



HR EXCELLENCE IN RESEARCH

Renewal report
Nicolaus Copernicus University in Toruń

October 2021

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1. Organisational Information

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	2604
Of whom are international (i.e. foreign nationality) *	97
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	109
Of whom are women *	1305
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	873
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	1028
Of whom are stage R1 = in most organisations corresponding with doctoral level *	462
Total number of students (if relevant) *	19993
Total number of staff (including management, administrative, teaching and research staff) *	4401

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	130753409
Annual organisational direct government funding (designated for research)	37002228
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	11075782
Annual funding from private, non-government sources, designated for research	61197

1.1 ORGANISATIONAL PROFILE

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

The Nicolaus Copernicus University in Toruń (NCU)-one of the largest universities in Poland, 16 faculties (including 3 medical faculties at Collegium Medicum NCU in Bydgoszcz). It provides graduate and postgraduate degree programmes, offers education in over 100 fields of

study and 55 postgraduate courses. NCU is one of the 10 Polish universities that obtained the status of a research university with goals focused on: internationalization, interdisciplinarity, innovation, and integrity. NCU is a member of [Young Universities for the Future of Europe](#)—a prototype of a European University, which is open, non-elitist, integrating various communities, and promoting innovation, interdisciplinarity and the highest quality in research and education.

2. Strengths and weaknesses of the current practice

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

2.1. Ethical and professional aspects

Every process/procedure/rule in the area of ethical and professional aspects is in line with HRS4R and has been taken into account in the process of creating main documents and internal rules at NCU in Toruń. Below we present NCU's strengths in this area:

In the initial assessment phased performed at NCU, concerning ethical and professional aspects we described the issues of plagiarism, intellectual property rights as of the main concern. We agreed with the idea that researchers needed to be aware that they were accountable towards their employers, funders or other related public or private institutions and towards society as a whole. Part of that responsibility was an obligation to adopt safe working practices including taking the necessary precautions for health and safety. After performing the initial assessment phase the main priority was focused on the actions which with the short term of realization would have a long impact on the academic community. In this sense we decided to focus on: research and innovation responsibility, open science policy, equal treatment and communication. Below we are presenting the list undertaken actions and obtained goals accordingly with the Action Plan. These actions (AP 1,2,3,4,7,12) in terms of operational goals or direct activities among these goals became a part of the Strategy of NCU.

Strength: NCU ensures research freedom (principle 1) to all researchers at all their stages, both with regard to the subject of research and to research methodologies. After the initial assessment we put a great emphasis on having the internal regulation established – the Resolution no 179 of the NCU Senate from the 2017 – Ethical Code of the Nicolaus Copernicus University Employees. Regarding the professional responsibility and professional attitude (principles 3 and 4) we optimise the use and development of the scientific potential of the University community members by creating an open and welcoming environment for scientific activity. We create a support system for thematically diverse research groups and their funding mechanisms within organisational units. We provide the experience and support of ethics

commissions in Toruń and Bydgoszcz, we provide also Intellectual Property regulation and antiplagiarism mechanisms.

Strength: We sustainably develop an open inclusive organisational culture in line with the University's international aspirations, in which objective assessment, trust, mutual support and community integrity attract the best and strengthen links with the University. Regarding the ethical principles (principle 2) **Deputy Rectors for: Equal Treatment, Student and Doctoral Student Safety, Education and Student Affairs at Collegium Medicum, Academic Ombudsman** were appointed. One of our biggest strengths is the fact that on the everyday basis Deputy Rectors work directly with researchers, PhD students, students and administrative staff who can ask them for help and advice. Bureaucratic issues have been minimised. Deputy Rectors are subordinated to rector what guarantees quick and direct way of passing information and give the best chance for immediate response when it's needed. Deputy Rectors performed actions despite the Pandemic. What is more, they regularly cooperate with the University Centre for Support and Personal Development. [University Centre for Support and Personal Development](https://wsparcie.umk.pl/pages/main_page/?lang=en) was formally established on 1 January 2021 after obtaining acknowledgment from the Rector's Council, during the sitting of 14 December 2020, and is dedicated for students, doctoral students and our University employees. We started our operations already during the pandemic, providing free psychological and psychiatric help. The aim of the Center is to use the resources and possibilities of the University so that every person seeking support could find the appropriate help. We wanted to make the University a friendly place to work and study for both students and all University employees. More information available https://wsparcie.umk.pl/pages/main_page/?lang=en

The University is deeply involved in providing academics with the necessary tools to facilitate ethical research work. We are proud of having Gender Equality Plan implemented which combined with the role of the Deputy Rector for Equal Treatment and implemented procedures - NCU has a very active role in detecting and resolving obstacles to professional careers in terms of equality.

Strength: We improved the communication and monitoring processes. Every Deputy Rector cooperates with the University Chancellor who is responsible for the management of administrative part of the University. Activity of Deputy Rectors is performed in relation to Communication Strategy accordingly with the needs they cooperate with the Head of the Department of Promotion and Information. To make it more clear, despite the pandemic – 8 meetings as far as communication and monitoring, were organised in 202/2021.

- 2 meetings: Deputy Rectors and Head of the Promotion Department
- 3 meetings: Deputy Rectors and Chancellor of NCU

- 3 meetings: Deputy Rectors and Rector

Furthermore, **we provide our researchers with detailed information accordingly with the science communication strategy.** Dedicated information is prepared for Researchers (R2-R4), and for R1.

Strength: With the new Vision and new Strategy of NCU we state, that Rector of Nicolaus Copernicus University in Torun while striving for the implementation of the highest standards which provides free from violence and non-discriminating research and working environment and being guided by the greatest care of aggrieved persons introduced the **Internal Regulation on equal treatment - Rector's Regulation no 209** from the 12th October 2021r., **Internal Regulation on the dispute resolution - Rector's Regulation 211/2021**

Strength: Regarding the accountability (principle 6) an internal regulation on management of research funds, accordingly with European and national context, was released. Moreover, the Research Office guarantees support to all researchers at all their stages as far as ethical and professional aspects in terms of European funding is considered as far as ethical principles (principle 2) and contractual and legal obligations (principle 5) are considered. Open Science policy have already been implemented. We provide every employee with the Independent Supervisor for GDPR support. The expert is responsible for training in this field which are obligatory for researchers.

Strength: Regarding public engagement (principle 9) NCU stays open to the society and promotes active participation of researchers in outreach events, such as the European Night of Researchers, Science Festival and other local events. **NCU is Responsible in Research and Innovation (RRI)** and therefore a very active and visible partner within YUFE project, as far as ethical and professional issues are considered. Special attention is being paid to: unemployment among youth, innovations and sustainable development of the society, migration and inclusiveness, work and science in a digital world. There is a constant collaboration with local policy makers (Vice Rector for Communication with Social and Business Environment), innovation clusters (Centre for Academic Entrepreneurship and Technology Transfer - CPATT) and businesses. It is positively correlated with the increasing number of research collaborations and industrial doctorates initiated by NCU.

Strength: Regarding good practice in Research (principle 7) IPR Support and Service - NCU has IP Advisor appointed to support researchers and PhD students (R1-R4) in protecting their intellectual property by individual consultancy, trainings and promotion.

Regarding the whole implementation process which began in 2015 presented below the comparison table shows replace in points the milestones in the ethical and professional aspects field.

Ethical and professional aspects - progress

	2015	2022
Deputy Rectors for: Equal Treatment, Student and Doctoral Student Safety, Education and Student Affairs at Collegium Medicum, Academic Ombudsman	x	✓
Communication and monitoring	x	✓
Internal Regulation on equal treatment	x	✓
Internal Regulation on the dispute resolution	x	✓
NCU is Responsible in Research and Innovation (RRI)	x	✓
Open Science Policy	x	✓

Weaknesses:

Weakness: Due to the short time of the realization process, NCU has no exact data, on the basis of which Deputy Rectors' effectiveness could be stated. However the decision on the reporting system has already been made. Currently there are regular meetings between Rector and Deputy Rectors during which they pass information. **Monitoring and reporting have already been regulated** - every Deputy Rector submits to Rector of NCU a report on the activity on a yearly basis - up to the 30th September each year. The workflow is guaranteed by regularly organized meetings during each academic year between Rector Magnificus and Deputy Rectors, so that a chance for a loss of attention any important case is minimised.

Weakness: Need of improving awareness and knowledge on research integrity among researchers. For this actions there is a plan to establish dedicated working group. Moreover, it has already been set in the Strategy of NCU - **NCU promotes openness and collaboration as key values of the NCU inclusive organisational culture based on multidirectional communication (IV.5)** . Actions are planned to be established in 2023.

2.1.2. Remarks

- Ethical and professional aspects are very important issues for the Board of Rectors. Since 2017 NCU has internal Regulation introduced by the Senate (no 178/2017) on the ethical issues. The new Rector marked this area with a very high priority. As a consequence Deputy Rectors for: Equal Treatment, Student and Doctoral Student Safety, Education and Student Affairs at Collegium Medicum, Academic Ombudsman were appointed (two of which are R2, one is R3 and 1 is R4, 2 women, 2 men). Their responsibilities refers the whole community of the university (students, PHD students

researchers and administrative staff) with a special attention paid to: ethics and professional aspects at work and everyday life, handling complaints, mediation in a dispute between employees and between employees and employer, advising Rector in ethics, teaching, physical and psychological safety, wellbeing of students, PhD students, employees, consulting students and PhD students, coaching, responding to crisis situations, helping people experiencing discriminating behaviour, supporting in the preparation of internal regulations, policies and procedures which implement equality and inclusiveness at NCU. Information available <https://www.umk.pl/uczelnia/wladze/pelnomocnicy/>

- Wellbeing of the whole community of the NCU was noticed in the Strategy of the University and emphasized in the Personal Policy of NCU.
- On the institutional level in the Strategy of the University, achieving excellence was indicated as a process under which verification and monitoring of set goals, as well as reacting to mistakes play crucial role.

2.2. Recruitment and selection

Research environment and the community of NCU are underlined in the Strategy of NCU and the Personal Policy. It was of a great importance to provide the internal policy on recruitment and selection among academics. We make this priorities visible and we introduce the importance of research excellence since the very first interest, recruitment and employment phase. Therefore NCU overcame gaps which had been previously defined within the recruitment and selection. Personal Policy includes all the elements: OTM-R policy, employment procedure and the e-recruitment system (NCU is launching it in January 2023, at the moment every responsible actor at every faculty was trained how to proceed with the new tool). With this approach we guarantee that principles of the EC Charter and Code and the HRS4R have been implemented into the Strategy of NCU. Moreover, principles of the EC Charter and Code have been implemented in the Personal Policy, which is fundamental for the strategic and operational goals of the strategy of NCU.

Below we are presenting the scheme which shows the implementation process.

How NCU ensures the implementation process?



Strength: Since the initial phase NCU did not have any HR specialist. In September 2020 Independent Supervisor for HR for academic teachers was appointed. The person works directly with Rector of NCU, vice-Rector for Research and with the Chancellor of the University and is responsible for coordinating processes in which recruitment and selection are in line with HRS4R. As far as this is considered she works with the HR office who administers the employment process. The recruitment of academics is always done within the faculties. This way we ensure the merit-based issues at the very beginning.

Independent Supervisor for HR for academic teachers plans and organizes meetings also with PhD students – R1, among which the information on the HRS4R is being spread. She is also a team member of the team implementing the Strategy of the Research University. With this approach the cohesion between researchers’ needs and the quality of policies is guaranteed.

Strength: NCU established OTM-R policy. What needs to be emphasized – we provided every research, despite the nationality with detailed procedure for recruitment.

Policy for Polish nationals is available:

<https://www.umk.pl/en/university/excellence-in-research/internal-regulations/Procedura-zatrudniania-pracownikow-posiadajacych-obywatelstwo-polskie-ZR-234-2021.pdf>

<https://www.umk.pl/en/university/excellence-in-research/internal-regulations/Procedura-zatrudniania-pracownikow-posiadajacych-obywatelstwo-polskie-ZR-234-2021-zal-nr-1.pdf>

Policy for non-Polish nationals (with detailed information how to proceed with nostrification, recognition of scientific degree, registration etc.):

<https://www.umk.pl/en/university/excellence-in-research/internal-regulations/Procedure-for-employing-non-Polish-nationals-at-the-position-of-an-academic-ZR-179-2021.pdf>

<https://www.umk.pl/en/university/excellence-in-research/internal-regulations/Procedure-for-employing-non-Polish-nationals-at-the-position-of-an-academic-ZR-179-2021-Annex-no-1.pdf>

The most important strengths of implemented policy:

- Every information provided to candidates being a part of selection procedures is transparent: a report on the application is emphasized in the recruitment procedure
- Availability & transparency: Open positions are published with the usage of local, national and European tools (NCU website, Ministry of Education and Science website, BIP, Euraxess).
- Availability, transparency, publicity: Open positions are available for NCU, PL and abroad candidates. Before application process procedure of recruitment is available in PL and ENG. This procedure is a quality handbook which explains all recruitment procedures managed by the University.
- Transparency: Set up of e-recruitment procedures for all researcher positions, to ensure more efficient and transparent process.
- Transparency: Availability of common templates used during the recruitment process, established procedures available to every employee engaged in the recruitment process.
- NCU builds the level of clarity regarding general rights and duties of researchers starting with the recruitment process (every job offer emphasizes exact legal conditions on the basis of which the research position has been opened).
- Merit-based: every job offer for researchers is fully described and presents qualification criteria which correspond with the research area.
- Guide for prospective employees and for doctoral students available since the application process starts.



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Regarding the whole implementation process which began in 2015 presented below the comparison table shows replace in points the milestones in the Recruitment and selections field.

Recruitment and selections – progress

	2015	2022
Independent Supervisor for HR for academic teachers	x	✓
Principles of the EC Charter and Code and the HRS4R have been implemented into the Strategy of NCU	x	✓
Principles of the EC Charter and Code and the HRS4R have been implemented into the Personal Policy	x	✓
OTM-R	x	✓
GUIDE for Applicants	x	✓
*e-recruitment system	x	✓
*GEP	x	✓

Weaknesses

NCU made a milestone within the recruitment and selection. However, we still see room for improvement:

Weakness: Make the OTM-R well consolidated and aware in order to guarantee that the features and aims of OTM-R principles are fully understood, concretely guide all administrative staff and members of selection committees, in the whole recruitment process. We have already took care of this. Independent Supervisor for HR for academic teachers plans and organizes meetings as well as workshops.

Weakness: Building a solid internal monitoring system accordingly with the recruitment procedures and e-recruitment system.

2.2.1 Remarks

October 2019 - this is the time the new Statute (see attached comparison - the old and new Statute of NCU). Accordingly with the New Law on Higher Education new main acts needed to be introduced by every University in Poland. With the reference to the HRS4R, principles of EC Charter and Code the authorities of NCU decided to conduct GAP Analysis of internal rules and their compliance with the new Law on Higher Education. The goal was to response immediate to the changes, so that the process of the professional development would not be influenced. Improvement, adjustment and thinking of researchers' needs - those were the priorities.

