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BR-951/2017

Poznań, 20 December 2017

Carlos Manuel Felix Moedas
Commissioner for Research,
Science and Innovation
The European Commission

Dear Commissioner Moedas,

On behalf of the authorities and the entire academic community of the Poznań University of Life Sciences we are submitting the attached report as a pre-requisite for our application to be granted the 'HR EXCELLENCE IN RESEARCH' logo. The report has been prepared by the Team for the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, specially appointed for this purpose.

We sincerely hope this report fully meets all the respective requirements and expectations and you will find it satisfactory to grant the 'HR EXCELLENCE IN RESEARCH' logo to our University.

Sincerely,

Prof. dr hab. Jan Pikul



**THE EUROPEAN CHARTER FOR
RESEARCHERS AND THE CODE OF
CONDUCT FOR THE
RECRUITMENT OF RESEARCHERS**

**HUMAN RESOURCES STRATEGY
FOR RESEARCHERS (HRS4R) GAP
ANALYSIS AND ACTION PLAN**

November 2017

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1. A BRIEF PRESENTATION OF THE POZNAŃ UNIVERSITY OF LIFE SCIENCES (PULS)

The Poznań University of Life Sciences is one of the leaders among universities of life sciences in Poland and at the same time one of the most important universities specialising in agricultural and forestry sciences. We owe our exceptional rank in this respect to our long-term traditions, as the beginnings of our University date back to 1870, as well as the highly qualified teaching and scientific staff and attractive, innovative curricula. At present our University is providing education for approx. 10 000 students and it employs 778 academic teachers, including 146 professors. Currently 334 doctoral students participate in the PhD study programmes at our University.

Our University provides education within the framework of three levels, from first cycle (Bachelor's/Engineer's degree) studies, through second-cycle (Master's degree) studies or long-cycle Master's degree studies (in the field of study: Veterinary Medicine), to third-cycle (PhD) studies.

Our University comprises 8 faculties (the Faculty of Agronomy and Bioengineering, the Faculty of Forestry, the Faculty of Veterinary Medicine and Animal Science, the Faculty of Wood Technology, the Faculty of Horticulture and Landscape Architecture, the Faculty of Food Science and Nutrition, the Faculty of Environmental Engineering and Spatial Management, the Faculty of Economics and Social Sciences), which provide education within 30 attractive fields of study and 20 diverse specialisations. Each Faculty has its respective PhD study programme.

Our University boasts state-of-the-art teaching facilities, laboratories and experimental stations, being an excellent platform to combine science and practice.

The Poznań University of Life Sciences in our long-term vision emphasises first of all our strong motivation to educate and conduct research, thus meeting the contemporary needs of our country and our region, the Wielkopolska. The educational mission of the Poznań University of Life Sciences is closely connected with research, comprising new areas of science and the dynamically changing human needs. Our scientific accomplishments are popularised on the national and international scale, ensuring the transfer of knowledge to the broadly-understood social and economic practice and strengthening ties with industry.

2. PULS AND THE EUROPEAN CHARTER FOR RESEARCHERS AND THE CODE OF CONDUCT FOR THE RECRUITMENT OF RESEARCHERS

Guidelines contained in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers are consistent with the policy of the Poznań University of Life Sciences, which aim is to strengthen the attractiveness of working conditions for researchers by providing them with a suitable working environment, emphasis on innovativeness and the interdisciplinary character of research, and promoting international mobility.

The Team for the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers at the Poznań University of Life Sciences (the Team) was appointed by the Rector Prof. dr. hab. Jan Pikul on the power of his Regulation no. 50/2017 of 10 May 2017, regulating at the University the procedure meeting the requirements of the European Commission and preceding the application for the award of the 'HR EXCELLENCE IN RESEARCH' logo (<http://puls.edu.pl/repozytorium/nr-502017-z-dnia-10-maja-2017-roku>).

The appointed Team for the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers at the Poznań University of Life Sciences is composed of the following members:

Chairman:

- mgr inż. Robert Fabiański – Vice-Chancellor for Structural Funds

Members:

- Prof. dr hab. Roman Gornowicz – Vice-Rector for Staff and University Development
- Prof. dr hab. Krzysztof Szoszkiewicz - Vice-Rector for Science and International Relations
- Dr hab. Klaudia Borowiak – Vice-Dean for Science, the Faculty of Environmental Engineering and Spatial Management
- Dr Natalia Bartkowiak-Bakun – Assistant professor, the Faculty of Economics and Social Sciences
- Dr Izabela Pietrzak-Abucewicz – Legal Counsel
- mgr Anna Binczarowska – senior lecturer, the Language Department
- mgr Małgorzata Żórawna (née Frąckowiak) – senior officer, Department of Studies and Student Affairs
- mgr Lidia Huchwajda – Head of the International Relations Office
- mgr Barbara Łuczak-Niewiedział – Head of the Department of University Development
- mgr Karolina Szybowicz – senior officer, the Human Resources Department

- mgr Małgorzata Krokowska-Paluszak – representative of PhD students, the Faculty of Forestry

Action plan:

May 2017 – appointment of the Team for the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers at the Poznań University of Life Sciences

May 2017 - the first meeting of the Team

June - November 2017 – regular meetings of the Team aiming at the development and execution of the internal questionnaire survey, analyses of recorded results, elaboration of the template and preparation of the final report draft

November 2017 - approval and acceptance of documents prepared by the Team and by the University authorities

December 2017 – submission of approved documents to the European Commission

2018-2020 – implementation of planned actions

First quarter of 2020 - internal review

First quarter of 2022 - external assessment

3. HUMAN RESOURCES STRATEGY FOR RESEARCHERS (HRS4R) - THE 5-STEP PROCEDURE

Implementation of principles and recommendations of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers consists in the 5-stage procedure - Human Resources Strategy for Researchers (HRS4R):

Step 1: Internal analysis

Step 2: Action plan

Step 3: Award of the HR excellence in research logo

Step 4: Internal review

Step 5: External assessment

Step 1. The stage at which the institution evaluates the current situation at the university in relation to the system of requirements set forth in the Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C). Each requirement is compared with the current status/policy (the current practice) and it is assessed whether in a given case corrective measures/actions need to be introduced.

A highly useful and practical tool was developed - an internal survey template, based on 40 recommendations specified in the European Charter for Researchers and in the Code of Conduct for the Recruitment of Researchers. They were grouped into 4 areas: I. Ethical and professional aspects, II. Recruitment, III. Working conditions and social security, IV. Training.

