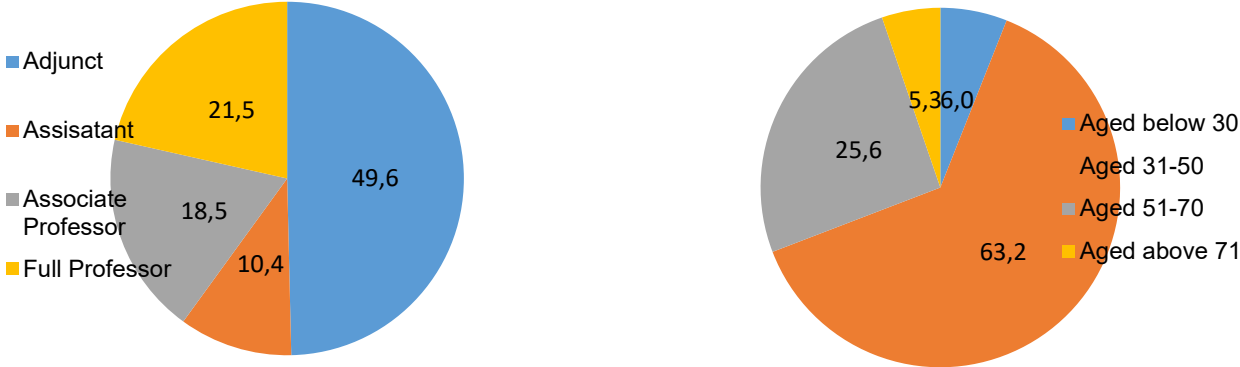
The subsequent step within the internal analysis was conducting of an anonymous survey research among scientists working at the SWPS University. Those surveyed received a questionnaire which contained 40 criteria, the completion of which is required during applying for awarding the logo "HR Excellence in Research". The employees were asked to determine to what extent, in their opinion, the University meets particular criteria. The answers were given on a scale of 1 to 5 with the following ranking: 0 – not at all, 1 – to a very small extent, 2 – to a small extent, 3 – to an average extent / no opinion, 4 – to a big extent, 5 – to a very big extent. Those surveyed also mentioned actions which, in their opinion, could be undertaken in the future in order to streamline the realisation of the criteria of the Charter and the Code. The questionnaire contained full definitions of the parametres contained in the Charter and the Code, so the respondents not only precisely understood the content of the particular questions but also, during the research, had a possibility of becoming familiar with the provisions of the Charter and the

Code. We invited 320 scientific-didactic employees to take part in the research on all levels of the professional career: from the position of an assistant to the position of a full professor. The response rate amounted to 42,8% which means that 137 persons responded to the request of the Task Force. Among respondents adjuncts constituted the most numerous group (49,6%) and employees of the Faculty of Psychology in Warsaw (28,1%). Most frequently these were persons aged up to 50 who took part in the research (69,2%).

Graph 1. Participation of employees of particular faculties of the SWPS University in the survey research



Graph 2. Work position and age of the surveyed scientific-didactic employees



2.3. The analysis of the results and action planning

The results of the analysis of the documentation and survey research were summed up by the Task Force, and presented and discussed in detail during special workshop in which the following persons participated: Rector, Vice-Rectors, General Director, Faculty Deans and key administrative directors. The result of the workshop was a proposal of a plan of actions which will contribute to the limitation of the discrepancies between the rules of the functioning of the SWPS University and the rules of the Charter and the Code.

3. RESEARCH RESULTS

The analysis of the internal documentation demonstrated that the SWPS University observes all regulations and recommendations taken into account in the Charter and in the Code. However, the following should be brought about: (1) dissemination of knowledge of the existing regulations among the scientific and didactic staff and (2) their systematic updating in response to the changing external legal circumstances (eg. Higher Education Act), and needs and ambitions of the scientific and didactic staff alone. In order to realise the above the following were planned: (1) creation of the internet base of the internal regulations and procedures, (2) activating the system of reporting proposals of changes in the existing regulations by the employees. Moreover, all new internal regulations will be implemented after the evaluation of their compliance with the provisions of the Charter and the Code, including the new strategy of the University which will be binding since 2017 on.