In parallel several working groups engaging adequate actors had been working on preparation of new internal acts. The new Organisational Regulation and Work Regulation were introduced. with these changes on the 1st September 2020 the Independent Supervisor for Human Resources Management was appointed. The person was responsible for coordinating the process of evaluation of researchers, OTM-R policy. For this reason the Independent Supervisor for Human Resources Management is a member of working groups as far as the Strategy, Research University, YUFE Alliance are considered - wherever the issues of Researchers/Employees/Development occur.

December 2020 - the Rector's Regulation no 266 on the evaluation of researchers was introduced.

September-November 2021 - The Rector's Regulation on the employment procedures for researchers as well as OTM-R Policy were introduced.

NCU has already finalised work on the e-recruitment tool, which was prepared by the University Centre for IT Services. The system is to be launched on the January 2023 and guarantees openness, availability (PL and ENG language), transparency (common forms) and security accordingly with GDPR.

2.3. Working conditions

NCU continuously supports its employees and PhD students as far as work and life balance and social support is considered. Introduction of the new Statute, new Work Regulation, new University Strategy, which starts with the beginning of 2022, Research University goals and Rector's Regulation no 266 on the evaluation of researchers - comply with the HRS4R and allow NCU to be proud following strengths:

- **Strength:** One of the NCU's priorities - research environment (principle 23) was a starting point for the realization of the research strategy. In the 2018 NCU Authorities decided to be part of the Initiative - Strategy of Excellence organized by the Ministry of Higher Education in Poland. NCU conducted internal research to diagnose researchers'

needs (R1-R4) in the fields of the professional and personal development. Quantitative and qualitative research were projected and conducted. Results from mentioned researches, as well as researchers' experience, conclusions and recommendations were incorporated to the application within the Research University Initiative application in terms of training and development needs, as well as the communication with the supervisor (results from the research is presented below). Young researchers are being given the occasions/space for exchanging ideas and networking with other young researchers within the University, boosting interdisciplinarity and cross discipline cooperation (Research University - <https://www.umk.pl/en/research-uni/>). Cohesion between the research field and the HR field has been guaranteed by implementing the HRS4R into the Research University goals.

- **Strength:** NCU emphasizes the role of employees in the implementation processes. Therefore, regarding the participation in decision-making bodies (principle 35) in the preparation process of the Strategy of NCU several working groups were involved among which R2-R4 and administrative staff had their representatives (the scheme how NCU organizes the involvement of academics in every main process is presented in part 7.3). As a result of the synergy tailored goals have been set and needs of every employee group were met including representatives of all researchers (R1-R4), phd students, women and researchers who are coming back to work after having finished the childcare (example is the **Debuts initiative**).
- Presence of the Independent Supervisor for HR guaranteed compliance with the HRS4R, as we provided cohesion between the new national law and C&C principles with the New Organisational Rules (introduced after new Law on Higher Education had been introduced). With this document the Independent Supervisor for Human Resources Management was appointed with the responsibilities in the field of HRS4R.
- **Strength:** Openness, Transparency and Availability: every action prepared at NCU is directed to all employees: (R1-R4), Phd students, administrative staff. Every action is being regulated with the internal rule. The highest level of transparency and openness is guaranteed by the presence of researchers representatives in the Working Group 3 of the Research University Initiative (Staff Development Working Group). One of many responsibilities is to consult every new regulation, so that it becomes inclusive, understood and guarantees equal treatment of all employees, PhD students and students of NCU.
- **Strength:** NCU became an active participant in Yong Universities for the Future of Europe Association.

The YUFE Staff Programme offers mobility and training opportunities for staff members of all universities within YUFE.

The activities fit to individual staff development needs at all career levels and facilitate:

⊙ building and fostering a professional and personal network within the YUFE Alliance and beyond;

- ⊙ improvement of transferable and practicable skills relevant for current activities and professional career development;
- ⊙ exchange of experience and good practice among YUFE partners;
- ⊙ familiarity with working in a different national context in terms of culture, rules and regulations.

Regarding the involvement in decision-making bodies – within every working group and the majority of Task Force group representatives from **R1toR4** are visible (IDUB, YUFE, University Strategy). Every major regulation on working conditions is being consulted by Students' Council of NCU, PHD Students' Council of NCU, Labour Forces of NCU, Senate of NCU and the University Board. Therefore it needs to be emphasized that the dialogue is a strong element in the decision-making process. Representatives of researchers from R1 to R4 are an active part in this process. Furthermore, taking into consideration the gender balance (principle 27) Deputy Rector for Equal Treatment was chosen the head of a team consisted of researchers (R2, R3) and administrative staff responsible for building GEP. The plan had been firstly proposed and then accepted by the Board of Rectors. Organization of work on the issue of gender equality is great example of engaging researchers into the main processes and being a part of creating crucial policies.

- **Strength:** NCU decided to overcome the gap in monitoring system therefore Think Tank of the University has been established. The director of TT is R3. Task and goals are dedicated to monitor the realization processes as far as the University Strategy is considered. Another strong element of it is the fact that the Research University goals are being monitored by international experts whose feedback is then provided to the TT. This create multidimensional monitoring system. Independent Supervisor for Human Resources Management is a member of TT what guarantees high level of consistency between the strategy goals, the modification proposals and the HRS4R implementation.
- **Strength:** Taking into consideration the evaluation/appraisal system (principle 11) evaluation system of researchers at NCU which complies with HRS4R was established within the working group consisted of: Dean of every Faculty, Head of Discipline of Every discipline, Head of every unit which is not a Faculty but employs researchers, Vice-Rector for Research, Chancellor and the Independent Supervisor for the HR of researchers (once more we emphasize the important role of being involved in decision-making bodies). In this project evaluation criteria includes specificity of every discipline/ employment group and employment position, so there is a high level of consistency with the research environment (principle 23), working conditions (principle 24), stability and permanence of employment (principle 25) and employment and funding salaries (principle 26).
- **Strength:** We improved working conditions in terms of availability of technical devices that guarantee accessibility and usability of study materials (IDUB = **Bell call**), calls for application to persons with disability (Promotion Unit), and creation of official documents or webpages complying with accessibility (Promotion Unit), dedicated newsletter for R2-R4 and administrative staff and dedicated newsletter for R1 (Promotion Unit).

- **Strength:** We emphasized it in the ethical and professional aspects part but it is worth to be recall that we standardized and made rules for sending claim/complaints clear regarding the complains and appeals (principle 34) – see the role of Deputy Rector.
- **Strength:** increased knowledge on the Intellectual Property Rights thanks to organization of training events, availability of information in institutional website, as well as activities of the Center for Academic Entrepreneurship and Technology Transfer - CPATT.
- **Strength: University Centre for Support and Personal Development was established, so that (see the ethical and professional aspects part).**

Regarding the whole implementation process which began in 2015 presented below the comparison table shows replace in points the milestones in the working conditions field.

Working conditions – progress

	2015	2022
Researchers' needs Diagnose – Excellent Initiative	x	✓
Training needs	x	✓
Involvement of Researchers: Strategy of Excellence, IDUB, YUFE, Strategy of NCU, HR Excellence in Research	x	✓
Think Tank	x	✓
Standardized and clear rules for sending claim/complaints	x	✓
Increased knowledge on the Intellectual Property Rights	x	✓
*University Centre for Support and Personal Development	x	✓
Research Initiative	x	✓

(2018)

Weaknesses

A lot of changes have been introduced since 2018 (new Law on Higher Education) 2019 (New Statute, Work Regulations) 2020 (new Board of Rectors). This is why we define our weakness in terms of:

1. Being at the beginning of evaluation and monitoring processes
2. Need of increasing visibility of ESRs and postdocs profiles within the university institutional website
3. Widen activity for Researchers who are taking care of children. We have examples of Faculties where situation is improving - during planning classes for students people taking care of children have priority in choosing class hours, however it's not an internal rule yet.

2.3.1 Remarks

October 2019 - this is the time the new Statute (see attached comparison - the old and new Statute of NCU). Accordingly with the New Law on Higher Education new main acts needed to be introduced by every University in Poland. With the reference to the HRS4R, principles of EC Charter and Code the authorities of NCU decided to conduct GAP Analysis of internal rules and their compliance with the new Law on Higher Education. The goal was to respond immediately to the changes, so that the working conditions would not be affected by changes.

NCU continuously supports its employees (R1-R4, ERS-PhD students) as far as non-discriminating, inclusive and safe working environment is considered (work of the Independent Supervisor for HR of Academic Teachers, Deputy Rectors). For this reason we are proud of the **University Innovation - University Centre for Support and Personal Development**. Many young researchers, similarly to graduate students, suffer more and more from stress and anxiety, as an effect of the pandemic. With this Centre for Support and Development NCU provides specialized help for all of mentioned groups.

Moreover, NCU as 1 of top 10 Research Universities in Poland guarantees the best support as far as professional development is considered (IDUB).

Thanks to the reasoning rooted in analysis and extending to different initiatives - the management policy of NCU is consistent, therefore HRS4R is properly set in the Strategy of the University.

2.4. Training and development

Training and development is an area which has been strongly boosted since NCU became a Research University. Below we are presenting strengths which requires to be emphasized.

Strength: exposure to international settings has been improved since NCU became a Research University. In particular, there are more opportunities for international and interdisciplinary mobility both for ESRs and ERs (See IDUB materials and AP 20, 21, 22). Representatives from R1-R4 can benefit – several internal calls for proposals were launched for financially supporting R1-R4 researchers to undertake international mobility at the premises of foreign research institutions. To be checked: <https://idub.umk.pl/en/competitions-announcements-and-results-2/schedule-of-competitions/>

Strength: NCU increased awareness on the importance of transversal skills in research career – what has been emphasized in the main documents such as Strategy of the University and the Personal Policy. It has been also emphasized as far as goals of NCU as Research University are considered. (See attached report from soft-skills training organized in 2020-2021 for R1-R4). What is worth to be mentioned is the fact that NCU considered the need of home office within

pandemic very important, therefore also in these area dedicated trainings and workshop were provided.

Strength: NCU increased and is constantly working in the field of awareness and knowledge on the EU funding opportunities for research. More specifically, ESRs are now aware of the possibility given by EU programs to fund their own research. Dedicated information created by science officers is being given weekly and is a part of communication strategy.

Strength: NCU started its path with a mentor culture. Special Expert Initiative has been established for boosting the skills and knowledge transfer from experienced researchers to less-experienced one.

Strength: NCU established the Centre for Statistical Analysis which provide substantive and didactical support in statistics and data mining for employees and doctoral students of the Nicolaus Copernicus University in Toruń conducting research or teaching.

Strength: internal evaluation system of researchers' activity has been enriched with a variety of indicators which represent NCU awareness on research quality, internationalization, exploitation of research results and cooperation with society.

With mentioned strengths we emphasize the alignment with the continuing professional development (principle 38), access to research training and continuous development (principle 39), career development (principle 28).

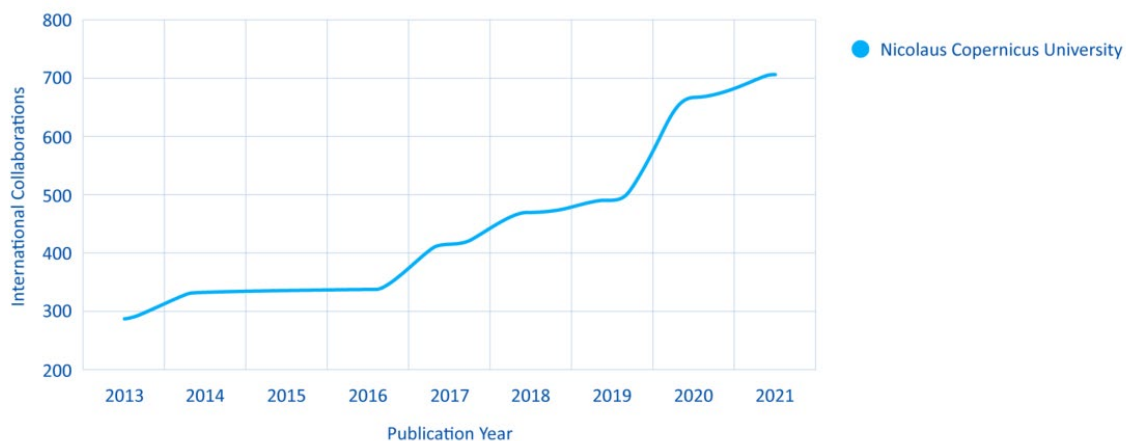
Regarding the whole implementation process which began in 2015 presented below the comparison table shows replace in points the milestones in the training and development field.

Training and development – progress

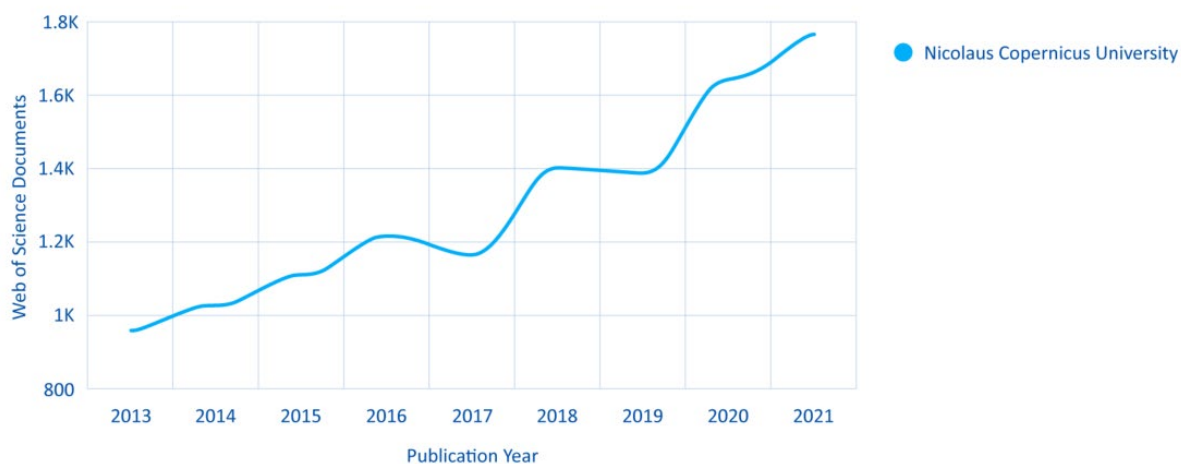
	2015	2022
International and interdisciplinary mobility	x	✓
Workshops and trainings 77	x	✓
Increased awareness and knowledge on the EU funding opportunities for research additional support for researchers	x	✓
Started the mentor culture	x	✓
Internal evaluation system of researchers	x	✓
NCU Innovation: Centre for Statistical Analysis	x	✓

Moreover, taking the training and development support as far as working conditions NCU has already achieved a strong growth in the research area in terms of the number of national and international projects, international collaboration, as well as in terms of the number of publications.