Step 2. It comprises popularisation of the "Human Resources Strategy for Researchers" through its presentation on the University website. The Strategy comprises results of the internal review and the action plan, which presents tasks to be completed, proposed by the University in order to adapt to the guidelines of the Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C).

Step 3. Following the formal approval of the first 2 steps the European Commission awards the "HR Excellence in Research" logo.

Step 4. Internal review of the implementation is conducted every 2 years in order to identify the risk and threats as well as evaluate progress.

Step 5. External assessment is performed every 4 years. The University prepares a progress report.

4. INTERNAL REVIEW

It was the task of the Team for the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers at The Poznań University of Life Sciences to implement the guidelines and recommendations of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. The Team members have been working together and have met regularly in the period from May 2017. Their primary task was to plan, prepare and execute the steps leading to the implementation of the Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C).

The following principles have been established based on:

- participation of all key and interested parties,
- a top-down and bottom-up approach,
- prioritisation,
- identification of affected groups.

In 2017 within the framework of implementation actions a detailed internal review was conducted. At this stage the Team was assigned the task to analyse the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers in relation to currently binding regulations (national, sector, internal). The aim of this analysis was to define the legal basis and potential gaps in the current regulations in relation to the standards and requirements contained in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

It was decided to apply two tools in this analysis: an internal review template based on 40 recommendations specified in the European Charter for Researchers and in The Code of Conduct for the Recruitment of Researchers, and a questionnaire for academic staff and PhD students of the Poznań University of Life Sciences.

The internal review required the application of a template recommended by the EU (a specimen of a standard template for the internal review). Each Team member filled in the internal review template. A thorough analysis was conducted in order to evaluate strengths and weaknesses, opportunities and threats. On this basis the Team initiated work on the final document.

It was stated that the PULS policy is consistent with the recommendations and guidelines of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. No legal regulation was identified as posing a potential obstacle for the implementation of the above-mentioned guidelines.

Analysis of the questionnaire survey conducted among the academic staff and PhD students of the Poznań University of Life Sciences indicated several areas requiring particular attention. These include:

4.1. Institutional support;

4.1.1 Institutional support in the following areas: obtaining funding for research, knowledge on rules and regulations concerning work and training, as well as rules for the allocation and spending of funds for research;

4.1.2. Storage of research results in a manner facilitating the recovery of lost data;

4.1.3. Career development and access to career guidance and counselling;

4.2. Standards and procedures related with recruitment;

4.3. Evaluation systems for academic teachers.

It also needs to be mentioned here that as a result of this review additional areas have been indicated as requiring attention, e.g. employment stability and security. However, solutions which may promote a potential improvement e.g. of employment stability, lie within the powers of the Polish legislator and are outside the competences of the University, as such they may not be implemented within the internal University policy.

National laws and the specific regulations concerning employment stipulate that academic staff may be employed on the basis of fixed-term contracts (the period of employment for the positions of assistant lecturer and Assistant Professor [adiunkt] may not exceed 8 years – article 120 of the Act - Law on Higher Education). They are treated as a standard form of employment, which may result in a feeling of insufficient stability. Nevertheless, the Polish labour law provides strong protective measures to employees in terms of employment stability - it is the obligation of the employer to ensure the third successive employment contract is concluded for an indefinite period.

Another problem area, associated with Polish legal regulations, which are the only measure to solve them, is related with the balance between teaching load and research. PULS shares the opinion expressed in the Chart that teaching "is an essential means for the structuring and dissemination of knowledge". However, many of the academic staff find it hard to combine teaching and research in a balanced manner. Factors determining such a situation are numerous, additionally compounding the problem. In accordance with the Polish law (art. 130 of the Act - Law on Higher Education), the annual teaching load is as follows:

- 1) from 120 to 240 teaching hours for academic staff,
- 2) od 240 do 360 teaching hours for academic teachers (except for language instructors and junior lecturers),



- 3) from 300 to 540 teaching hours - for academic teachers employed as language teachers and junior lecturers or equivalent.

At the Poznań University of Life Sciences the teaching load is established for each academic year by the Resolution of the PULS Senate (Resolution no. 103/2017 of the Poznań University of Life Sciences Senate of 28 June 2017). Academic staff employed within the full-time employment contract have the following teaching loads for the academic year:

1 Academic staff employed in the following positions:

- Full-time professor [profesor zwyczajny] – 190 teaching hours;
- Associate professor [profesor nadzwyczajny] – 200 teaching hours;
- Assistant professor with the PhD degree with "habitation" [adiunkt ze stopniem doktora habilitowanego] - 210 teaching hours;
- Assistant professor with the PhD degree or assistant lecturer degree [adiunkt ze stopniem doktora i asystenta] – 225 teaching hours;

2 Academic teachers employed in the following positions:

- Senior lecturer and lecturer – 360 teaching hours;
- Language instructor and junior lecturer – 540 teaching hours.

The Act - Law on Higher Education (art. 197) also stipulates that the maximum teaching load for PhD students may not exceed 90 hours annually. The teaching load for PhD students during the academic years is regulated by the Resolution of the Senate no. 71/2017 of 26 April 2017:

- PhD students in the full-time PhD programmers, receiving the PhD scholarship – 60 teaching hours;
- PhD students in the full-time PhD programmers, not receiving the PhD scholarship – 30 teaching hours;
- PhD students in part-time PhD programmes – 10 teaching hours.

Classes and lectures taught at PULS comprise a wide range of offered courses, which in combination with a large number of students in single cases may lead to excessive load of teaching obligations. Obviously preparation and delivery of classes/lectures is highly demanding and time-consuming, and as a result it is a considerable burden.

Another aspect of this problem has been identified, connected with the evaluation system for researchers applied in Poland. To a considerable degree this system is based on the evaluation of publications published by the university workers and is the foundation for the performance evaluation of the institution, and as such it determines the volume of allocated state funds. As a result research has become desirable and demanding form of scientific activity. This explains why it is difficult to balance high research efficiency and teaching load.