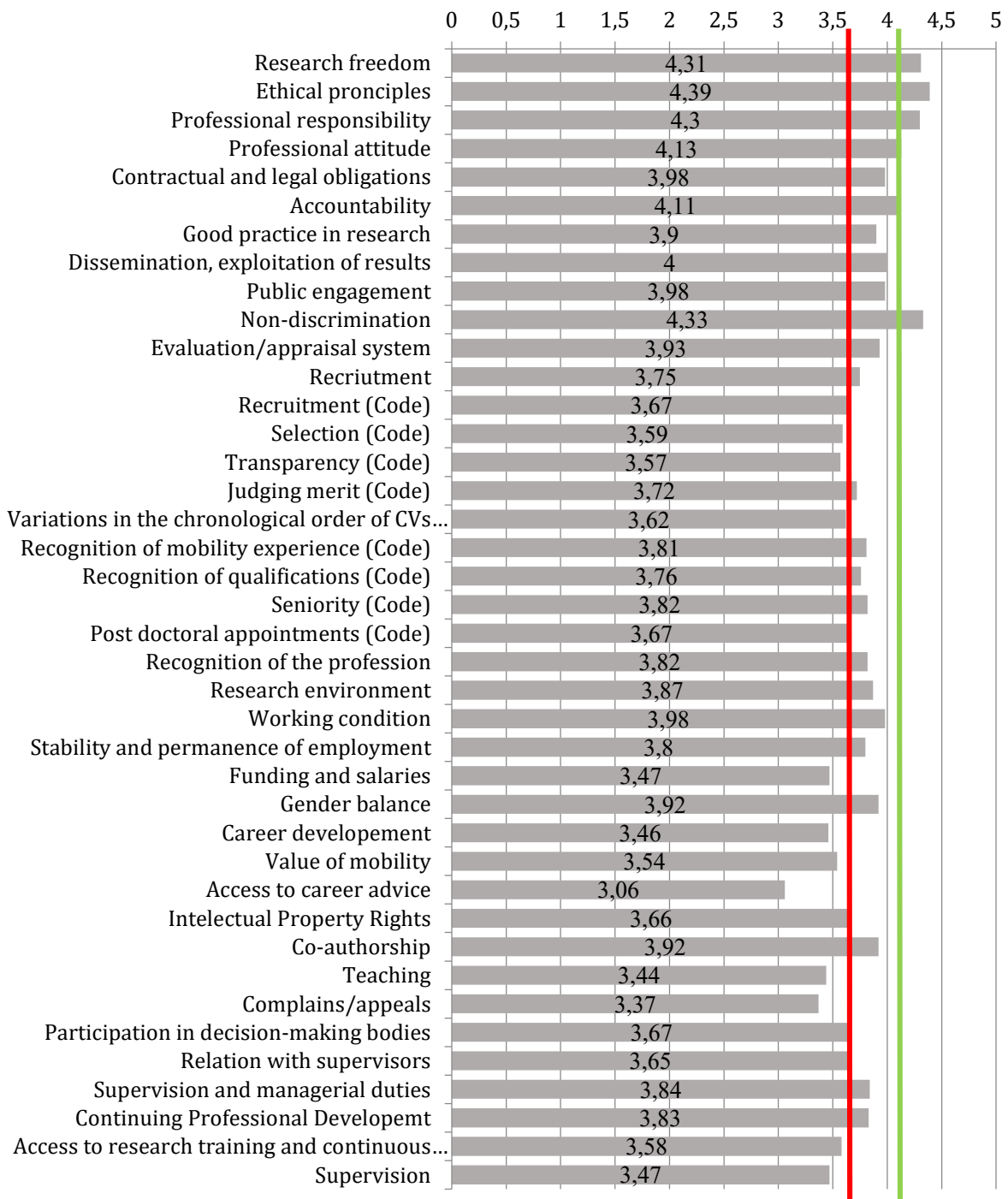
Research survey demonstrated how scientific employees evaluated current fulfilment by the University of the particular provisions of the Charter and the Code. The detailed analysis of the given answers showed that the majority of the evaluations was high. Generally, two categories of the results may be distinguished: *strong sides* and *challenges*. The Task Force assumed that the actions evaluated on a level 4 and above (on a six-level scale: from 0 to 5) are our strong sides while actions evaluated on a level 3,5 and below are the challenges which our University is confronted with.