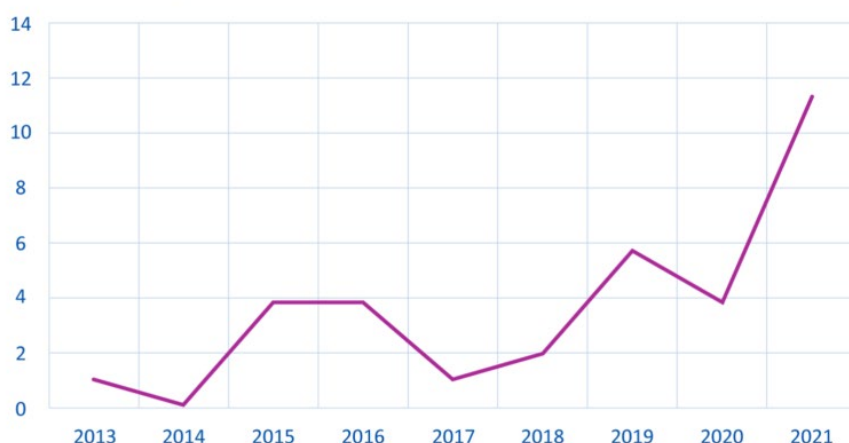
New Tile International Collaborations



New Tile Web of Science Documents



International Projects in Numbers



Weaknesses:

- **Weakness:** development plan of individual researcher is recommended tool. Within the Strategy of the University it was decided to treat this element as an indicator. On the basis of which it was the decided to achieve goal of 30% researchers who would be subjected to the plan of the individual development.
- **Weakness:** constant training offer. NCU has already been working on the HR part as far as NCU website is considered. Accordingly with the analysis made on researchers' needs after the evaluation of researchers the portfolio of trainings provided by NCU will be available through the website. We plan every researcher and ESR will be able to include participation in dedicated trainings with the beginning of the new academic year 2022/2023 (after having the public procurement procedures completed).

2.4.1 Remarks

Specific objectives for designing and implementing comprehensive solutions for the professional development of the university's staff, especially young scientists has been set since 2018.

1. Talent management system for academic teachers
2. Comprehensive development for scholars throughout their career: soft skills, academic skills, and more; evaluation and code of conduct in recruitment
3. Career paths and a motivation system for the administrative staff

Actions prepared to achieve this objectives refers to implementation of motivation and competence-building system for academic staff and code of conduct for the recruitment and evaluation.

To achieve this goals in the field of integrity milestones have been created:

- Competitions for individual researchers and research teams <https://www.umk.pl/en/research-uni/competition/>
- Full implementation of HR Excellence in Research (done with internal regulations).

NCU Innovation: Centre for Statistical Analysis.

The Centre's primary goal is to provide substantive and didactical support in statistics and data mining for employees and doctoral students of the Nicolaus Copernicus University in Toruń conducting research or teaching.

The tasks of the Centre include:

- consulting in the field of statistics and data mining for employees and doctoral students;
- assistance in the preparation of statistical analyses being a part of scientific research conducted by employees or doctoral students;
- organization of substantive support of experienced scientists in the field of advanced data analysis;
- organization of training courses for groups of employees or doctoral students in statistics and data mining as well as software commonly used for this purpose at the University;
- cooperation with external private and public entities in the implementation of projects related to the Centre profile;
- popularizing the methods of statistics and data mining among students.

3. Have any of the priorities for the short- and medium term changed?

'Milestone' is the best word to describe the whole catalogue of changes NCU has been undergoing since 2018. Currently NCU realizes goals which have been set during the Interim Report. NCU decided to deepen mentioned goals, so that they have been extended and evaluation and monitoring systems have been proposed.

1. **Regulation on HR policy** – incorporation four major aspects of researchers' employment, recruitment (OTM-R), employment, evaluation and research carer support into internal policies and strategy. Deepened with decreasing beaurocracy SINDBAD and e-recruitment system. This is also visible within the YUFE initiative under which NCU implemented HRS4R with OTM-R as far as Staff Development Policy is considered.
2. Introduction of ethical spokesperson. Deepened by appointing Deputy Rectors for: Equal Treatment, Student and Doctoral Student Safety, Education and Student Affairs at Collegium Medicum, Academic Ombudsman.

3. Raising awareness on the implementation processes, publishing actions, workshop. Deepened by the communication and dissemination strategy.
4. Introducing new areas to electronic employee survey, which will cover all aspects of EC Charter & Code. Deepened by introducing areas relating to employees' wellbeing.
5. Introducing IT solutions for protecting research data. Deepened by the internal procedures on research data protection were introduced in 2017, this was followed by enforcing hardware and software purchase in 2018-19. New institutional repositories were introduced <https://repozytorium.umk.pl/>, which also help making Open Access a publishing standard in NCU.

4. Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy?

We must indicate several factors that affected NCU's HR strategy in a positive way:

1. 2018: Introduction of the new Law on Higher Education in Poland and its influence on NCU in Toruń

The new law represents a change of the attitude to education, conducting research and university governance and influenced change of main internal acts among every Higher University Institutions in Poland. Most of the Law's innovations became effective from October 1st 2018, although some first provisions entered into force in August 2018. The law's full implementation is scheduled for 2022 this is why every Higher University Institution in Poland is in the process of implementation and change. What needs to be emphasized is that change has been announced as a new Constitution for Science. New approach links provisions resulting from several legislative acts such as the Laws on Higher Education, on the Principles of Financing Science, on Student Loans, as well as on Academic Degrees and Title and Degrees and Title in the Art (see attached information: Introduction of the new Law on Higher Education – situational context of functioning of Polish Universities from the October 2018).

2. NCU – Research University (<https://www.umk.pl/en/research-uni/>)

In 2018 NCU was recognized by the Ministry of Higher Education as one of the top 10 universities *in Poland and consequently*. This additional funding hugely increased opportunities in terms of 4xI:

1. **Internationalisation:** establishing 5 Centers of Excellence in priority research areas, increasing the mobility of students, PhD students, post-docs, and senior academics, especially in the priority research areas, creating a thorough system of institutional support for managing international partnerships with top research institutions.
2. **Interdisciplinarity:** promoting interdisciplinary research, creating interdisciplinary study directions in English.

3. **Innovation:** introducing dedicated trainings in TRIZ methodology, supporting employee mobility in the area of innovation and knowledge transfer.
4. **Integrity:** Sustainable development facilitated by introducing competitions for interdisciplinary teams and clear career paths for scientists as well as by implementing the “HR Excellence in Research” regulations regarding evaluation and recruitment, Establishing new, integrated offices responsible for internationalisation, grant support, and human resources distributed on both central and faculty levels.

3. 2019 - New Board of Rectors of NCU in Toruń

New Board of Rectors introduced a new perspective on quality of the University. Every new main act, every new internal regulation, every new procedure include assumptions of Charter & Code.

4. Implementation of SINDBAD

Since 2018 NCU is undergoing changes as far as integrated system for research, education and management is considered.

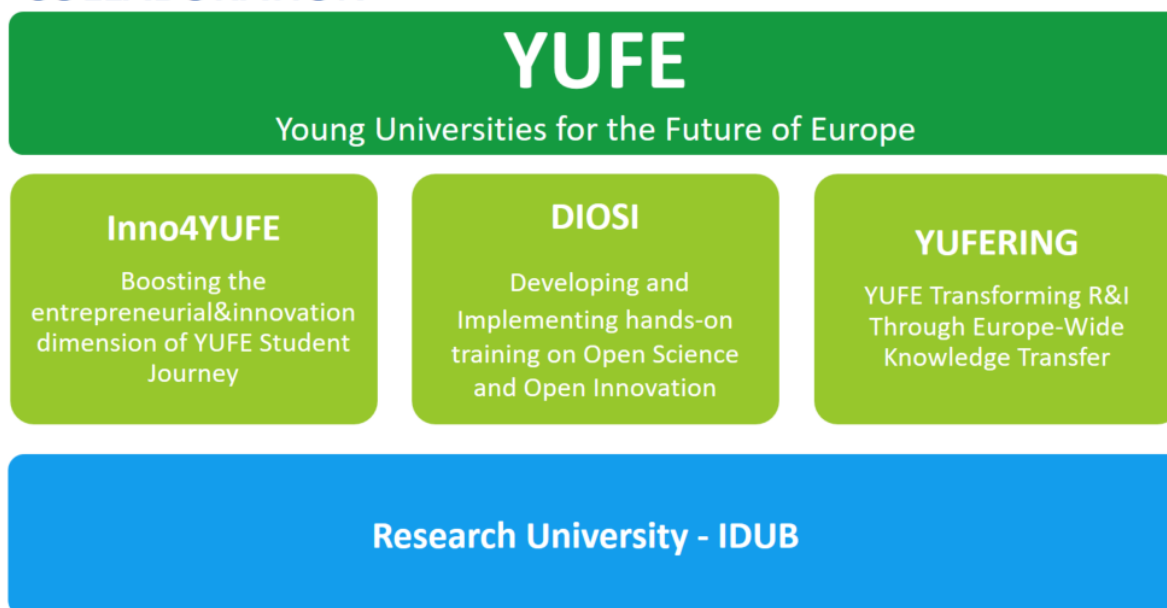
5. YUFE

Young Universities for the Future of Europe - NCU as an active partner of the Alliance. We participate and cooperate in every action of the Alliance, which means introducing new quality activities both to educational and research areas of functioning of NCU.

YUFE aims at achieving a shared identity legally by:

- ⊙ transforming the existing joint and double degrees into one single European University degree, recognized across the European Education Area and beyond;
- ⊙ moving from currently cooperating, but autonomously operating universities into a federation-type university model and then into fully integrated European University with a common strategy and systemic collaboration.

COLLABORATION



6. The Pandemic

The last but not least – the Pandemic and thinking of each employee. It has significantly affected the way NCU operates. What is worth to be emphasized is the fact that special Task Force Group was established. Thanks to well-managed and coordinated situation researchers and administrative staff could continue their work remotely. The pandemic period was also the time NCU as an employer used digital tools in the best way – **77 training session and workshop dedicated to soft skill were provided to researchers, ESR and administrative staff.** In response to needs of NCU employees special trainings on home office, time management, psychosomatics and more were provided.

5. Are any strategic decisions under way that may influence the action plan?

Every action planned for the 2022-2026 complies with the HRS4R. We are influencing the effectiveness - NCU established multileveled monitoring system for the implementation of its strategic goals.

- Introduction of the new strategy - task and goals in the strategy comply with the HRS4R, There is a Strategy Task Force Group with constant cooperation with the Board of Rectors and Working Groups.
- Research University goals complies with the HRS4R and goals from the strategy, Research University Task Force Group and Working Groups are involved in the implementation process.

- Think Tank of NCU - monitors implementation of the Research University.

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

In 2018 NCU prepared GAP Analysis in which we stated what has to be done to fully implement HRS4R. Accordingly with internal analysis conducted since that time has been made. The decision was to verify the status of OTM-R principles within NCU. Below we are presenting major weaknesses NCU had in the area in 2018:

- lack of OTM-R policies and procedures,
- lack of communication strategy on the OTM-R
- lack of establishing e-recruitment system with common templates – complying to the OTM-R
- lack of introducing monitoring system for recruitment

It must be **emphasized NCU overcame the Pandemic and made achievement of this goals possible despite it.** That many actions were foreseen to align our recruitment system with the OTM-R principles. Alignment was not easy, but it was an extremely important opportunity to promote cooperation among different offices which are involved in different recruitment phases.

Below we presents what NCU has achieved in the area of OTM-R:

- the university strategy complies with HRS4R;
- a deep analysis and revision of all recruitment procedures – representatives of researchers and administrative staff (different offices) were involved in this process. This approach had participatory character and was under the leadership of the NCU's Chancellor;
- **introduction of OTM-R;**
- introduction of communication strategy on the OTM-R principles with regards both to administrative staff and members of selection committees (generally researchers);
- implementation of e-recruitment system for all the positions for researchers recruited by NCU;
- usage of standardized documents/templates;
- transparency in the evaluation process (e.g. by delivering feedback to candidates);
- an effective and constant support by the Independent Supervisor for HR of academic teachers.

Generally, from the basic phase NCU came to advanced level, where recruitment procedures are managed by several offices (central administration and administration of departments). The OTM-R policy is a great milestone as far as implementing HRS4R by different actors is considered.

We emphasize there is a room for improvement. The goal for the next 3-6 years is to:

- have the evaluation system for researchers that is compatible with system supporting researchers in gathering their employees achievements;
- have a good monitoring system;
- have already set cooperation with the University Think Tank;
- have the OTM-R processes monitored and evaluated in the field of University Strategy and the Personal Policy.

7. Implementation

7.1. General overview of the implementation process

NCU determines the level of implementation of the Charter and Code's principles as more than satisfactory. With the strategic decisions we emphasize that in the field of working conditions, training and development, ethic and professional aspects, as well as recruitment and selection – MILESTONE had been made. We emphasize that:

- reaction to introduction of legal changes in PL was immediate. Introduction of the new Law on Higher Education in Poland influenced a change of the attitude to education, conducting research and university governance. This impacted the change of main internal acts among every Higher University Institutions in Poland. **GAP Analysis** in these areas was conducted. The greatest accuracy was taken into account, so that every strategic document and internal rule incorporated principles of EC Charter and Code.
- Principles of the EC Charter and Code were implemented into the Personal Policy of the NCU, which is fundamental for the implementation of strategic and operational goals of the Strategy of the University.
- **OTM-R** policy has been established.
- **Deputy Rectors for: Equal Treatment, Student and Doctoral Student Safety, Education and Student Affairs at Collegium Medicum, Academic Ombudsman.** One of our biggest strengths is the fact that on the everyday basis Deputy Rectors work directly with researchers, PhD students, students and administrative staff who can ask them for help and advice. Bureaucratic issues have been minimised. Deputy Rectors are subordinated to rector what guarantees quick and direct way of passing information and give the best chance for immediate response when it's needed. Deputy Rectors performed actions despite the Pandemic. What is more, they regularly cooperate with the University Centre for Support and Personal Development. This University Centre complements work of Deputy Rectors through professional training sessions and workshops, as well as dedicated psychological support.
- **Independent Supervisor for HR for academic teachers** who works directly with Rector of NCU, vice-Rector for Research and with the Chancellor of the University coordinates processes in which recruitment and selection are in line with HRS4R.