A list of selected respective national regulations:

- Constitution of the Republic of Poland of 02.04.1997 (the Journal of Laws Dziennik Ustaw 1997.78.483 with later amendments),
- The Act of 27.07.2005 Law on Higher Education (the Journal of Laws Dziennik Ustaw 2016.1842 with later amendments),
- The Act of 14.03.2003 on scientific degrees and the scientific title and on degrees and title in the field of art (the Journal of Laws Dziennik Ustaw 2017.1789 with later amendments),
- The Act of 30.04.2010 on funding of science (the Journal of Laws Dziennik Ustaw 2016.2045 with later amendments),
- The Act of 26.06.1974 The Labour Code (the Journal of Laws Dziennik Ustaw 2016.1666 with later amendments),
- The Act of 13.10.1998 on the social security system (the Journal of Laws Dziennik Ustaw 2017.1778 with later amendments),
- The Act of 4.02.1994 on copyright and related rights (the Journal of Laws Dziennik Ustaw 2017.880 with later amendments),
- The Act of 30.06.2000 Industrial Property Law (the Journal of Laws Dziennik Ustaw 2017.776 with later amendments),
- The Act of 6.09.2001 on access to public information (the Journal of Laws Dziennik Ustaw 2016.1764 with later amendments),
- Resolution of the Minister of Science and Higher Education of 8.08.2011 on nostrification of scientific degree and degrees in the field of art granted abroad (The Journal of Laws Dziennik Ustaw 2011.179.1067),
- Resolution of the Minister of Science and Higher Education of 5.07.2007 on occupational safety and hygiene at universities (The Journal of Laws Dziennik Ustaw 2007.128.897),
- Resolution of the Minister of Science and Higher Education of 2.12.2016 on conditions of remuneration for work and granting other benefits related to work for employees of public universities (The Journal of Laws Dziennik Ustaw 2016.2063),
- Regulation of the Minister of Science and Higher Education of 6.09.2016 on awards of the Minister for academic teachers (The Journal of Laws Dziennik Ustaw 2016.1462),
- Regulation of the Minister of Science and Higher Education of 26.09.2016 on the specific mode and conditions for procedures in the PhD degree conferral procedure, in the habilitation procedure and in the procedure to grant the professor's degree (The Journal of Laws Dziennik Ustaw 2016.1586),

- Code of Ethics for Researchers (prepared by the Commission for Ethics in Science, passed by the General Assembly of PAS of 1.12.2016),
- Code "Good practices in universities" (prepared by the Polish Rectors Foundation passed by the Plenary Session of KRASP of 26.04.2007),
- NSC Code concerning reliability of research and application for funds for research,
- NCRD Code of Ethics.

Internal regulations of PULS (selected sources):

- PULS Statute (Resolution of the Senate),
- Regulations for management of copyright, related rights and industrial property rights as well as principles of commercialisation at PULS (Resolution of the Senate),
- Amended Development Strategy for PULS (Resolution of the Senate),
- Other Resolutions of the Senate,
- Resolutions of the PULS Rector.

A survey among employees

In order to determine the actual requirements specified in the Chart for Researchers and identify potential problems and gaps, a questionnaire survey was conducted among academic staff and PhD students. Incorporation of all stakeholders into the opinion-forming process was considered to be the starting point to the evaluation of the current status and initiation of an internal discussion on the expected changes.

Questionnaire

The questionnaire was composed of two parts. The first part concerned general information, i.e. gender, age, scientific degree, group of employees, while the other part comprised 37 closed questions referring directly to the principles and requirements specified in the Charter. Respondents could give 1 out of 5 answers: 1. "Strongly agree", 2. "Agree", 3. "Undecided", 4. "Disagree", 5. "Strongly disagree". Respondents could also provide more elaborate remarks on the issues mentioned in the conducted survey at the end of the questionnaire.

Procedure

The survey was conducted using a questionnaire, available *on-line* and in the traditional (paper) form. The adopted forms were to provide possibly high feed-back from the survey. The questionnaire was available in Polish and English (since the PULS provides 3rd cycle English-language studies). The questionnaire was

available *on-line* for 1 month. Information on its immediate availability was preceded by a mailed message encouraging recipients to participate in the survey and explaining its purpose and importance.

Participants

A total of 518 academic staff and PhD students participated in the survey. Among the respondents 55% (285) were women at 233 men (45%). The most numerous represented group was aged 24-30 years (37%, 192 individuals), with the other groups accounting to 11 % (54 individuals, aged 31-35 years), 12% (64 individuals) aged 36-40 years, 23 % (118 individuals) aged 41- 50 years, with the last group aged 51 years and more (90 individuals, 17%). In terms of scientific degrees the most numerous group comprised respondents holding the Master's degree (234 individuals, 45%), while almost every third respondent had the PhD degree (29%, 148 individuals), 16 % respondents had the PhD degree with "habilitation" [doktor habilitowany] and 52 respondents (10%) had the professor's degree. Most respondents were members of the academic staff (52%, 271 individuals), 41% (211 individuals) were PhD students, with research workers accounting for 4% (23 individuals), with academic teachers comprising the other 3% (13 individuals).

Results

Analysis of the questionnaire survey conducted among academic staff and PhD students of the Poznań University of Life Sciences indicated areas requiring changes or improvements, i.e.:

1. Institutional support.

Within the framework of the identified area the following categories of problems need to be specified:

1.1 Institutional support in the process of obtaining funding for research, knowledge on rules and regulations concerning work and training, as well as rules for the allocation and spending of funds for research.

1.2 Storage of research results in a manner facilitating the recovery of lost data.

1.3 Career development and access to career guidance and counselling.

2. Standards and procedures related with recruitment.

3. Evaluation systems for academic teachers.

4.1 Institutional support

4.1.1. Institutional support in the process of obtaining funding for research, knowledge on rules and regulations concerning work and training, as well as rules for the allocation and spending of funds for research.

PULS underlines and acknowledges its role and importance as a research institution, protecting and supporting researchers in the conducting of research, as well as preparation, implementation, appropriate spending and settlement of funds at their disposal. Since the very beginning of their academic careers PhD students and academic staff may use the provided support from individual university administration units, such as the Human Resources Department, the Structural Funds Division, the Department of Organisation and Legal Affairs, the Finance Department and the Centre for Innovation and Technology Transfer. The University acknowledges the importance of an effective and efficient cooperation in all the above-mentioned areas in order to create an environment conducive of research career development for PULS employees and PhD students, ensuring their careers develop smoothly and they are open to cooperation with external entities.

As it is shown by the survey results (charts 1,2,3), respondents indicated the need to strengthen institutional support in the following areas: obtaining funding for research, knowledge on rules and regulations concerning work and training, as well as rules for the allocation and spending of funds for research.



Chart 1. The University provides support for researchers in the process of obtaining funds for research (both with the formalities and as pre-financing).