The strong sides of the University are: Freedom of scientific research (4,31), Ethical principles (4,39), Professional responsibility (4,30), Professional attitude (4,13), Responsibility (4,11), Dissemination and exploitation of the results (4,00) and Non-discrimination principle (4,33).

In contrast, 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).

Further part of the present document contains (a) precise description of the criteria whose realisation requires support and improvements on an institutional level, (b) details of the current solutions and also (c) plan of the actions of the SWPS University in order to fully realise the objectives of the Charter and the Code.

Graph 1. Results of the questionnaire "HR Excellence in scientific research"



The scale of answers to the question to what extent the SWPS University meets particular criteria: 0 – not at all, 1 – to a very small extent, 2 – to a small extent, 3 – to an average extent/ no opinion, 4 – to a big extent, 5 – to a very big extent

3.1. Funding and remuneration (M=3,47)

The definition of the European Charter for Researchers

Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements.

This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.

Current practices of the SWPS University

The SWPS University employs scientific-didactic employees within employment contract with ensuant benefits (social security, parental leave, social benefits) in accordance with the binding national and European legislation. Employees may also use the following privileges: funding of private medical care, funding of participation in sport activities and culture, as well as holiday vouchers. Every year the University spends 2% of a remuneration budget on the appraisal of the best employers in the area of scientific, didactic and organisational activity. Moreover, the University encourages and provides employees with administrative support in order to acquire means for the realisation of research projects and additional remuneration from external funds.

However, the analysis of the amount of remuneration within particular professional groups (professors, habilitated doctors, doctors (PhD holders), assistants) shows big discrepancy between levels of remuneration of the particular groups.

Undertaken and planned actions

There were prepared and implemented procedures *"the Policy on Employment and Termination of Employment of Research Teachers at the SWPS"* (in Polish: *"Polityka Zatrudnienia i Zwalniania Nauczycieli Naukowych w SWPS"*) which recommend an adequate level of remuneration according to the level of qualifications and scope of duties.

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 will be prepared and implemented (the document will be placed in the internal communication network), 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.

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 will be strengthened.

3.2. Professional career development (m=3,46) / access to the professional career advice (M=3,06)

The definition of the European Charter for Researchers

Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.

Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.

Current practices of the SWPS University

Higher Education Act, Act on academic degrees and academic title and degrees and title in art. of 14.03.2003 (as amended) and internal documents of the SWPS University (eg. the Statute of the SWPS) stipulates the following development of the professional career: assistant, adjunct, habilitated doctor, professor. At the same time, the University provides for 3 paths of development:

1. Scientific-didactic path: combines both a scientific and didactic path; within this path an employee may acquire subsequent degrees and academic titles and be promoted to the subsequent position within an academic hierarchy (from an assistant to a professor);
2. Scientific path: persons who achieve outstanding scientific achievements may apply for convening of a research centre within which they may create their own research team. Together with the team, an employee conducts research within acquired grants. This is connected with the reduction of the number of didactic classes or a complete exemption from the obligation to conduct minimum number of didactic classes (in Polish: "*pensum*");
3. Didactic path: an employee may devote him- or herself to this path which gives him or her a possibility of obtaining a position of a lecturer or a senior lecturer; an access of such an employee to the administrative positions is limited to those connected with the organisation of didactics, i.e. eg.: a proxy for a dean for internships, a deputy-dean for students affairs, a student tutor and so on.

The SWPS University also provides for chances for development for persons who demonstrate organisational capabilities in the area of team management, appointing them to the positions of heads or directors of the particular units, such as a department, chair or institute.

A superior or an appointed scientific supervisor of an employee being at an early stage of an academic career (assistant, adjunct), is obliged to observe and support his or her professional development. In accordance with the Higher Education Act a subsequent promotion should take place within 8 years. This time is used not only for scientific development but also for recognition as to which professional development path is the most optimal one, including beyond academic career.