- The discussion on **researchers' needs** as far as personal and professional development is considered was opened with a wide quantitative and qualitative research. Results of this researches were used in the application process as far as Research University is considered (proactive approach)
- We started to **increase awareness on the importance of transversal skills in research career** – what has been emphasized in the main documents such as Strategy of the University and the Personal Policy. It has been also emphasized as far as goals of NCU as Research University are considered. (See attached report from soft-skills training organized in 2020-2021 for R1-R4). What is worth to be mentioned is the fact that NCU considered the need of home office within pandemic very important, therefore also in these area dedicated trainings and workshop were provided.
- Internal evaluation system of researchers' activity has been enriched with a variety of indicators which represent NCU awareness on research quality, internationalization, exploitation of research results and cooperation with society and complies with the HRS4R.
- we obtained the **Statute of Research University**. This additional funding hugely increased opportunities in terms of 4xI:

Internalisation: establishing 5 Centres of Excellence in priority research areas, increasing the mobility of students, PhD students, post-docs, and senior academics, especially in the priority research areas, creating a thorough system of institutional support for managing international partnerships with top research institutions. Competitions for individual researchers and research teams <https://www.umk.pl/en/research-uni/competition/>

Interdisciplinarity: promoting interdisciplinary research, creating interdisciplinary study directions in English.

Innovation: introducing dedicated trainings in TRIZ methodology, supporting employee mobility in the area of innovation and knowledge transfer.

Integrity: Sustainable development facilitated by introducing competitions for interdisciplinary teams and clear career paths for scientists as well as by implementing the “HR Excellence in Research” regulations regarding evaluation and recruitment, establishing new, integrated offices responsible for internationalisation, grant support, and human resources distributed on both central and faculty levels.

- Science communication strategy has been implemented, dedicated information for Researchers (R2-R4), dedicated information for PhD students – R1.

7.2. [How will the implementation committee and/or steering group regularly oversee progress?](#)

HR Excellence in Research Task Force group coordinates the implementation of HRS4R at NCU. The group was established with the Rector's Regulation no 214/2020 from the 7th October 2020. The leadership of this group has changed and it is now the Independent

Supervisor for HR of academic teachers. the members of this group have been slightly exchanged as we wanted to make sure every area of the Charter and Code has been taken care.

The Task Force group is a working group in its character and tasks. It's composed by:

- Vice-Rector for Research (R4);
- Head of Science Office;
- Deputy Head of Science office and International Projects CM NCU;
- Deputy Head of HR Department;
- Deputy Head of UCI, phd (R2);
- representative of researchers (R3);
- representatives of researchers (now R2, before that R1);

Members of the Task Force group ensures the participation of the key persons dealing with the topics of the Charter and Code, both at the decision-making level (management & research) and at the operational level (management & administrative). It also guarantees a good presence of female (5 to 3) and the presence R2-R4 (we had all groups represented but our R1 became R2 recently).

Actions and decisions made by the HR Excellence in Research Task Force Group are reported to Rector and the Board of Rectors who are responsible for overseeing the progress of the actions, implement HRS4R in the Strategy of the University, so that the quality of implementation could be ensured,

Common goal: improvement of research environment and university community: Independent Supervisor for Human Resources Management is responsible for communication between the Task Force Group and the Board of Rectors. Moreover, twice a year IS for HR meets the Board of Rectors, Deans, Head of Disciplines and Heads of Unit, so that information on the implementation of HRS4R could be transferred. AS for the fact nothing won't happen without the administrative part – IS for HR also cooperates on an everyday basis and meets Heads of Units (Rectorate, Departments) to share the information on the implementation of HRS4R.

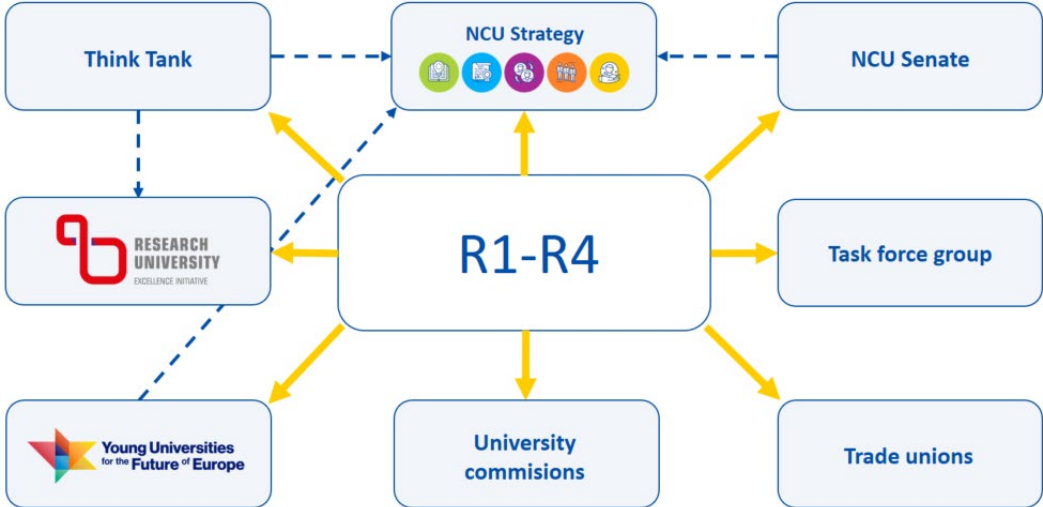
We would like to emphasize that the Rector and Vice-Rector for Research are strongly engaged in the implementation process of the Charter and Code. Additionally, with having University Think Tank established, a multileveled monitoring system and constant supervision have been introduced to NCU. This assures prompt reactions to any unpredicted situation that may occur and makes we keep risk management as low as possible.

7.3. How do you intend to involve the research community, your main stakeholders, in the implementation process?

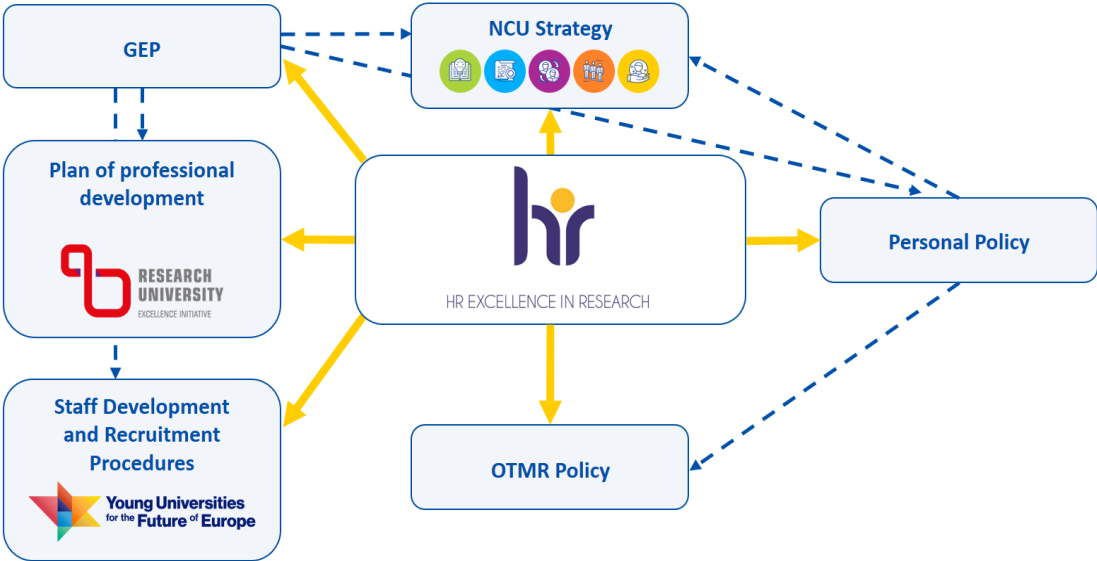
NCU puts a great effort and pay great attention to be as close to researchers as it's possible. It has been stated in the Strategy of NCU as operational goal no. IV.4 – Strengthen identification

and build lasting ties within the University community. The Strategy sets out our objectives for the coming years. They are both ambitious and realistic. The main goals (strategic goals) and the more detailed operational objectives that serve their implementation are not just vaguely defined dreams. The point is to implement the Strategy step by step, so that the vision of our University set out in it becomes a reality. We have also appointed teams responsible for the implementation of the objectives in the five areas. On this basis and as far as the central level is considered - representatives from R1 to R4 have their representation in every main processes and initiatives (see AP: 4, 5, 7, 8, 10, 11, 20, 21, 22, 24, 25, 39):

Researchers and their role in the implementation process



Moreover, the HR Excellence in Research Strategy goals have been implemented into main goals of the NCU.



NCU wants to sustainably develop an open inclusive organisational culture in line with the University's international aspirations, in which objective assessment, trust, mutual support and community integrity attract the best and strengthen links with the University. The community of NCU is stronger when representatives of every group of employees participates in main processes and when every employee has possibility to give his/her opinion on matters which affects them. In this particular area NCU emphasizes two paths:

1. Internal Quality Assurance and Work Organisation System (internal rule no. 140/2019) with the employee satisfaction survey (see the AP 39);
2. Dedicated questionnaire on the development needs of researchers (i.e. 2018 – see the AP 10)

The aim of Academic Excellence System (AES) is:

- to improve the quality assurance, understood as the level of achieved learning objectives and the level of quality of realized processes which allow for achieving those objectives;
- to improve work organisation understood as the quality of internal processes realized at the University which allow for achieving high quality of education,

which translate into building up the culture of quality, good atmosphere and high work efficiency, satisfaction of staff and students, economic results and the University's reputation.

AES involves development of the quality assurance and work organisation in all fields relevant for the University's functioning, particularly in terms of:

- learning outcomes and study programs;
- learning organisation and conditions;
- quality of didactic classes;
- ongoing work and professional development of academic teachers and University's non-didactic staff;
- cooperation with external stakeholders;
- organisation and working conditions at the University;
- monitoring professional careers of University graduates.

AES includes faculty systems for quality assurance, unless they are not contradictory to it.

The objectives of AES include, in particular:

1. measuring, monitoring and analysis of the quality assurance and work organisation in the context of study programs offered by the University and their objectives by:
 - a. verification and evaluation of education outcomes,
 - b. monitoring study programs;
2. measuring, monitoring and analysis of the quality assurance and work organisation in the context of fulfilling students' needs and expectations by:
 - a. analyzing the expectations and self-assessment of students at the entry,
 - b. analyzing the expectations and self-assessment of students at the exit,
 - c. studying the quality of didactic classes,
 - d. studying students' satisfaction;

3. measuring, monitoring and analysis of the quality assurance and work organisation in the context of realization of employees' rights and duties by:
 - a. evaluation of didactic activities of academic teachers,
 - b. auditing didactic classes,
 - c. studying employee satisfaction;
4. measuring, monitoring and analysis of the quality assurance and work organisation in the context of fulfilling the needs and expectations of graduates and the remaining stakeholders by:
 - a. monitoring professional careers of University graduates,
 - b. studying stakeholders' satisfaction;
 - c. A detailed procedure of evaluation and analysis, as well as improving the quality assurance and work organisation in the areas mentioned in section 1 item 1 – 4, taking into account:
5. conducting information campaign;
6. gathering data by means of online questionnaire survey and other measuring tools;
7. data analysis and preparation of initial reports;
8. analysis of reports and formulating recommendations;
9. devising and approval of improvement-oriented measures;
10. implementation of improvement-oriented measures
11. evaluation of the effectiveness of the implemented improvement-oriented measures

Employee satisfaction survey

The aim of the employee satisfaction survey procedure is to improve the quality of education and work organisation at the University based on the survey addressed to employees concerning the level of satisfaction with the image, the University authorities, the immediate superior, cooperation, communication, working conditions, remuneration and development opportunities. Accordingly with the employee's needs only between 2019 and 2020 major goals were achieved:

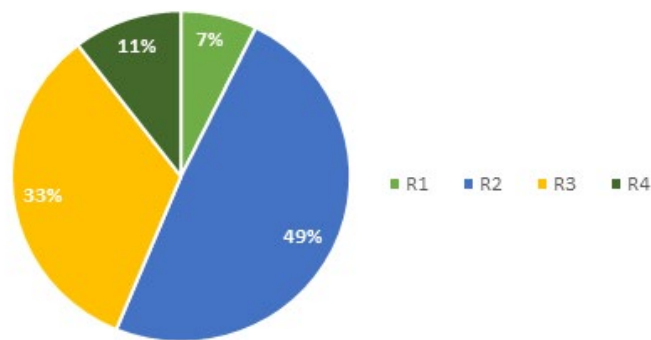
1. the assessment procedure of the researchers was improved and implemented;
2. the assessment procedure of the administrative staff accordingly with the competence model was implemented;
3. the Human Resources area was strengthened by 4 Independent Supervisors (2 for academics, 2 for administrative staff);
4. the supporting system in publishing research articles was implemented;
5. the supporting procedure in application for external funds with the emphasise on employment of administrative supporting staff in this area;
6. anti-discriminating system with procedures, trainings and coordinators (Deputy Rectors) was implemented;

In the relation to the strategy goal it was decided to analyse researchers' needs in the field of their development with regard to the principles of Charter and Code.

One of the example of the realization process of the strategy is the qualitative research. In 2018 every researcher was ask (2338) to share his/her opinion on the needs in the field of professional development.. We got 479 responses.