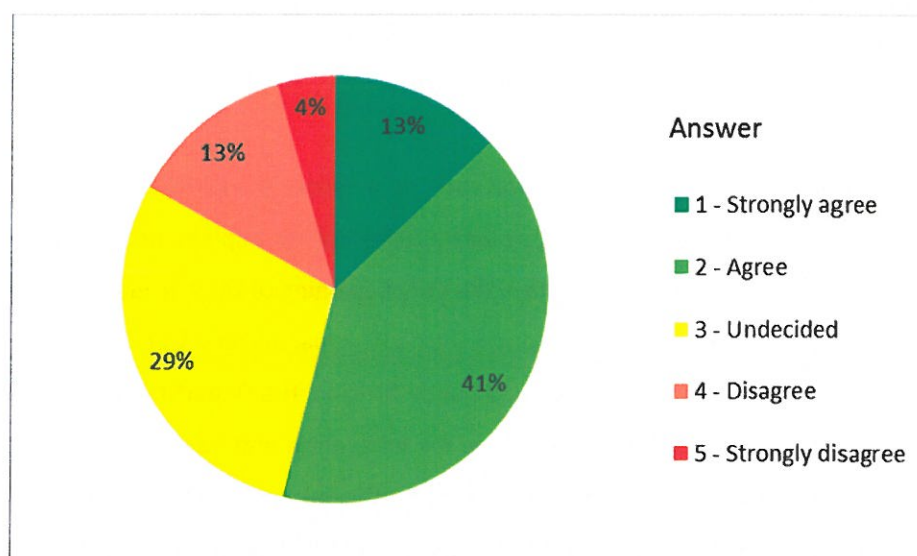


Chart 2. The University provides information for researchers concerning national, sector and institutional regulations affecting work and/or training conditions.

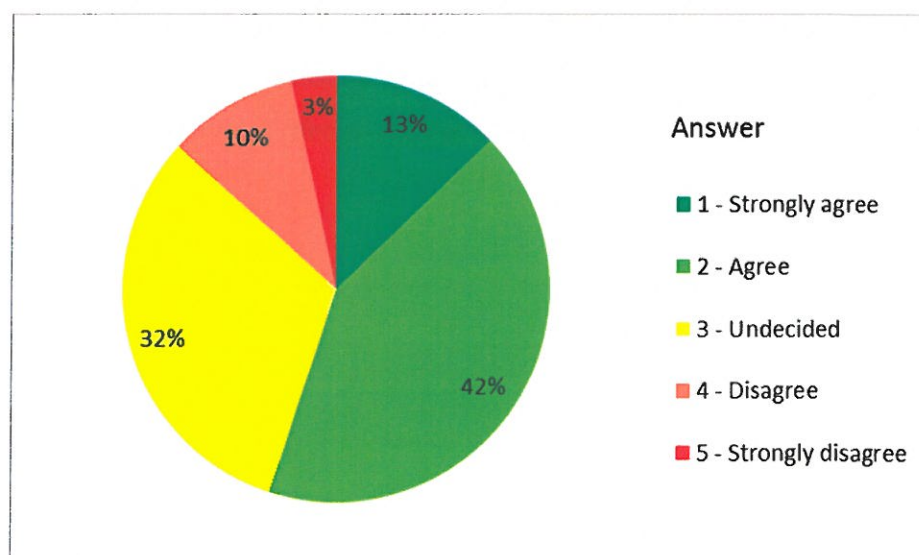
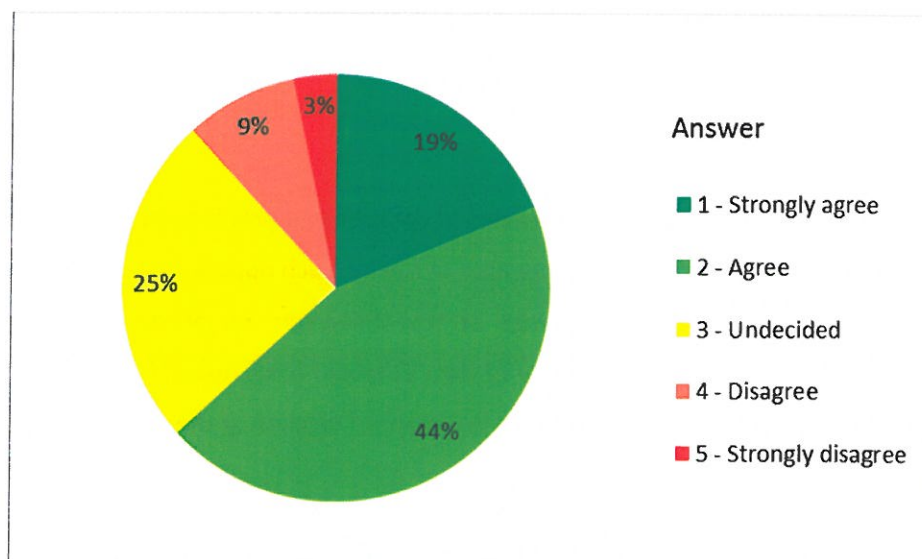


Chart 3. The University supports and supervises researchers in terms of their professional responsibility, particularly concerning efficient utilisation of allocated funds.



The University on a regular and continuous basis provides training concerning the application process for external funds, from both national and EU sources. The implemented information policy is realised as the immediate support of administrative units in the scope concerning the current status and potential changes. Availability and common access to information is ensured by the free access at the University website to currently binding internal, national and sector documents, which are updated on an on-going basis. This is supplemented by a newsletter reaching all employees via the Internet, making it possible to follow changes, and to incorporate employees and PhD students as active participants in these processes.

Conclusions

In the current situation, taking into consideration the obtained results and practices implemented at the University, it is proposed to modify existing solutions in order to enhance availability and institutional support for a wider group of recipients. Thus it is proposed to improve the current information policy thanks to better coordination of the currently realised tasks as well as strengthening of the existing and introduction of new actions.

Actions to be taken :

- Providing training on methods to obtain funds for research.
- Providing training on general labour regulations and special training sessions dedicated to address suggested needs.
- Providing workshops on the principles for funding and settlement of external funds, as well as dedicated institutional support (e.g. in the process of realisation and clearance of grant funds and

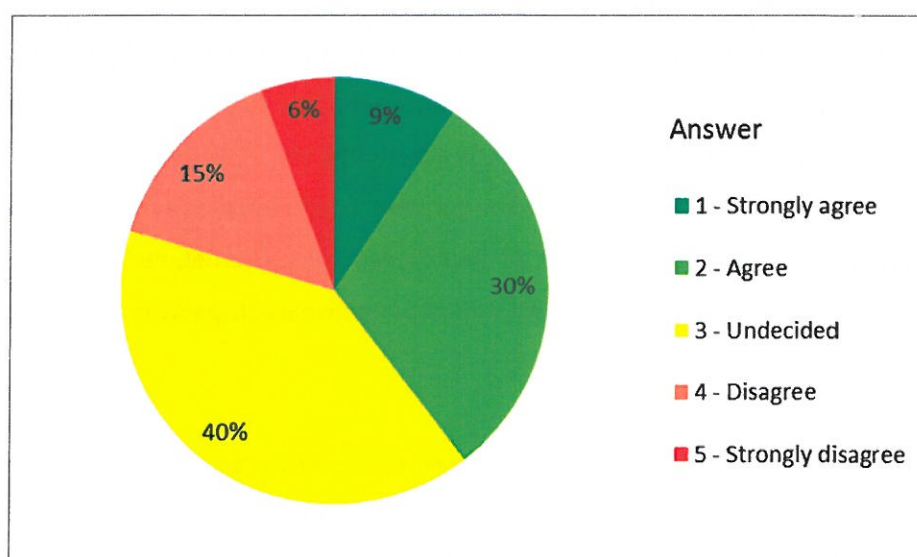
settlement of accounts).