Undertaken and planned actions

Within the staff policy, in 2015 the SWPS University implemented a new evaluation system for the scientific-didactic staff. The essence of the system is the emphasis on the academic action planning and on achieving of the professional objectives agreed with one's superior. The whole system relates to the idea of managing through objectives. The superior together with the employee sets objectives and the date of their realisation, offers support and guidance regarding the personal and professional development of an employee. This also allows the individualisation of career paths of an employee depending on the personal and professional conditions. This system contributes to the increase of the motivation of an academic employee in the realisation of the objectives. All employees have full access to the binding documents through a widely available portal. The formal monitoring of the progress in the realisation of the academic plans takes place annually.

3.3. Teaching (M=3,44)

The definition of the European Charter for Researchers

Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities.

Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.

Current practices of the SWPS University

Within its career paths, the University offers as a preferred one the scientific-didactic path. In accordance with the SWPS Statute the maximum number of hours and classes conducted by an academic employer are binding. This amounts to 180-210 hours per year, which allows combining

scientific and didactic work. The Statute also stipulates a possibility of a maximum increase of this number. The constituent element of a salary of a scientific-didactic employee is the remuneration for conducting didactic classes. The classes conducted above the obligatory amount are remunerated additionally.

The scientific-didactic employees are evaluated within the evaluation system for scientific-didactic staff within three areas: scientific, didactic and organisational. The evaluation of didactic work takes into consideration, among others, the results of the students' surveys and class visitations.

Undertaken and planned actions

The SWPS University aims at introducing a cycle of training programmes increasing qualifications of scientific-didactic employees in the area of conducting classes. Moreover, the University will enable the best lecturers to conduct training programmes in the area of sharing good scientific-didactic practices. Since 2015 there operates a new commission for high quality of studies whose aim is not only to monitor the didactic process but also to provide support for employees performing didactic activity.

3.4. Complaints/Appeals (M=3,37)

The definition of the European Charter for Researchers

Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/ appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.

Current practices of the SWPS University

Within the organisational culture the SWPS University prefers an open policy of communication. In relation to this, all employees have a possibility to turn to the deans, vice-rectors and/or a rector available on a regular duty in case of disputable and questionable issues. All remarks of the employees of the SWPS University are heard with great attention, and the solutions are worked out through common discussion.

In the rules on obligatory evaluation of academic activity, employees are provided with a possibility of making appeals from evaluations assigned by the superior and accepted by the Dean.

Undertaken and planned actions

Since 2015/2016 the University will appoint "a man of confidence" – a mediator, a person independent from the structure of the University management who will examine complaints and appeals of the academic employees impartially. Persons turning to the "man of confidence" will be guaranteed confidentiality and informal way of conflicts and complaints resolution. Further steps of conduct will be determined with interested persons depending on circumstances. In case of the observed irregularities, the "man of confidence" will issue recommendations to the adequate University bodies in order to prevent bad practices and to improve the existing situation.

3.5. Scientific supervision (M=3,47)

The definition of the European Charter for Researchers

Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly.

Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.

Current practices of the SWPS University

Within the system of periodic evaluation of academic employees, which is based on a method of managing through objectives, the scientists from the SWPS University, in agreement with the direct superiors, plan the development of their scientific, didactic and organisational activity. The choice of the objectives is adjusted to the type and stage of the realised professional path. The task of the superiors is determining in what way the individual professional objectives of the employees are enshrined in the realisation of the binding Strategy of a particular faculty and University. The superior/supervisor is obliged to provide for support in the realisation of a plan, to supervise progress and development. The Dean – upon application of an employee and independently – may appoint another person than the direct superior to perform the role of a supervisor.

The structure of the University consists of departments, chairs and institutes, and faculties whose members deal with similar fields of science. Such structure enables acquiring support also from other employees within the same unit. The SWPS Statute stipulates the minimum substantive conditions for appointing a person for a position of a head of a department, a head of chair and a director of an institute. The scientific supervision is also included in the scope of the duties of these heads.