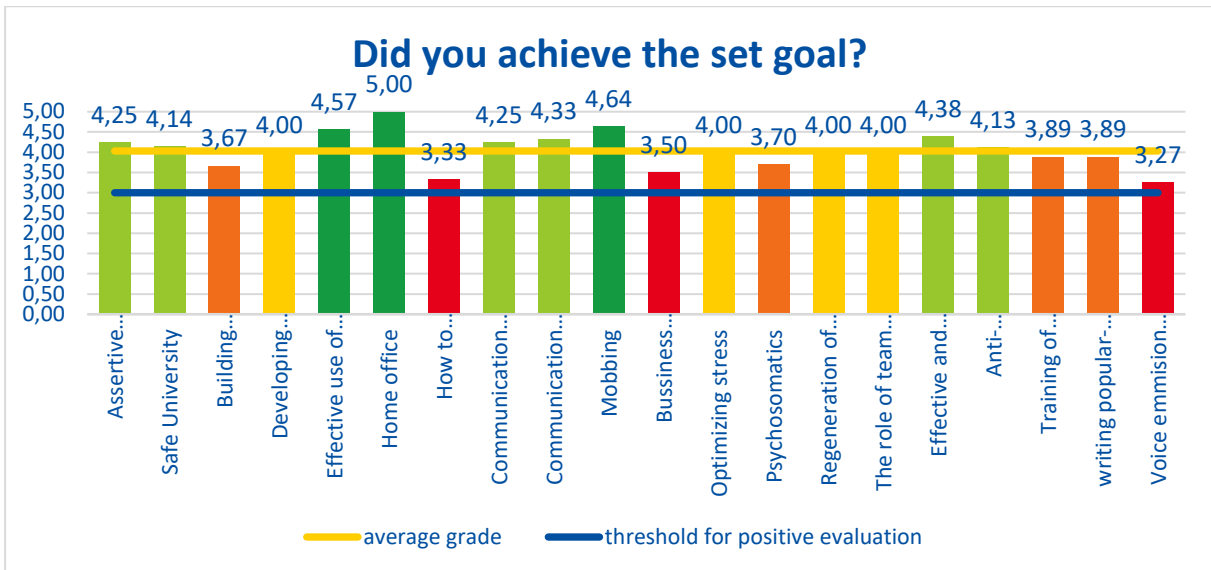
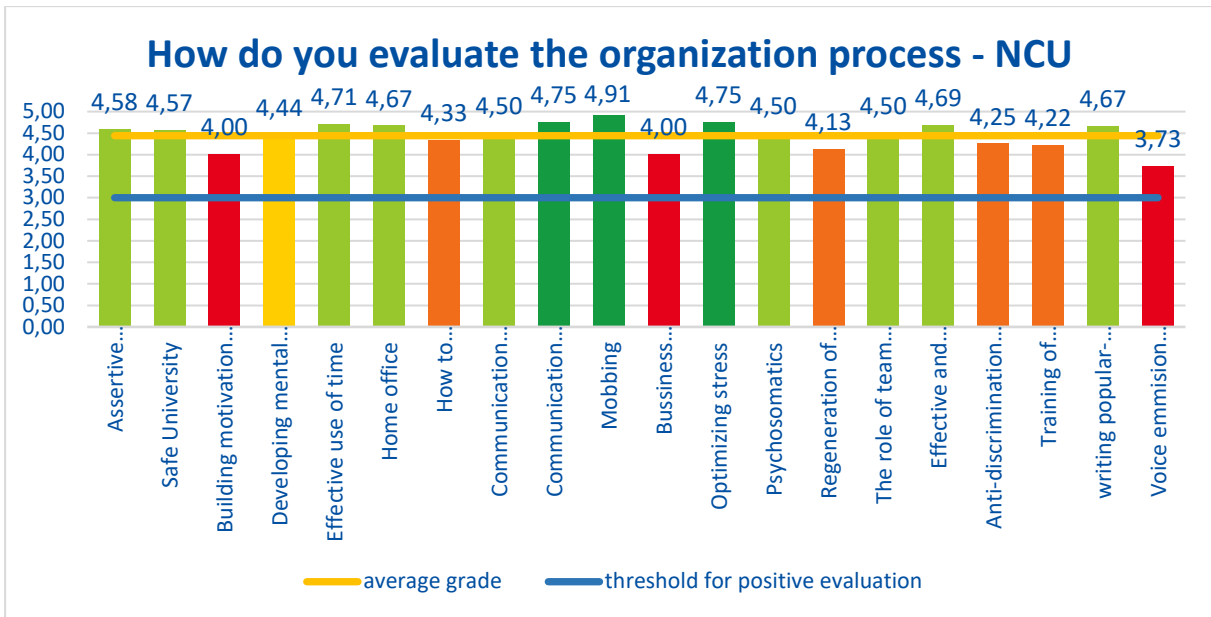
Faculty/organisational units	l. polls
Faculty of Physics, Astronomy and Informatics	58
Faculty of Languages	51
Faculty of Biology and Environmental Protection	36
Faculty of Humanities	34
Faculty of Chemistry	31
Faculty of Economic Sciences and Management	31
Faculty of History	28
Faculty of Pharmacy	27
Faculty of Health Sciences	24
Faculty of Medicine	23
Faculty of Law and Administration	21
Faculty of Earth Sciences	20
Faculty of Fine Arts	19
Faculty of Mathematics and Computer Science	18
Faculty of Educational Sciences	17
Faculty of Political and International Studies	12
Faculty of Theology	7
Centre for Modern Interdisciplinary Technologies	3
University Library	2
Foreign Languages Centre	2
Centre for Medical Simulation at NCU Collegium Medicum	1
NO RESPONSE	59
ALL	524

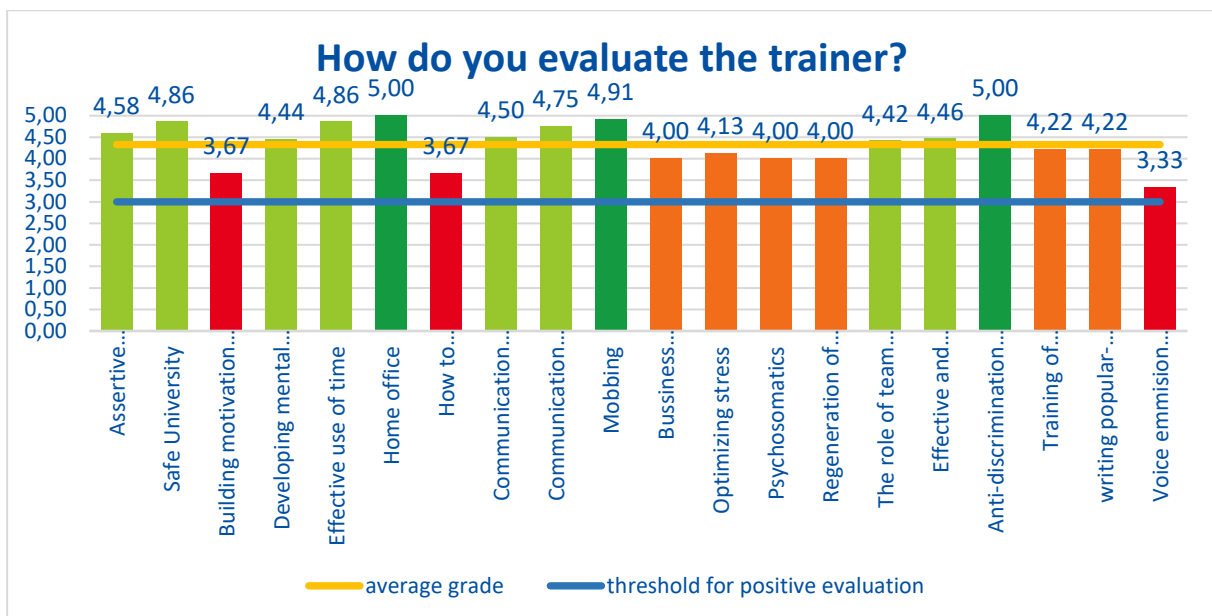
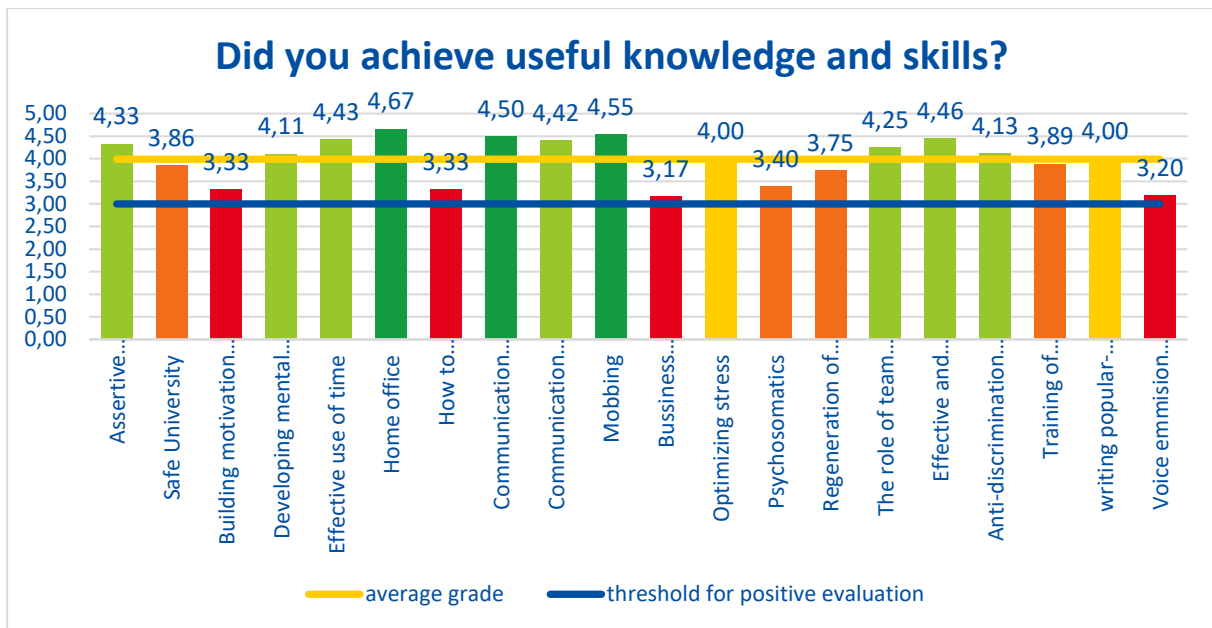
Among researchers who participated in the research the majority was represented by R2 (almost 50%).



The above mentioned figures demonstrate a quite satisfactory involvement of R1 and R2 during the qualitative research (60%).

On the basis of the qualitative research the quantitative one had been prepared. The group consisted of 17 researchers from various faculties. Each survey took between 1,5h up to 3 h. The goal was to understand what in researchers opinions the professional development is. Moreover, we wanted to get as much information as possible on the evaluation system and the promotion criteria. We achieved the goals and made a step forward in terms of indicating needs and expectations as far as support and professional development is considered. It was stated that professional development needs to be understood not only as the development in the field of science. Therefore plans for the development of researchers at NCU should be adjusted with the reference to the position and current career stage (we did it in the evaluation system). On this basis the Training and development offer was introduced and since 2020 over 600 participants have already taken part in dedicated training courses. We keep this monitored with the satisfaction survey with which we want researchers to actively take part in the implementation process. Below we are presenting some of the results:





7.4. How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.

NCU with the beginning of 2022 will start the implementation process of the new Strategy of the University in compliance with the HRS4R. In this very most important document Rector of NCU underlines:

- NCU is a friendly, inclusive workplace where research, art and medical development, as well as the transmission of universal values are of the greatest importance. Paths of professional career are being shaped accordingly with the standards of EC. Support and integrity of the University community attract the best candidates.

One of the 5 major goals concentrates on people (GOAL IV). Accordingly with NCU wants to continuously develop the inclusive and open organisational culture as an answer to international aspirations of NCU. The greatest attention is paid to objective assessment, trust, mutual support and the integral character of the whole community with the emphasis on:

IV.1. Implementation of proactive and professional personal policy (planning, improving excellence, assessment and professional promotion)

IV.2. Systemically improvement of employees qualifications.

IV.3. Making researchers, ESR and administrative staff more engaged due to the flexible and motivating remuneration system.

IV.4. Improvement of the identification and bonds with the University.

IV.5. Dissemination of openness and cooperation as key values of the inclusive organisational culture which is based on multidimensional communication.

It also needs to be emphasized that introduced Personal Policy and OTM-R policy, as well as exact recruitment procedures, complies with the principles of EC Charter and Code.

7.5. How will you ensure that the proposed actions are implemented

NCU has introduced the rule accordingly with the implementation process of the principles of EC Charter and Code are monitored on several levels.

- HRS4R is strongly embedded in the Strategy of the University.
- HR Excellence in Research Task Force Group has been set up to include representatives of every employees' category (R1-R4, administrative staff).
- Vice Rector for Research is responsible for the implementation of HRS4R and is a member of HR Excellence in Research Task Force Group.
- HR Excellence in Research Task Force Group is coordinated by the Independent Supervisor for HR of academic teachers.
- Independent Supervisor for Human Resources Management is subordinated to the Rector who is responsible for the creation of Personal Policy at the University.
- Independent Supervisor for Human Resources Management cooperates with the Rector, Vice-Rector for Research.
- Research University Task Force Group is coordinated by Vice-Rector for Research. This group, as well as Working Groups in this areas consists of representatives of researchers (R1-R4) and administrative staff.
- Research University goals include implementation of HRS4R.
- NCU's Think Tank consists of representatives of researchers (R1-R4) and administrative staff.

- NCU's Think Tank coordinates the implementation of Research University goals and its compliance with the Strategy goals.
- Deputy Rectors activities.

C&C principles are embedded in the strategic documents: Strategy of the University, Personal Policy, OTM-R policy.

Every planned and foreseen action of the new strategy results from the dialogue between researchers and Authorities of NCU since the GAP Analysis 2018. While addressing the researchers and the whole university community needs NCU Authorities set major goals HRS4R underlined in Strategic documents in compliance with the HRS4R. With multileveled monitoring system we guarantee a solid implementation of the principles of EC Charter and Code.

NCU indicated main actor for each process, so that every action has its' leader and every working group consists of representatives of R1-R4 and administrative staff. Responsibilities all transparent and well-known to the community.

Research University Initiative, Strategy of the University, HR Excellence in Research Task Force Group have Action Plan which includes cooperation between the researchers and administrative world.

Novelty:

- Independent Supervisor for Human Resources Management is in charge of taking care that every procedure undertaken in the field of HR includes principles of EC Charter and Code.
- Independent Supervisor for Human Resources Management collaborates as far as digitalization processes, implementing policies and procedures, communicating activities in the field of HRS4R are considered (meeting with Board of Rectors, Deans, Doctoral Schools, Phd Students, administrative staff, Heads of Units, Heads of Disciplines).

7.6. How will you monitor progress?

NCU has introduced the rule accordingly with the implementation process of the principles of EC Charter and Code are monitored on several levels. This is the fundamental rule accordingly with a constant monitoring action is being carried out. It helps us to:

- minimise the risk of identifying potential threats
- minimise the risk of not meeting the deadlines.

All involved actors, units, offices are in constant collaboration with the Independent Supervisor for Human Resources Management who makes sure that everyone is aware of what he/she has to do and to discuss any potential problem. Every action is well planned, so that realization of which is not threatened by overlapping with other responsibilities of engaged actors.

- Independent Supervisor for Human Resources Management meets the HR Excellence in Research once a month;
- Independent Supervisor for Human Resources Management meets the Rector accordingly with the needs;
- Independent Supervisor for Human Resources Management meets the Vice Rector for research every two weeks or accordingly with the needs;
- Independent Supervisor for Human Resources Management meets the Chancellor once a week or accordingly with the needs;
- Independent Supervisor for Human Resources Management meets Board of Rectors 3 times a year;
- Independent Supervisor for Human Resources Management meets Deans and Heads of Disciplines 3 times a year;
- Independent Supervisor for Human Resources Management meets every engaged actor on the everyday basis.

This ensures the actual implementation of the action she is responsible for and has a positive impact on the communication and dissemination strategy as far as HRS4R is considered.

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

Action Plan indicates that to each action we assigned one or more indicator as a helpful tool in monitoring the evidence of the level of progress of the action.

Indicators exposed in the Action Plan are coherent with the Vision and Strategy of the University and complies with strategic documents which implements principles of EC Charter and Code. This guarantee pure added value in terms of functioning and management of NCU:

- all offices (Rectorate level, Faculty level) and every actor (Rectorate level, Faculty level) are involved in the implementation of HRS4R.
- all offices (Rectorate level, Faculty level) and every actor (Rectorate level, Faculty level) began to associate HR processes with the implementation of HRS4R

We emphasize that each indicator and related target value have been thoroughly discussed and well planned within the Working Group it refers to. In this way NCU put a great attention to the **responsibility in the process of choosing correct goals/adequate indicators and proper target group in terms of feasible and sustainable character of the implementation process.** As far as management on the highest level is considered – crucial actors are involved in implementation processes of the Strategy, research University and HRS4R, as to make sure every area is being covered with the principles of EC Charter and Code.