- Improved coordination of the information policy by preparing training schedules for a given academic year.

4.1.2. Protection of data

The internal questionnaire concerning storage and recovery of data showed problems in this respect. Over 60% respondents stated that it is impossible to recover data or saw no such opportunity at the University. There are no binding rules concerning data storage at the University, no procedures have been implemented for data recovery or internal availability of data obtained from research or administrative data. Only 39% respondents stated that data are stored in a manner facilitating their recovery in case of system failure (Chart 4).

Chart 4. Research results are stored in a manner facilitating recovery of data lost e.g. due to IT system failure.



Conclusions

At present the dramatically increasing threat related with cybercrime shows that we need to treat this problem seriously. In order to minimise the threat of losing important or sensitive data, all data should be stored and archived in a potentially safe location. Similarly unreliability of computer equipment requires the preparation of back-up copies for particularly important documents. In view of the obtained responses it was stated that it is necessary to develop procedures for data recovery, security assurance as well as potential for safe transfer of data between PULS employees.

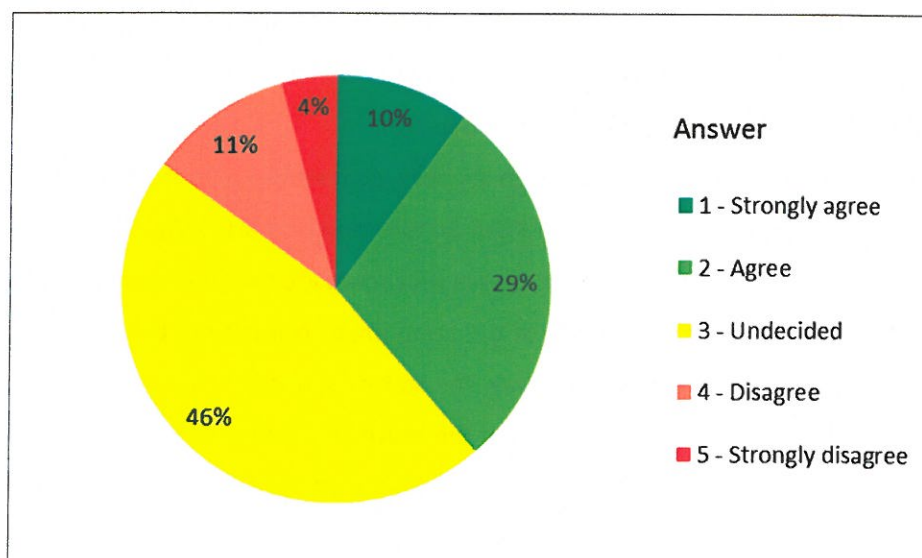
Actions to be taken in terms of enhanced data protection:

- Development of a back-up procedure.
- Creation of an external disk/cloud (of adequate capacity), where data could be stored and which could be a place for the exchange of information between PULS employees.
- Providing a series of training sessions for employees to indicate appropriate procedures for data storage on computers as well as external disks/clouds provided by the University.

4.1.3. Career development and access to career guidance and counselling

Both the internal review and the questionnaire survey indicated that employees see a lack of support in career development and suggest that they have limited access to career counselling. The internal review showed that the University provides limited counselling concerning career management and development, particularly for academic staff holding the PhD degree and higher. The opportunity for consultations concerning the development of scientific careers is essential and may prove helpful for many researchers. Survey results confirmed that researchers lack professional counselling. A total of 78 out of 518 respondents (15%) stated that they strongly disagree (4%) and do not agree (11%) that at each stage of their professional career they may use professional counselling offered by the University, while 238 individuals declared being "undecided" (accounting for 46% respondents) (Chart 5).

Chart 5. At every stage of professional career I may obtain career guidance and counselling, which is provided at the University.



Conclusions

Currently it is crucial to make various stages in the academic career more attractive thanks to the establishment of a clear career path. The University needs to actively support researchers in their efforts,

particularly at an early stage of their scientific career. Consultancy concerning professional career should be provided to all researchers.

Actions to be taken in career development and access to career guidance and counselling:

- A strategy for career development for researchers at all stages of their careers needs to be developed. Such a development will be based on a list of rights and obligations for all academic positions. We need to focus on the preparation of a career plan and development for young university employees. The potential for and development of an academic career will be clearly presented.
- Thanks to the cooperation with the Poznań Science and Technology Park (the Adam Mickiewicz University Foundation) individualised counselling concerning the development of research careers will be available for academic staff of our University.

4.2. Standards and procedures related with recruitment

In terms of improvement of the recruitment process at our University several aspects were distinguished, which were considered and consulted on within the questionnaires:

- Standards and procedures for recruitment of academic teachers,
- Competences of the recruitment committee,
- Feedback on strengths and weaknesses of candidates after the completion of recruitment,
- Both quantitative and qualitative evaluation of candidates,
- Evaluation of candidates' requirements, including mobility.

At our University new employees are recruited through an open competitive recruitment procedure. The procedure is specified in the University Statute (§79 PULS Statute refers to art. 118a of the Act - Law on Higher Education). The following elements of the recruitment procedure are specified: announcement of the competitive recruitment by the Dean; appointment of the recruitment committee; the Minutes from the committee proceedings and announcement of the results. The Statute specifies in detail the location for the recruitment notices: the notice boards and the website of the University, it may also be in local or national press, the website of an office for the competent minister of higher education, websites of the European Commission in the European portal for mobile researchers used for publication of job offers for researchers. The recruitment committee comprises 6 individuals, including the head of the unit, in which the new employee will be working. The Statute specifies in detail the requirements concerning the members of the recruitment committee.