Undertaken and planned actions

The system of the evaluation of the academic staff was elaborated by the employees in agreement with the University authorities and subsequently approved by the Senate. The implementation of the programme began in 2015 and it constitutes a relevant change in the organisational culture. Academic plans and their achievement are discussed with direct superiors or appointed scientific supervisors. The monitoring of effects of the implemented actions and the conduct of training programmes regarding formal and informal aspects of the academic development (eg. scientific promotions, publishing, application for and realisation of grants) are planned in subsequent years.

3.6. Summary

As a result of the analysis of the internal documents of the SWPS University, the Task Force confirmed the realisation by the University of the rules included in the Charter and the Code. Many of these criteria are regulated by the state legal acts such as the Labour Code or laws and regulations of the Ministry of Science and Higher Education while the realisation of the remaining ones results from the internal regulations of the SWPS University. The results of the survey research demonstrated that the University mostly fulfills the criteria of the Charter and the Code. The University will observe all the rules contained in the Charter and the Code, improving its principles, actions, procedures and regulations. The University will pay particular attention to the five aspects which obtained the lowest average evaluation (below 3,5).

4. ACTION PLAN

At a strategic meeting the Task Force presented to the Authorities of the University and the Faculty Deans results of the survey research in order to set an action plan. Through the common discussion the actions, which should be undertaken within supporting the ideas presented in the Charter and the Code, were discussed.

The Action Plan is presented below:

Areas	Actions planned	Date of realisation	Responsible person
Funding and remuneration	Preparation and implementation of a widely available handbook containing detailed information in the area of guaranteed financial and beyond financial benefits for the University employees.	28.02.2016	Personal Director
Development of the professional career / Access to the professional career advice	The evaluation of the academic staff assessment system within which employees may consult the development of their career path with their superior/scientific supervisor.	30.06.2016	Vice-Rector for Science, Faculty Deans
	Dissemination of information regarding career paths of scientific-didactic employees and rules of academic promotions in the internal network of the University.		
Teaching	Introduction of a cycle of training programmes enhancing qualifications of scientific-didactic employees in the area of conducting classes.	30.09.2016	Vice-Rector for Didactics
	Introduction of a programme of sharing good didactic practices between University employees.		
Complaints / Appeals	Appointing of "a man of confidence" – a mediator, a person independent from the structure of the University management who will examine complaints and appeals of the scientists.	30.11.2015	Vice-Rector for Science
Scientific supervision	The evaluation of the scientific-didactic staff evaluation system in the area of cooperation of scientists with their superiors.	30.09.2016	Vice-Rector for Science
	Training programmes regarding formal and informal aspects of academic development (eg. scientific promotions, publishing, application for and realisation of grants.		

5. CONCLUSIONS

Work on the HR Excellence in Research project proved that despite existing provisions, orders and resolutions, some elements require explanation and improvement. The statutory objective of the SWPS University is the development of science, and the adaptation of the functioning of the University to the provisions of the Charter and the Code enables the achievement of this objective through the creation of a scientists-friendly research unit.

The first objective of the project force was the analysis of the current situation in the area of the quality of the work environment, employment procedure and conditions of work at the SWPS University. The result is a prepared report of the analysis of the internal documentation and survey research. The conducted analyses enabled the project force to indentify, from among forty areas contained in the Charter and the Code, seven strong side and six challenges which should be undertaken. This relatively low number of challenges allowed the focus on particular areas, conducting their analysis and planning of a solution regarding each one of them in the end.

Dissemination of information concerning structure, objectives of the national and international research programmes, sources of funding scientific research, administrative and substantive support in the preparation of the applications, seminars and training programmes on practical aspects of the management of the research projects and one's own career – is only a part of the scope of the realised and planned activity of the SWPS University aiming at the full compliance with the provisions of the Charter and the Code.

Summing up, one of the most important objectives of the SWPS University is to make interested and to encourage the best scientists – not only from Poland but also the foreign ones – to realise research and their own scientific development at the SWPS University. A large offer, among others, including a number of foreign language courses, cooperation with the international institutions (eg. ERASMUS+) are the factors which increase the interest with the SWPS University as an attractive work place, which encourages the development of the research and science for public welfare.