Independent Supervisor of HR of academic teachers takes a great care of the communication processes with every actor and office involved in the process.

Rector, Vice Rector for Research and the Chancellor of the University put a great attention that information on the implementation processes of HRS4R is well distributed to the whole community of our University. The best examples are plenary meetings with Board of Rectors, representative of the University Board, Deans and Heads of Administrative Units.

HR Excellence in Research Task Force Group is dedicated to discuss any of difficulties. Presence of Vice Rector for Research and the Independent Supervisor for Human Resources Management facilitates the reaction and decision processes.

8. Additional remarks/comments about the proposed implementation process

Research environment and the community of NCU are underlined in the Strategy of NCU. We make this priorities visible and we introduce the importance of research excellence since the very first interest, recruitment and employment phase.

Since 2018 NCU made a milestone in the fields of:

- adjustment of internal rules accordingly with the new Law on Higher Education and the principles of the EC Charter and Code;
- introduction of new main acts which comply with the EC Charter and Code;
- compliance with HRS4R:
 - a) **Internationalisation**: establishing Centers of Excellence in priority research areas, increasing the mobility of PhD students, post-docs, and senior academics, especially in the priority research areas, creating a thorough system of institutional support for managing international partnerships with top research institutions.
 - b) **Interdisciplinarity**: promoting interdisciplinary research, creating interdisciplinary study directions in English.
 - c) **Innovation**: introducing dedicated trainings and supporting employee mobility in the area of innovation and knowledge transfer.
 - d) **Integrity**: Sustainable development facilitated by introducing competitions for interdisciplinary teams and clear career paths for scientists as well as by implementing the “HR Excellence in Research” regulations regarding evaluation and recruitment.
- improvement of working conditions accordingly with the HRS4R (as it is stated in strengths in ethical and professional aspects, recruitment and selections (**OTM-R**), working conditions parts);
- improvement of training and development possibilities accordingly with the HRS4R (as it is stated in strengths in the training and development part);
- improvement on the communication and dissemination – with emphasis on researchers’ opinions on the professional development qualitative and quantitative research;

- participation in decision-making bodies (IDUB, Tasks Force Groups);
- complains/appeals (Deputy Rectors);
- equal treatment, non-discrimination (Deputy Rectors);
- coordination of the principles of IC Charter and Code (Independent Supervisor for Human Resources Management).

We assure the implementation process for proposed implementation process is the best it can be. Every action planned for the 2022-2026 complies with the HRS4R. As Research University – one of the top 10 in Poland – we are shaping the effectiveness in the best possible way. NCU established multileveled monitoring system for the implementation of its strategic goals. The Board of Rectors, the Chancellor – every most important actor at NCU is truly engaged and visible in the process of implementation, as well as representatives of every group: R1-R4, administrative staff, trade unions, PhD students and students are visible in the decision-making processes.

NCU puts a great effort and pay great attention to be as close to researchers as it's possible. Therefore, the new Strategy of the University underlines:

- NCU is a friendly and inclusive workplace where research, art and medical development, as well as the transmission of universal values are of the greatest importance.
- Paths of professional career at NCU are being shaped accordingly with the standards of the principles of EC Charter and Code.
- Support and integrity presented by the University community attract the best candidates.

9. Actions

Proposed ACTIONS				
Action 1	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
Implement a human resources policy based on the principles of equality and prevent all forms of discrimination and mobbing. <u>Implementation of the transparency mechanisms on the:</u> 1. equal treatment 2. academic spokesman 3. case of danger and breach of security rules among students and PhD students.	2. Ethical principles 3. Professional responsibility 4. Professional attitude 5. Contractual and legal obligations 10. Non discrimination 23. Research environment 24. Working conditions 34. Complains/appeals	IV q. 2021	Deputy Rectors	Target: NCU's community: R1-R4, PhD students, students, administrative staff. Indicator: 3 Deputy Rectors Appointed, 3 internal regulation issued. Rising awareness, being open and transparent employer to the community.
	Current Status	Remarks		
	NEW/COMPLETED	Internal Regulations have been implemented by NCU Rector as Rector's Regulation (no 209/2021, 210/2021 and 211/2021) and publicly disseminated by the administrative bulletin to every employee and ERS. Coherence with the Strategy: IV.1, IV.2, IV.3, IV.4, IV.5		

Action 2	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Implement a human resources policy based on the principles of equality and prevent all forms of discrimination and mobbing.</p> <p><u>Monitoring on:</u></p> <ul style="list-style-type: none"> - equal treatment, - students and PhD students safety - mediation 	<p>2. Ethical principles 3. Professional responsibility 4. Professional attitude 10. Non discrimination 24. Working conditions 27. Gender balance</p>	<p>III q. each year</p>	<p>Deputy Rectors</p>	<p>Target: R1-R4, administrative staff. Indicator: Yearly reports (3): amicable solving of problems, support to every employee and PhD students in the fields of: ethics and professional aspects at work and everyday life; complaints; mediation in the dispute between employees and between employees and employer; physical and psychological safety; wellbeing of students, PhD students, employees; consulting students and PhD students; coaching; responding to crisis situations; helping people experiencing discriminating behaviour., cooperation with the HR in case of implementation of changes when necessary.</p>
	<p>Current Status</p>	<p>Remarks</p>		
	<p>NEW/IN PROGRESS</p>	<p>One of our biggest strengths is the fact that on the everyday basis Deputy Rectors work directly with researchers, PhD students, students and administrative staff who can ask them for help and advice. Bureaucratic issues have been minimised. Deputy Rectors are subordinated to rector what guarantees quick and direct way of passing information and give the best chance for immediate response when it's needed. Policy on the inclusive. Monitoring includes searching for examples which may need to be taken into account as far as equality procedures are considered from the one</p>		

		side, and take care of minimising number of acts of unwanted/discriminating behaviour and maximizing number of situation in which every NCU community member is well-informed on his/hers rights and duties. The activity on the non-discrimination includes also training for employees. Coherence with the Strategy: IV.1, IV.2, IV.3, IV.4, IV.5
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Action 3	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
Implement a human resources policy based on the principles of equality and prevent all forms of discrimination and mobbing. <ul style="list-style-type: none"> Rising awareness on non-discrimination issues. 	2. Ethical principles 3. Professional responsibility 4. Professional attitude 5. Contractual and legal obligations 10. Non discrimination 24. Working conditions 25. Stability and permanence of employment 39. Access to research training and continuous development	2026 appropriately to the needs	Deputy Rector for Equal Treatment	Target: R1-R4 and ERS, administrative Staff, community of NCU. Indicator 1: inclusive and equal language in strategic documents, internal regulations and dissemination and communication – internal regulation Indicator 2: awareness among researchers, ERS, administrative Staff and community of NCU by popularization of Law, given information how to deal with discriminating behaviour and the whom report unwanted acts of behaviour – workshop for the management board – the highest level (10 people), continuous workshops for employees and students.
	Current Status	Remarks		

	NEW	Every new strategic document and internal regulation is being checked by the Deputy Rector on the consistency with inclusive and equal language. NCU is a strong part within YUFE Alliance as far as glossary and dictionary in the field of equal treatment is considered. Monitoring includes searching for examples which may need to be taken into account as far as equality procedures are considered from the one side, and take care of minimising number of acts of unwanted/discriminating behaviour and maximizing number of situation in which every NCU community member is well-informed on his/hers rights and duties. The activity on the non-discrimination includes also training for employees. Coherence with the Strategy: IV.5.1, IV.5.4
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Action 4	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
Implement a human resources policy based on the principles of equality and prevent all forms of discrimination and mobbing. <ul style="list-style-type: none"> Gender Equality Plan 	2. Ethical principles 4. Professional attitude 10. Non discrimination 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code) 23. Research environment 24. Working conditions 26. Funding and salaries 27. Gender balance 28. Career development 34. Complains/appeals 35. Participation in decision-making bodies	IV q. 2021	Deputy Rector for Equal Treatment	Target: R1-R4, ESR, administrative staff, community of NCU Indicator: implementation of GEP as an internal rule .
	Current Status	Remarks		

	NEW/Completed	<p>Working group for creating of GEP has been established. It consist of representatives of R2-R4 and administrative staff. The project has already been proposed in October 2021 to the Board of Rectors by the Deputy Rector for Equal Treatment. The main fields have been discussed with the Independent Supervisor for Human Resources Management. The document have already been implemented and is available https://www.umk.pl/en/university/excellence-in-research/internal-regulations/Gender-Equality-Plan-ZR-30-2022-Annex.pdf</p> <p>Coherence with the Strategy: IV.5.1, IV.5.4</p>
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Action 5	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Implement a professional and proactive personnel policy, including planning, improvement, evaluation and professional promotion process.</p> <ul style="list-style-type: none"> Enhance the professionalism of academic staff recruitment based on reliable verification of competencies, open and transparent criteria of the HR Excellence in Research standard, and taking into account the specificity and development programmes of disciplines transparent – implementation of the OTM-R policy 	<p>12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code) 19. Recognition of qualifications (Code) 23. Research environment 24. Working conditions 35. Participation in decision-making bodies</p>	<p>IV q. 2021</p>	<p>Independent Supervisor for Human Resources Management</p>	<p>Target: employees and researchers interested in working at NCU, administrative staff and researchers from recruitment committees .</p> <ul style="list-style-type: none"> Indicators: 100% external researchers interested in working at NCU get transparent, open and merit based information. 100% of recruitment processes for researchers is based on OTM-R policy 100% of administrative staff and researchers involved in the recruitment process proceed accordingly with the OTM-R procedure.
	<p>Current Status</p>	<p>Remarks</p>		
	<p>COMPLETED</p>	<p>The Nicolaus Copernicus University serves people and develops thanks to them. It is a communal and friendly environment for scientific, artistic and medical development as well as for education and transmission of universal values.</p> <p>The University employs persons with recognised achievements as well as young scientists by creating the best conditions for the development of their research and creative activity. The University builds broad and lasting partnerships in the international academic community and focuses on developing top talent. These</p>		

		<p>activities result in increased interest and development of international scientific cooperation.</p> <p>The University has a specialised administration unit, which provides comprehensive supports for employees in their professional development and competence improvement. The University ensures equal opportunities for all staff by objectively assessing their contribution to particular areas of the University's activity. Recruitment and performance evaluation criteria stimulate the development of the University's scientific and teaching potential.</p> <p>https://www.umk.pl/en/university/excellence-in-research/</p> <p>Coherence with the Strategy: IV.1.2, IV.1.5</p>
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Action 6	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Implement a professional and proactive personnel policy, including planning, improvement, evaluation and professional promotion process.</p> <p>Enhance the professionalism of academic staff recruitment based on reliable verification of competencies, open and transparent criteria of the HR Excellence in Research standard, and taking into account the specificity and development programmes of disciplines transparent</p> <ul style="list-style-type: none"> E-recruitment system 	13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code) 22. Research of the profession 23. Research environment 24. Working conditions	I q. 2022 – I q. 2023.	UCI	<p>Target: R1-R4, administrative staff, PhD students; external users.</p> <p>Indicator: digital tool for transparent recruitment which is used on a regular daily basis.</p>
	Current Status	Remarks		
	NEW	<p>UCI created an e-recruitment tool accordingly with OTM-R assumptions. Independent Supervisor for Human Resources Management consulted internal regulation with HR Department, Independent Supervisor for GDPR and Deputy Rector for Equal Treatment. The project has already been presented to the Board of Rectors in October 2021. Workshop on the tool usage was conducted in April 2022. Implementation is foreseen for the January 2023.</p> <p>Coherence with the Strategy: IV.1.2, V.3.4, V.3.5</p>		

Action 7	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Implement a professional and proactive personal policy, including planning, improvement, evaluation and professional promotion processes. Creation of inclusive, supportive and safe working environment with HRS4R embedded.</p> <ul style="list-style-type: none"> Implementation of new Personal Policy 	<p>7. Good practice in research 10. Non-discrimination 11. Evaluation/appraisal system 12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code) 19. Recognition of qualifications (Code) 22. Research of the profession 23. Research environment 24. Working conditions 27. Gender balance 28. Career development 33. Teaching 35. Participation in decision-making bodies 38. Continuing Professional Development 39. Access to research training and continuous development 40. Supervision</p>	<p>IV q. 2021</p>	<p>Rector</p>	<p>Target: R1-R4, administrative staff. Indicator: internal regulation implemented.</p>
	<p>Current Status</p>	<p>Remarks</p>		
	<p>COMPLETED</p>	<p>Rector's Regulation approved by the Senate of NCU.</p> <ul style="list-style-type: none"> https://www.umk.pl/en/university/excellence-in-research/internal-regulations/Human-resources-management-policy-ZR-218-2021.pdf https://www.umk.pl/en/university/excellence-in-research/internal-regulations/Human-resources-management-policy-ZR-218-2021-an.pdf <p>Coherence with the Strategy: IV.1.1</p>		

Action 8	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Implement a professional and proactive personnel policy, including planning, improvement, evaluation and professional promotion process.</p> <ul style="list-style-type: none"> Improve the quality of work of academic teaching staff through a system of periodic assessment taking into account criteria appropriate to defined career paths, specific roles at the University and the specificity and development programmes of disciplines. 	1. Research freedom 2. Ethical principles 3. Professional responsibility 4. Professional attitude 7. Good practice in research 10. Non discrimination 11. Evaluation/appraisal systems 22. Research of the profession 23. Research environment 24. Working conditions 25. Stability and permanence of employment 28. Career development 31. Intellectual Property Rights 32. Co-authorship 33. Teaching 35. Participation in decision-making bodies 36. Relations with supervisors 38. Continuing Professional Development 39. Access to research training and continuous development 40. Supervision	IV q. 2020	Rector	<p>Target: academic teachers (R1-R4) employed at NCU</p> <p>Indicator:</p> <ul style="list-style-type: none"> - 100% of researchers and commission responsible for evaluation of researcher is informed on the procedure; - 100% of criteria are transparent and well known before the time of the evaluation,
	Current Status	Remarks		
	COMPLETED	<p>Internal Regulation - Rector's Regulation no 266 from the 16th December 2020. The regulation was widely consulted with representatives of researchers (R1-R4), Deans, Heads of Disciplines, Heads of Units employing academic teachers, Students' Council, PhD Students' Council, Senate and trade unions of NCU. The criteria had been prepared with the focus on discipline represented by each researcher dependently on the group and position of employment.</p>		