Based on the PULS internal review template it was found that in the recruitment procedure, particularly the notice and the University website, provide no information on the potential for further career prospects after recruitment. No information is given on the opportunity for the candidates to see the report from the proceedings of the recruitment committee in order to learn about their strengths and weaknesses. Providing such information, particularly to rejected candidates, may indicate the direction for development both in the quantitative and qualitative aspects.

The questionnaire survey showed that 14% respondents stated a lack of clearly defined standards in the recruitment procedure at the University. The next 23% respondents were undecided in this respect. This may indicate a lack of interest in this issue, since the survey involved also PhD students, who have not been interested in the recruitment procedure. This indicates the need to improve quality standards for the recruitment procedure for academic staff positions (Chart 6). Another weakness of the process of recruitment to new academic staff positions is connected with competences of the recruitment committee. 12% respondents stated a lack of objectivity and low competences of the committees involved in the recruitment process, while the next 29% declared problems with identifying competences of such committees (Chart 7). This indicates the need to provide trainings and other actions improving the standards for action of the recruitment committee.

Questionnaires also indicated a lack of feedback on the standard of qualifications of the candidates, as 15 % respondents stated that candidates receive no feedback on their strengths and weaknesses, while as many as 59% respondents were undecided on the subject (Chart 8).

Analysis of the questionnaires also showed the need to consider broader aspects, including mobility and non-standard career paths. 39% respondents were not able to state whether such elements are taken into consideration during recruitment (Chart 9).

Chart 6. Transparent standards and procedures are implemented at the University concerning recruitment of academic teachers.

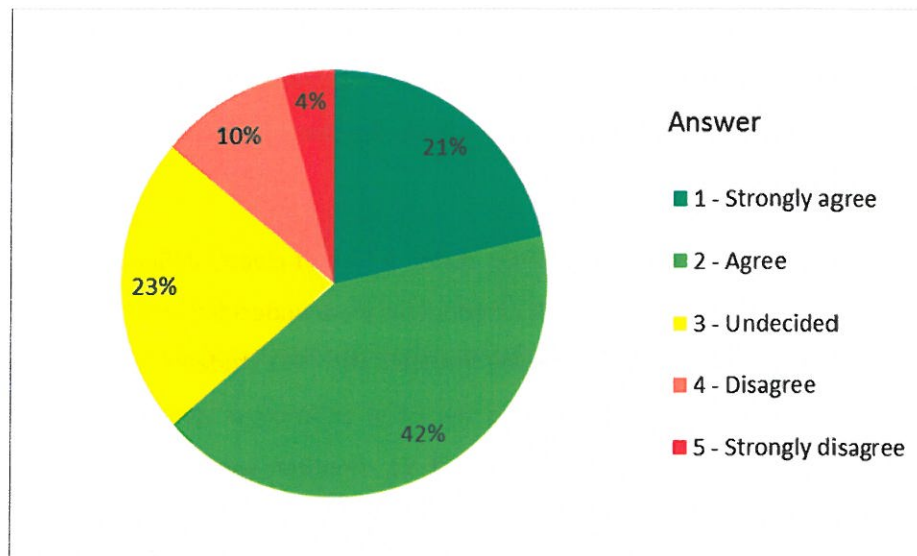


Chart 7. Recruitment for vacant positions is conducted by an objective, competent competitive recruitment committee.

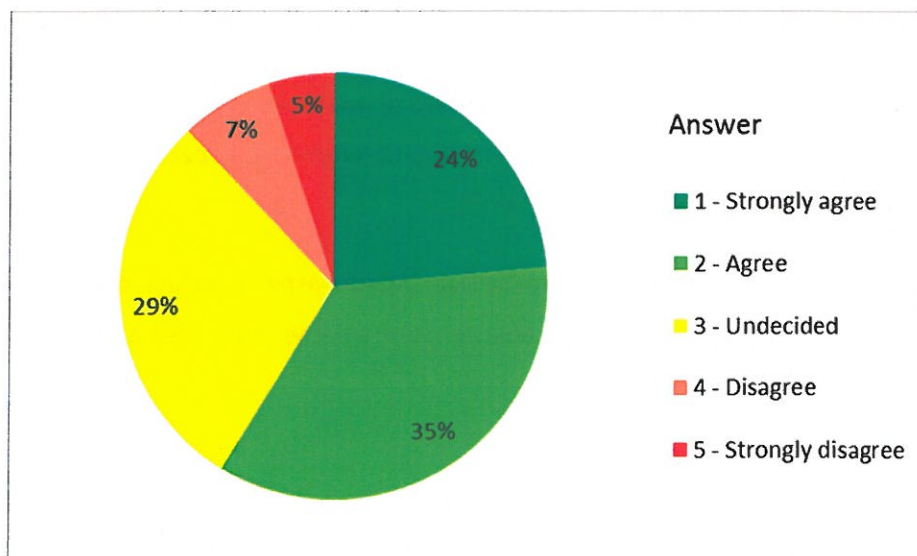


Chart 8. After the selection process the candidates receive feedback on weaknesses and strengths of their applications.