		Representatives of R1-R4, doctoral candidates and administrative support staff was involved in the implementation process. Coherence with Strategy: IV.1.3.
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Action 9	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Promote openness and collaboration as key values of the NCU inclusive organisational culture based on multidirectional communication. Nurture the integrity of the University by strengthening teamwork and removing barriers to internal collaboration.</p> <ul style="list-style-type: none"> GAP Analysis on the coherence on Internal Regulations/New Law on Higher Education and principles of EC Charter and Code 	<ol style="list-style-type: none"> 1. Research freedom 2. Ethical principles 3. Professional responsibility 4. Professional attitude 5. Contractual and legal obligations 7. Good practice in research 10. Non discrimination 11. Evaluation/appraisal systems 12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code) 23. Research environment 24. Working conditions 25. Stability and permanence of employment 26. Funding and salaries 27. Gender balance 28. Career development 31. Intellectual Property Rights 32. Co-authorship 33. Teaching 34. Complains/appeals 36. Relations with supervisors 39. Access to research training and continuous development 	III q. 2018	International Research Office	<p>Target: R1-R4, PhD students. Indicator: Indicator: Coherency: 100% Preparation of major internal regulations which complies with EC Charter and Code and the new Law on Higher Education in Poland.</p>

	Current Status	Remarks
	NEW/COMPLETED	GAP Analysis attached as additional document to the report. Representatives of R1-R4, doctoral candidates and administrative support staff was involved in the implementation process. Local, national and European context in the field of working conditions, training and development, ethical and professional aspects emphasizing the level of alignment between the local/new national and EC context in terms of regulations. Coherence with the Strategy: V.1.1.1, V.1.5, V.3.5

Action 10	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Strengthen identification and build lasting ties within the University Community, promote openness and collaboration as key values of the NCU inclusive organisational culture based on multidirectional communication. Systematically develop the competencies of employees.</p> <ul style="list-style-type: none"> Qualitative and quantitative analysis "Personal and professional development of researchers at NCU" 	23. Research environment 24. Working conditions 28. Career development 35. Participation in decision-making bodies 36. Relations with supervisors 38. Continuing Professional Development 39. Access to research training and continuous development	II q. 2018	Vice-Rector for Research	Target: R1-R4 Indicator: 450 responses, obtained 479 responses. Information on researchers' needs as a starting point in creating the strategy for the personal and professional development. Indicator 2: important knowledge for the Research University goals as far as Integrity, Innovation and Interdisciplinary is considered.
	Current Status	Remarks		
	NEW/COMPLETED	Representatives of R1-R4, doctoral candidates and administrative support staff was involved in the research. Research University Goals available https://idub.umk.pl/en/programme/basic-information/objectives/ Coherence with the Strategy: I.2, IV.2, IV.5		

Action 11	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Sustainable develop an open and inclusive organisational culture in line with the University's international aspirations, in which objective assessment, trust, mutual support and community integrity attract the best and strengthen links with the University. Promote openness and collaboration as key values of the NCU inclusive organisational culture based on multidirectional communication.</p> <ul style="list-style-type: none"> • Introduction of the new Statute • Introduction of Personal Policy 	35. Participation in decision-making bodies	III q. 2019 IV q. 2021	Senate of the NCU Rector of the NCU	Target: R1-R4, administrative staff, students, PhD students, trade unions, University Board. Indicator: 100% compliance with the principles of the EC Charter and Code, 2 documents implemented.
	Current Status	Remarks		
	COMPLETED	<p>Inclusive policy and visibility of representatives of various groups in the decision-making processes. The University is a friendly, open and inclusive environment for academic, artistic and medical development and sharing universal values. Professional career paths, shaped according to European standards, and the support and integrity of the community attract the best candidates. Representatives of R1-R4, doctoral candidates and administrative support staff was involved in the implementation process.</p> <p>Coherence with the Strategy: IV.5</p>		

Action 12	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Implement a professional and proactive personnel policy, including planning, improvement, evaluation and professional promotion process. Systematically develop the competencies of employees. Coordinate and make coherent all forms and programmes of development support, taking into account the objectives of the University, the needs diagnosis, and the segmentation of stakeholders.</p> <p>Develop the competencies of the university community members in entrepreneurship and innovation. Support innovation and innovation oriented activities of the University staff through mentoring, networking and other activating forms.</p> <ul style="list-style-type: none"> IPR support and service 	<p>2. Ethical principles 3. Professional responsibility 23. Research environment 31. Intellectual Property Rights</p>	<p>permanent</p>	<p>Centre for Academic Entrepreneurship and Technology Transfer</p>	<p>Target: R1-R4, students. Indicator: Implementation of the internal regulation on the IPR; specialist dedicated to individual support of R1-R4. The exact indicator accordingly with the Strategy is to be specified in 2023 after analysis.</p>
	<p>Current Status</p>	<p>Remarks</p>		
	<p>NEW/ in progress</p>	<p>IP Advisor was appointed to support R1-R4 and students in protecting their intellectual property by individual consultancy, trainings and promotion. Coherence with the Strategy: III.1, III.3, IV.1, IV.2</p>		

Action 13	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Implement a professional and proactive personnel policy, including planning, improvement, evaluation and professional promotion process. Systematically develop the competencies of employees. Coordinate and make coherent all forms and programmes of development support, taking into account the objectives of the University, the needs diagnosis, and the segmentation of stakeholders.</p> <p>Develop the competencies of the university community members in entrepreneurship and innovation. Support innovation and innovation oriented activities of the University staff through mentoring, networking and other activating forms.</p> <ul style="list-style-type: none"> • Academic Entrepreneurship • Academic Incubator 	<p>2. Ethical principles 3. Professional responsibility 9. Public engagement 24. Working conditions</p>	<p>annual action</p>	<p>Center for Academic Entrepreneurship and Technology Transfer</p>	<p>Target: R1-R4, economic environment, business environment. Indicator: Establishing the Centre for Academic Entrepreneurship and Technology Transfer with the focus on connecting science and business environment, wide spreading good practices S2B, presenting economic trends, innovations and IP protection.</p>
	<p>Current Status</p>	<p>Remarks</p>		
	<p>NEW/ in progress</p>	<p>FPA 2021 (completed action example): 5 presentations/panels and power speech about: mRNA platform in vaccination, trends in future industry, S2B – how it works at new University of Science and Technology in Bydgoszcz, patent or not – discussion moderated by Patent Office of the Republic of Poland, strategy of IP protection in companies – business and universities' approach (comparison and consequences). Coherence with the Strategy: III.1, III.3, IV.1, IV.2</p>		

Action 14	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Implement a professional and proactive personnel policy, including planning, improvement, evaluation and professional promotion process. Systematically develop the competencies of employees. Coordinate and make coherent all forms and programmes of development support, taking into account the objectives of the University, the needs diagnosis, and the segmentation of stakeholders.</p> <p>Develop the competencies of the university community members in entrepreneurship and innovation. Support innovation and innovation oriented activities of the University staff through mentoring, networking and other activating forms.</p> <ul style="list-style-type: none"> My Company – my start-up 	2. Ethical principles 3. Professional responsibility 24. Working conditions 28. Career development 30. Access to career advice 31. Intellectual Property Rights	IV q. 2025	Centre for Academic Entrepreneurship and Technology Transfer	Target: PhD students, R1, students. Indicator: contests promoting academic entrepreneurship and launching start-ups. Indicator: 12 beneficiaries
	Current Status	Remarks		
	COMPLETED	Centre for Academic Entrepreneurship and Technology Transfer organized a competition to promote academic entrepreneurship and launching start-ups among early stage researches and students. Winners: PetTeam application (students), Opti_Graf-3D (PhD students) and Funer App (students). Coherence with the Strategy: III.1, III.3, IV.1, IV.2		

Action 15	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Implement a professional and proactive personnel policy, including planning, improvement, evaluation and professional promotion process. Systematically develop the competencies of employees. Coordinate and make coherent all forms and programmes of development support, taking into account the objectives of the University, the needs diagnosis, and the segmentation of stakeholders.</p> <p>Develop the competencies of the university community members in entrepreneurship and innovation. Support innovation and innovation oriented activities of the University staff through mentoring, networking and other activating forms.</p> <p>Link the teaching offer and content with the challenges of the future.</p> <ul style="list-style-type: none"> • INCOOP – grants for innovative cooperation 	<p>7. Good practice in research 8. Dissemination, exploitation of results 23. Research environment 28. Career development 31. Intellectual Property Rights 39. Access to research training and continuous development</p>	<p>II – III q. 2021</p>	<p>Centre for Academic Entrepreneurship and Technology Transfer</p>	<p>Target: R1-R4, ESR, students. Indicator: 8 projects financed 2020-2021 in the field of strengthen collaboration R&B, stimulation of team work with different representatives of academic society and economic environment for exchanging the knowledge and experience.</p>
<p>NEW/COMPLETED</p>	<p>NEW/COMPLETED</p>	<p>Remarks</p> <p>Grants for research teams, composed of researchers and students, including PhD students, for small research projects (<30 000.00 PLN) with business potential (partner from the market was obligatory).</p> <p>Focused on cooperation between science and business. It allowed the best students to take up professional work during their studies and gave them a chance to gain experience in the labour market. The competition for internships was intended for students of the first and second degree and unified master's studies, conducted the employers' directions have submitted internships offers. The extent of this internship was directly related to the learning results assumed for the field of study in which the student was studying. It ensured the practical use of selected learning results in the tasks performed during the internship.</p> <p>Coherence with the Strategy: II.3, III.1, III.3, IV.1, IV.2</p>		

Action 16	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Implement a professional and proactive personnel policy, including planning, improvement, evaluation and professional promotion process. Systematically develop the competencies of employees. Coordinate and make coherent all forms and programmes of development support, taking into account the objectives of the University, the needs diagnosis, and the segmentation of stakeholders.</p> <p>Improve the competencies of the research staff and doctoral students in organising and conducting scientific and publishing activities through tailored training and dissemination of good practices.</p> <p>Develop the competencies of the university community members in entrepreneurship and innovation. Support innovation and innovation oriented activities of the University staff through mentoring, networking and other activating forms.</p>	<p>7. Good practice in research 8. Dissemination, exploitation of results 23. Research environment 28. Career development 31. Intellectual Property Rights 39. Access to research training and continuous development</p>	<p>IV q. 2020 – I q. 2021 IV q. 2025</p>	<p>Centre for Academic Entrepreneurship and Technology Transfer</p>	<p>Target: R1-R4, ESR.</p> <p>Indicator1: 60 people: Innovative attitudes became supported among researchers; This training edition assumed implementing the program for the 1st degree of certification MA TRIZ in the academic year 2020/2021 for 60 people from among research and didactic employees</p> <p>Indicator for 2025: approximately 100 people</p>
<ul style="list-style-type: none"> TRIZ – Theory of Inventive problem solving 	<p>Current Status</p>	<p>Remarks</p>		
	<p>NEW/COMPLETED</p>	<p>Workshops for researchers, students, including PhD students, which cover a practical methodology tool sets, a knowledge base and model-based technology for generating innovative solutions for problem solving. It is useful for problem formulation, system analysis, failure analysis, and patterns of system evaluation.</p> <p>The purpose of the training is to improve the competence in the managing process of creating innovations by referring to the tools of the TRIZ methodology - tools for solving innovative tasks. TRIZ tools support the thought processes associated with searching for creative solutions to help create optimal solutions to problems by improving existing solutions.</p> <p>Coherence with the Strategy: I.3, II.3, III.1, III.3, IV.1, IV.2</p>		

Action 17	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Implement a professional and proactive personnel policy, including planning, improvement, evaluation and professional promotion process. Systematically develop the competencies of employees. Coordinate and make coherent all forms and programmes of development support, taking into account the objectives of the University, the needs diagnosis, and the segmentation of stakeholders.</p> <p>Improve the competencies of the research staff and doctoral students in organising and conducting scientific and publishing activities through tailored training and dissemination of good practices.</p> <p>Develop the competencies of the university community members in entrepreneurship and innovation. Support innovation and innovation oriented activities of the University staff through mentoring, networking and other activating forms.</p> <ul style="list-style-type: none"> • INNStart Club 	<p>4. Professional attitude 7. Good practice in research 8. Dissemination, exploitation of results 23. Research environment 24. Working conditions 28. Career development 30. Access to career advice 31. Intellectual Property Rights 38. Continuing Professional Development</p>	<p>IV q. 2025</p>	<p>Centre for Academic Entrepreneurship and Technology Transfer</p>	<p>Target: PhD students, ESR. Indicator: programme of the INNStart Club which includes strengthening motivation, sharing knowledge and experiences between students, innovator and entrepreneurship.</p>
	<p>Current Status</p>	<p>Remarks</p>		
	<p>NEW</p>	<p>Entrepreneurship and Innovation competencies.</p>		

Action 18	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Implement a professional and proactive personnel policy, including planning, improvement, evaluation and professional promotion process. Systematically develop the competencies of employees. Coordinate and make coherent all forms and programmes of development support, taking into account the objectives of the University, the needs diagnosis, and the segmentation of stakeholders.</p> <p>Improve the competencies of the research staff and doctoral students in organising and conducting scientific and publishing activities through tailored training and dissemination of good practices.</p> <p>Implement than effective model to support female researchers in obtaining, managing and settling grants and conducting international scientific cooperation.</p> <ul style="list-style-type: none"> • Debuts 	<p>2. Ethical principles 3. Professional responsibility 4. Professional attitude 7. Good practice in research 10. Non discrimination 23. Research environment 24. Working conditions 27. Gender balance 28. Career development 30. Access to career advice 38. Continuing Professional Development 39. Access to research training and continuous development</p>	<p>IV q. 2025</p>	<p>IDUB</p>	<p>Targets: ESR, women - improving ESRs' activity who have not been managing their own research grant obtained from external funds within the last 5 years. Indicator: 120 beneficiaries</p>
	<p>Current Status</p>	<p>Remarks</p>		
	<p>NEW/IN PROGRESS</p>	<p>https://idub.umk.pl/en/competitions-announcements-and-results-2/competitions-for-employees/debuts/</p> <p>Coherence with the Strategy: I.5, IV.1-5</p>		

Action 19	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)	
<p>Implement a professional and proactive personnel policy, including planning, improvement, evaluation and professional promotion process. Systematically develop the competencies of employees. Coordinate and make coherent all forms and programmes of development support, taking into account the objectives of the University, the needs diagnosis, and the segmentation of stakeholders.</p> <p>Improve the competencies of the research staff and doctoral students in organising and conducting scientific and publishing activities through tailored training and dissemination of good practices.</p> <ul style="list-style-type: none"> Expert Initiative 	2. Ethical principles 3. Professional responsibility 10. Non discrimination 23. Research environment 24. Working conditions 28. Career development 30. Access to career advice 31. Intellectual Property Rights 33. Teaching 36. Relations with supervisors 38. Continuing Professional Development 39. Access to research training and continuous development	since 2020	IDUB	Target: R1-R4, ESR. Indicator: every year 21 experienced researchers ready to support researchers who hasn't been participating in the research project during last 5 years. strengthening the cooperation between experienced and less experienced researchers, improvement of researchers' activity in the field of research projects.	
	Current Status			Remarks	
	IN PROGRESS			NCU creates a system of substantive support form more experienced researchers for academic teachers and doctoral students of The Nicolaus Copernicus University in Toruń who prepare applications for research grants from external funds and mentoring at the initial stage of the grant implementation. https://idub.umk.pl/en/competitions-announcements-and-results-2/id-expert/competition-call-for-applications-for-expert-support/ Coherence with the Strategy: IV.2.5, IV.4.3	