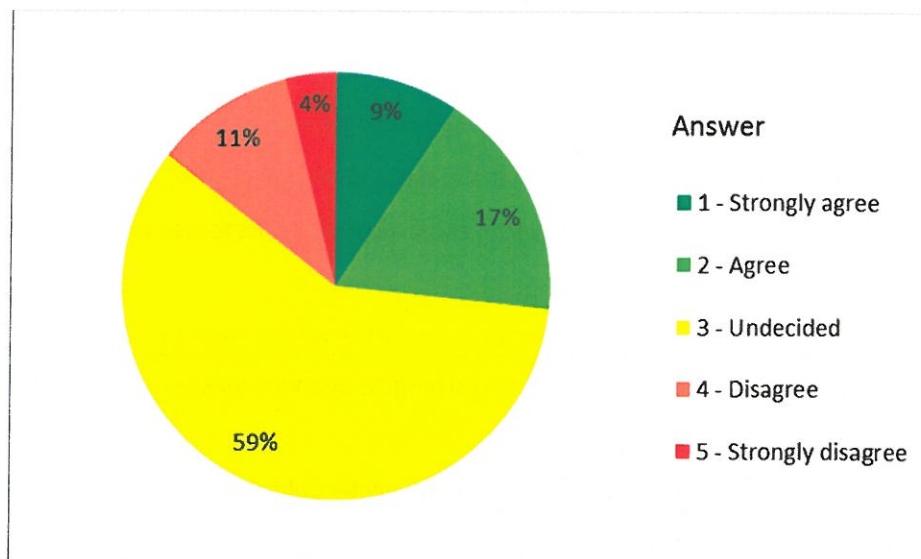
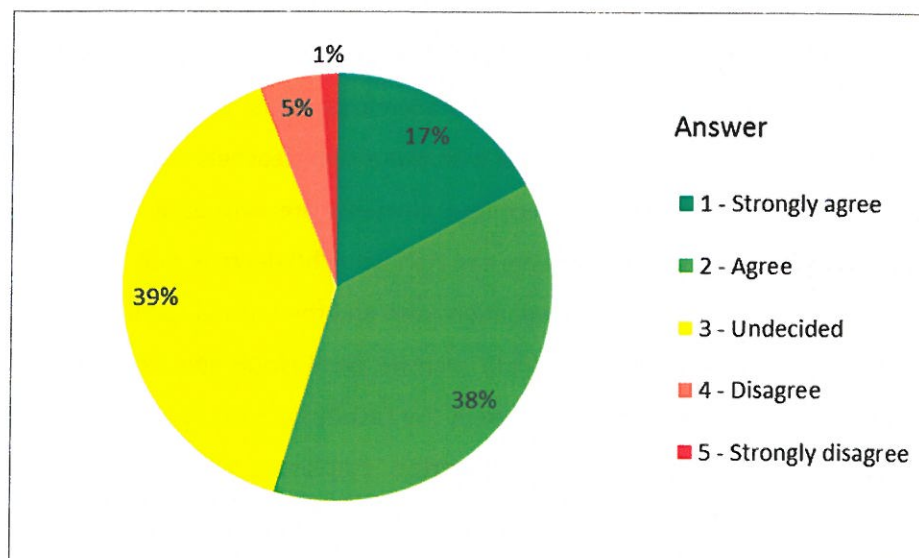


Chart 9. In the course of the recruitment process the candidate is evaluated in terms of meeting the qualification requirements taking into consideration any variation in their experience (such as professional mobility or non-standard career history).



Conclusions

Clearly defined standards for the recruitment of new employees ensure selection of superior staff, thus it is essential to fine-tune currently used procedures. According to the survey results, the greatest weakness of the recruitment process is connected with process transparency (in terms of feedback) and competences of the committee members, the respondents also indicated access to information on the potential development of career after and during employment.

Actions to be taken in terms of standards and procedures related with recruitment:

Based on the questionnaires and the template the following actions improving the recruitment process have been proposed:

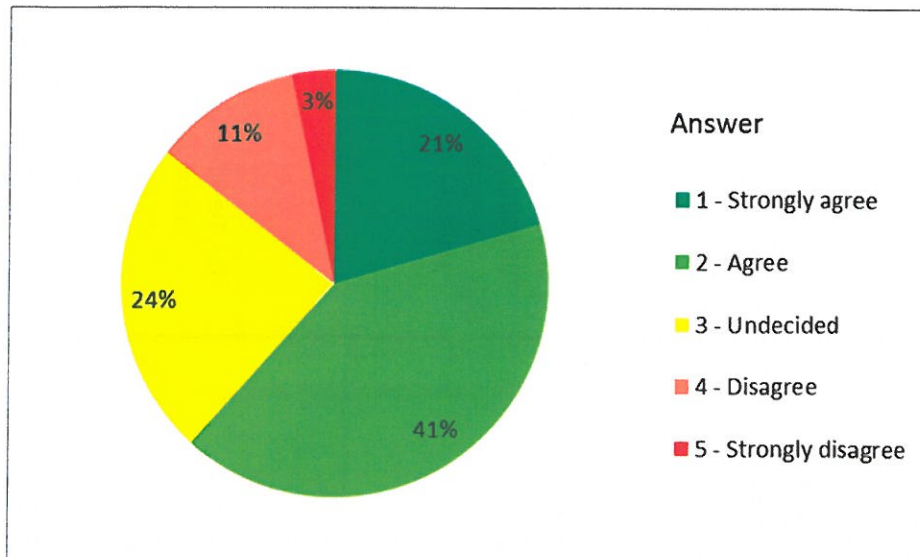
- Information concerning the potential for career development for individual positions will be given in the University website along with links to job offers presented on the Internet.
- The members of the recruitment committee will be named in notices presented at the University and Faculty websites.
- The report from the proceedings of the recruitment committee will be made available at the request of the candidate within a specified time, indicating strengths and weaknesses and a justification for the acceptance or rejection of a candidate.
- Results of the recruitment procedure to a given position will be published at the University website.
- Training of employees concerning recruitment, as well as incorporation of other aspects of professional activity, such as mobility, in the notices etc.

4.3. Evaluation system for academic teachers

Based on the requirements introduced by the Polish law (art. 132 of the Act - Law on Higher Education) our University implemented an internal evaluation system for academic teachers. Specific requirements are described in the University Statute (§ 80). In accordance with these rules teachers are evaluated every 4 years. In the evaluation form filled in by the teachers four elements are evaluated: scientific activity, teaching activity, organisational activity, while professors and staff with PhD degrees with "habilitation" are also evaluated in terms of training new staff. The evaluation form and the score of points within specific areas are specified and are available at the University website (<http://puls.edu.pl/pracownik/ocena-okresowa>). After the procedure is completed and accepted by the Faculty Council, employees are informed of the evaluation results by the Faculty evaluation committee. Employees, who received a negative evaluation result are re-evaluated after 1 year. Employees dissatisfied with the result of the evaluation process have the right to appeal against the evaluation result to the University Evaluation Committee, which decision is approved by the PULS Senate.

Although the system for the evaluation of academic teachers in the present legal framework has been operating for over 15 years and during that time the evaluation form has been modified several times, as many as 14% respondents stated a lack of transparency of the evaluation system, while 24% were undecided (Chart 10).

Chart 10. A transparent system for the evaluation of academic teachers is implemented at the University.



Conclusions

The employer is obliged to provide a transparent employee evaluation system in the case of academic staff. Analysing the data obtained from the questionnaire survey we may state that despite transparency of data and access to the evaluation results it still raises controversies. A solution in this respect may be provided by the elimination of arbitrary points in the score and focus on clearly defined criteria in certain fragments of the evaluation form.

Actions to be taken in terms of the transparent evaluation system for academic teachers:

- Certain elements of the evaluation form should be changed, particularly arbitrary evaluation,
- The evaluation form needs to be adapted to legal changes planned to be introduced in 2018 by the legislator.

5. ACTION PLAN AND MONITORING

Area	Action code	Planned actions	Responsible unit/individual	Execution timeframe
1. Institutional support	1.1. Institutional support in the following areas: obtaining funding for research, knowledge on rules and regulations concerning work and training, as well as rules for the allocation and spending of funds for research;	1.1.1. Providing training on methods to obtain funds for research	HR, the Department of Organisation and Legal Affairs, the Department of Science, the Finance Department	(1) Development of the scope of training 6/2018 (2) Training sessions conducted 7/2018
		1.1.2. Providing training on general labour regulations and special training sessions dedicated to address suggested needs.		(1) Development of the scope of training 6/2018 (2) Training sessions provided 7/2018
		1.1.3. Providing workshops on the principles for funding and settlement of external funds, as well as dedicated institutional support (e.g. in the process of realisation and clearance of grant funds and settlement of accounts).		(1) Development of the scope of training 6/2018 (2) Training sessions provided 7/2018
		1.1.4. Improved coordination of the information policy by preparing training schedules for a given academic year		(1) Development of training schedule and its dissemination 3/2018 (2) Schedule updated and adjusted 4/ 2018

1.2.Storage of research results in a manner facilitating recovery of lost data	1.2.1. Development of the back-up procedure.	IT	(1) Development of the back-up procedure 6/2018 (2) Implementation of the procedure – 12/2018
	1.2.2. A series of training sessions given to employees to indicate appropriate data storage on computers and external discs provided by the University.	IT	(1) Development of the scope of IT training – 6/2018 (2) training sessions provided – 3/2019
	1.2.3. Creation of an external disc/cloud (of sufficient capacity) to store data and to provide a platform for the exchange of information between University employees.	IT	(1) Development of the range of the external disc – 6/2018 (2) Implementation of the external disc capacity – 12/2018
1.3. Career development and access to career counselling	1.3.1. A strategy for career development needs to be developed for researchers at all stages of their professional life. Such a strategy will be based on a list of rights and obligations for all academic positions. It will be focused on the preparation of a career and development plan for young academic staff. Possibilities for academic advancement and career development will be specifically outlined.	TD PPNT	(1) Development of career development strategy for researchers – 06/2019 (2) presentation of information at the University website – 06/2019
	1.3.2. Thanks to the cooperation with the Poznań Science and Technology Park (the Adam Mickiewicz University Foundation) individualised counselling concerning the development of research career will be available for all academic staff of our University.		



2. Standards and procedures related with recruitment of employees	2.1. Information on the potential for career development for individual positions and links to job adverts will be given on The University website	HR	(1) Preparation of the scope of information on the potential for career development at the University – 6/2018 (2) Presentation of this information on the University website – 1/2019
	2.2. Members of the recruitment committee will be named on the University and Faculty websites.		(1) Development of the procedure of posting information on the University website – 6/2018 (2) Implementation of the procedure – 12/2018
	2.3. The report from the proceedings of the recruitment committee will be made available at the request of candidates within a specified timeframe, indicating strengths and weaknesses of the candidates and justification for the acceptance or rejection of a candidate.		(1) Development of the procedure to make the report available to candidates – 6/2018 (2) Implementation of the procedure – 1/2019
	2.4. Results of the recruitment procedure to a given position will be published on the University website		(1) Development of the procedure to make the report available to candidates – 6/2018 (2) Implementation of the procedure – 1/2019
	2.5. Training of employees concerning recruitment, as well as including in the notices other aspects of professional activity, such as mobility, etc.		(1) Identification of training needs of employees – 6/2018 (2) Training sessions provided – 2/2019
3. Evaluation system for academic teachers	3.1. Certain elements of the evaluation form should be changed, particularly arbitrary evaluation, while the evaluation form needs to be adapted to legal	HR	(1) Work on changes in the scope of the questionnaire – 12/2018



		changes planned to be introduced in 2018 by the legislator	(2) Consultations with interested parties – 6/2019 (3) Implementation of the new questionnaire – 12/2019
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6. GANTT CHART. Schedule for implementation of the action plan

Area	Actions	2018												2019											
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
1.1. Institutional support in the following areas: obtaining funding for research, knowledge on rules and regulations concerning work and training, as well as rules for the allocation and spending of funds for research;	1.1.1																								
	1.1.2																								
	1.1.3																								
	1.1.4																								
1.2. Storage of research results in a manner facilitating recovery of lost data	1.2.1																								
	1.2.2																								
	1.2.3																								

7. MONITORING

In order to implement the planned actions the Steering Team will be appointed, which will assess each implemented task from the action plan and introduce any necessary adjustments (Table 1).

Table 1. Monitoring schedule

year	month	task	description
2018	1		
	2		
	3		
	4		
	5		
	6	Meeting of Steering Team	Individuals responsible for implementation of individual tasks will be invited, discussion on the current status, consultations
	7	Introduction of changes	if needed
	8		
	9		
	10		
	11		
	12	Meeting of Steering Team, preparation of interim report on implementation status	Individuals responsible for implementation of individual tasks will be invited, discussion on the current status, consultations, preparation of interim report on implementation status, evaluation of implementation status
2019	1	Introduction of changes	if needed
	2		
	3		
	4		
	5		
	6	Meeting of Steering Team	Individuals responsible for implementation of individual tasks will be invited, discussion on the current status, consultations
	7	Introduction of changes	if needed
	8		

	9		
	10		
	11		
	12	Meeting of Steering Team, preparation of interim report on implementation status	Individuals responsible for implementation of individual tasks will be invited, discussion on the current status, consultations, preparation of interim report on implementation status, evaluation of implementation status
2020	1	Introduction of changes	if needed
	2		
	3		
	4		
	5		
	6	Meeting of Steering Team	Individuals responsible for implementation of individual tasks will be invited, discussion on the current status, consultations
	7	Introduction of changes	if needed
	8		
	9		
	10	On-line consultations, Final report, suggested changes	Consultations with employees evaluating the implementation status, evaluation of implementation status, report and suggestions and/or future adjustments
	11		
	12		
2021	1	Introduction of changes	if needed
	2		
	3		
	4		
	5		
	6	Meeting of Steering Team	Individuals responsible for implementation of individual tasks will be invited, discussion on the current status, consultations
	7	Introduction of changes	if needed.

	8		
	9		
	10	On-line consultations, Final report, suggested changes	Consultations with employees evaluating the implementation status, evaluation of implementation status, report and suggestions and/or future adjustments.
	11		
	12		
2022	1		
	2		
	3		
	4	Deadline for external assessment	Publication and presentation of the assessment report and evaluation.
	5		
	6		
	7		
	8		
	9		
	10		
	11		
	12		

REKTOR
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