Action 20	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Strengthen the University's position through outstanding scientific achievements that address the challenges of the future, a talented and motivated staff and strong partnership in the international academic space. IDUB – The impact of university activities on the development of world science and research cooperation with renowned universities.</p>	<p>2. Ethical principles 3. Professional responsibility 4. Professional attitude 7. Good practice in research 8. Dissemination, exploitation of results 11. Evaluation/appraisal systems 23. Research environment 24. Working conditions 28. Career development 29. Value of mobility 31. Intellectual Property Rights 32. Co-authorship 35. Participation in decision-making bodies</p>	<p>yearly 2020 – 2026</p>	<p>Vice-Rector for Research</p>	<p>Target: R1-R4. Indicator: obtain the research University status and remain focus on raising visibility and performance of researchers.</p>
	<p>Current Status</p>	<p>Remarks</p>		
	<p>NEW/ in progress</p>	<p>The "Excellence Initiative – Research University" programme aims to select and support the best Polish universities, which will be able to compete successfully with foreign institutions in the coming years. Research universities will receive a 10% higher subsidy in 2020-2026 for activities improving the quality of research and education. The programme is one of the essential measures undertaken as part of the reform of higher education and science in Poland. The implementation of the plans submitted by the universities within the framework of the competition will be subject to evaluation. A first mid-term evaluation will be carried out in 2023, and a final evaluation will be in 2026.</p> <p>Detailed goals in terms of raising the quality of research activity and the quality of education at the Nicolaus Copernicus University:</p> <ul style="list-style-type: none"> - increasing the number of highly scored publications and the quality of research (especially publications in Q1 and Q2 journals from the Web of Science), - increasing the academic exchange (including medium-term internship) with the world's leading research centers, 		

		<ul style="list-style-type: none">- increasing the number of applications in prestigious grant competitions,- popularization of team activities and competitions among the employees of the Nicolaus Copernicus University. <p>Representatives of R1-R4, doctoral candidates and administrative support staff are involved in the implementation process.</p> <p>Coherence with the Strategy: I.1, I.2, I.3, I.4. I.5, IV.2</p>
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Action 21	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Provide education that prepares for functioning and taking initiatives in a dynamically changing world by individualising development paths, making use of modern technologies and international experiences and offering tailored complementary forms of education.</p> <ul style="list-style-type: none"> IDUB– Quality of education of students and doctoral students. 	<p>4. Professional attitude 7. Good practice in research 23. Research environment 27. Gender balance 28. Career development 29. Value of mobility 30. Access to career advice 33. Teaching 35. Participation in decision-making bodies 39. Access to research training and continuous development 40. Supervision</p>	<p>yearly 2020 – 2026</p>	<p>Vice-Rector for Research</p>	<p>Target: PhD students, students. Indicator: improvement of quality of education of students and PhD students - 80% of positive opinions in the survey in 2026.</p>
	<p>Current Status</p> <p>NEW/ in progress</p>	<p>Remarks</p> <p>Detailed goals in terms of raising the quality of research activity and the quality of education at the Nicolaus Copernicus University:</p> <ul style="list-style-type: none"> - improving the quality of education of students and doctoral students, in particular in fields of study and in research disciplines related to priority of research areas (POB), - inclusion of students and doctoral students in conducting research activities, - effective competition for the most talented candidates for studies and for doctoral schools, also from abroad, by organizing summer schools, internships, dedicated scholarship, accreditations and academic partnerships with the best foreign universities, - implementation of a project-oriented and mobility-oriented education system, - doctoral schools with the flexible organization of the studies and strong focus on research. <p>Representatives of R1-R4, doctoral candidates and administrative support staff was involved in the implementation process. Coherence with the Strategy: II.1, II.3, II.5</p>		

Action 22	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Implement a professional and proactive personnel policy, including planning, improvement, evaluation and professional promotion processes.</p> <p>Periodically diagnose the competencies and development needs of the academic and support staff, including the use of modern analytical technologies.</p> <p>Coordinate and make coherent all forms and programmes of development support, taking into account the objectives of the University, the needs diagnosis and the segmentation of stakeholders.</p> <ul style="list-style-type: none"> IDUB – Professional development of employees and quality of the university management 	<p>2. Ethical principles 3. Professional responsibility 4. Professional attitude 5. Contractual and legal obligations 10. Non discrimination 23. Research environment 24. Working conditions 25. Stability and permanence of employment 27. Gender balance 28. Career development 30. Access to career advice 35. Participation in decision-making bodies 36. Relations with supervisors 37. Supervision and management duties 38. Continuing Professional Development 39. Access to research training and continuous development 40. Supervision</p>	<p>yearly 2020 – 2026</p>	<p>Vice-Rector for Research</p>	<p>Target: R1-R4, PhD students, administrative staff. Indicator: 800 participants</p>
	<p>Current Status</p>	<p>Remarks</p>		
	<p>NEW/ in progress</p>	<p>Detailed goals in terms of raising the quality of research activity and the quality of education at the Nicolaus Copernicus University: - preparation and implementation of comprehensive solutions for professional development of administrative staff and academic staff, in particular young researchers,</p>		

		<ul style="list-style-type: none"> - establishment of an internal grant system addressed to employees outside Centres of Excellence and Emerging Fields, - well-defined professional duties and career paths in each position, facilitating the balanced professional development of university employees and improving the integrity of our University, - improving the quality of university management, including pro-quality organizational changes, in order to develop the university as a whole, - establishment of the university Think Tank and integrated offices: grant internalization and human resources with agencies at the faculties, - introduction of lean management system and implementation of electronic document circulation. <p>Representatives of R1-R4, and administrative support staff was involved in the implementation process.</p> <p>Coherence with the Strategy: IV.1, IV.2.3, IV.2.4, V.2</p>
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Action 23	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
Adopt the rules of long-term, active personal policy based on supporting people in their development. <ul style="list-style-type: none"> GDPR trainings 	2. Ethical principles 3. Professional responsibility 23. Research environment 24. Working conditions 30. Access to career advice 31. Intellectual Property Rights 38. Continuing Professional Development 39. Access to research training and continuous development	2021	Independent Supervisor for GDPR	Target: R1-R4, administrative staff. Indicator: 100% of the researchers and administrative professional support staff
	Current Status	Remarks		
	NEW/completed	Obligatory 2 training sessions available online for every employee of the NCU. Certificated. Coherence with the Strategy: IV.2.3, IV.2.4		

Action 24	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
Implement a professional and proactive personnel policy, including planning, improvement, evaluation and professional promotion process. <ul style="list-style-type: none"> Improve the quality of work of academic teaching staff through a system of periodic assessment taking into account criteria appropriate to defined career paths, specific roles at the University and the specificity and development programmes of disciplines. Implementation of the evaluation system Support the management of scientific activity by implementing an analytical system based on a common database. 	3. Professional responsibility 11. Evaluation/appraisal systems 22. Research of the profession 23. Research environment 24. Working conditions 28. Career development 35. Participation in decision-making bodies	IV q. 2026	UCI, Vice-Rector for Research	Target: R1-R4. Indicator: e-tool: evaluation of researchers is done in 100% with the support of the evaluation system.
	Current Status	Remarks		
	NEW	To be complied with OMEGA PSIR – system which gathers data on publications, extended on every field of researchers' activity. Representatives of researchers and administrative support staff was involved in the implementation process. Coherence with the Strategy: V.3.5.		

Action 25	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Introduction of the IDP Implement a professional and proactive personnel policy, including planning, improvement, evaluation and professional promotion process. Systematically develop the competencies of employees.</p> <ul style="list-style-type: none"> Improve the quality of work of academic teaching staff through a system of periodic assessment taking into account criteria appropriate to defined career paths, specific roles at the University and the specificity and development programmes of disciplines. Introduce a standard of support for employees based on a constant dialogue with supervisors in the form of individual development plan. 	<p>2. Ethical principles 3. Professional responsibility 4. Professional attitude 7. Good practice in research 10. Non discrimination 11. Evaluation/appraisal systems 23. Research environment 24. Working conditions 28. Career development 30. Access to career advice 31. Intellectual Property Rights 35. Participation in decision-making bodies 36. Relations with supervisors 38. Continuing Professional Development 39. Access to research training and continuous development 40. Supervision</p>	<p>IV q. 2026</p>	<p>Faculties</p>	<p>Target: representatives of R1-R4. Indicator: 30% of employees encompassed with IDP – University Strategy (IV.1.3).</p>
	<p>Current Status</p>	<p>Remarks</p>		
	<p>IN PROGRESS</p>	<p>Plan to start with obligatory indicator from the 2022 with the presence of researchers and doctoral candidates. Implementation of HRS4R into the evaluation system of academic teachers at NCU - introduction of soft skills and individual development into the evaluation procedure. Coherence with the Strategy: IV.2.1</p>		

Action 26	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Ensure the availability of information on the results of research and organisational activities at the University, including improving communication within faculties at every organisational level.</p> <p>Nurture the integrity of the University by strengthening teamwork and removing barriers to internal collaboration.</p> <ul style="list-style-type: none"> • Technical support for hearing impaired persons 	<p>9. Public engagement 10. Non discrimination 24. Working conditions</p>	<p>IV q. 2021</p>	<p>Office for Students with Disabilities</p>	<p>Target: R1-R2, ESR, PhD students, administrative staff. Indicator: availability of special devices in main administrative offices (HR, Payment, Finances, Chancellor's office, Rector's Office etc.).</p>
	Current Status	Remarks		
	<p>NEW/completed</p>	<p>Training on the usage of specialized device for hearing impaired persons dedicated for: Rectors' offices, Chancellors' office, HR Office, Science Office, Payment Office, Dormitories. Coherence with the Strategy: IV.5.3, IV.5.4</p>		

Action 27	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Implement a professional and proactive personnel policy, including planning, improvement, evaluation and professional promotion process. Systematically develop the competencies of employees. Coordinate and make coherent all forms and programmes of development support, taking into account the objectives of the University, the needs diagnosis, and the segmentation of stakeholders.</p> <p>Develop the competencies of the university community members in entrepreneurship and innovation. Support innovation and innovation oriented activities of the University staff through mentoring, networking and other activating forms.</p>	<p>1. Research freedom 3. Professional responsibility 7. Good practice in research 8. Dissemination, exploitation of results 23. Research environment 24. Working conditions 38. Continuing Professional Development 39. Access to research training and continuous development</p>	<p>yearly 2017, 2018, 2019, 2020</p>	<p>University Library</p>	<p>Targets: R1-R4, PhD students, Science Office and administrative staff supporting researchers. Indicator: yearly events on the data management, data collection accordingly with Open Access.</p>
<ul style="list-style-type: none"> Open Access 	<p>IN PROGRESS</p>	<p>Current Status Remarks</p> <p> https://www.bu.umk.pl/open-access-week-2017 https://www.bu.umk.pl/open-access-week-2018 https://www.bu.umk.pl/open-access-week-2019 https://www.bu.umk.pl/open-access-week </p> <p>Visibility and content analysis of Open Access in the Web of Science Data Management Plan It Matters How We Open Knowledge: Building Structural Equity</p> <p>Coherence with Strategy: I.3.6</p>		

Action 28	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Implement a professional and proactive personnel policy, including planning, improvement, evaluation and professional promotion process. Systematically develop the competencies of employees. Coordinate and make coherent all forms and programmes of development support, taking into account the objectives of the University, the needs diagnosis, and the segmentation of stakeholders.</p> <p>Develop the competencies of the university community members in entrepreneurship and innovation. Support innovation and innovation oriented activities of the University staff through mentoring, networking and other activating forms.</p> <ul style="list-style-type: none"> Data management 	3. Professional responsibility 7. Good practice in research 8. Dissemination, exploitation of results 38. Continuing Professional Development 39. Access to research training and continuous development	IV q. 2021	University Library	Target: R1-R4, PhD students. Indicator: organized workshop for R1-R4 on the research data management.
	Current Status	Remarks		
	COMPLETED	https://www.bu.umk.pl/-/szkolenie-z-zarzadzania-danymi-badawczy-1 https://www.bu.umk.pl/documents/10157/1185343/Data+Management+Plan/3a1aaa75-d055-4d06-9daf-dff916b61ac6 Coherence with the Strategy: I.2.3, IV.2.3		

Action 29	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Implement a professional and proactive personnel policy, including planning, improvement, evaluation and professional promotion process. Systematically develop the competencies of employees. Coordinate and make coherent all forms and programmes of development support, taking into account the objectives of the University, the needs diagnosis, and the segmentation of stakeholders.</p> <p>Optimise the use and development of the scientific potential of the University community members by creating an open and welcoming environment for scientific activity.</p> <ul style="list-style-type: none"> Publishing in foreign journals 	<p>4. Professional attitude 7. Good practice in research 8. Dissemination, exploitation of results 38. Continuing Professional Development 39. Access to research training and continuous development</p>	<p>IV q. 2021</p>	<p>University Library</p>	<p>Target: R1-R4, PhD students. Indicator: organised workshop on raising visibility of researchers among authors publishing in foreign journals.</p>
	<p>Current Status</p>	<p>Remarks</p>		
	<p>COMPLETED</p>	<p>Workshop, cooperation with Sage Publishing https://www.bu.umk.pl/-/jak-publikowac-w-czasopismach-zagranicznych-warsztaty Coherence with the Strategy: I.3.6</p>		

Action 30	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Implement a professional and proactive personnel policy, including planning, improvement, evaluation and professional promotion process. Systematically develop the competencies of employees. Coordinate and make coherent all forms and programmes of development support, taking into account the objectives of the University, the needs diagnosis, and the segmentation of stakeholders.</p> <p>Optimise the use and development of the scientific potential of the University community members by creating an open and welcoming environment for scientific activity.</p> <p>Improve the competencies of the research staff and doctoral students in organising and conducting scientific and publishing activities through tailored training and dissemination of good practices.</p> <ul style="list-style-type: none"> Open publishing in the ACS journals 	<p>4. Professional attitude 7. Good practice in research 8. Dissemination, exploitation of results 38. Continuing Professional Development 39. Access to research training and continuous development</p>	<p>II q. 2021</p>	<p>University Library</p>	<p>Target: R1-R4, PhD students. Indicator: organized webinar for R1-R4, PhD students organized webinar on improvement of knowledge on the open publishing.</p>
Current Status		Remarks		
<p>COMPLETED</p>		<p>https://connect.acspubs.org/LP=3254</p> <p>Coherence with the Strategy: I.2.3, IV.2.3</p>		

Action 31	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Improve the efficiency of the University's research activities by exploiting the opportunities under the IDUB programme, particularly for the sustainable development of scientific disciplines and the strengthening of priority research areas.</p> <p>Support the initiation and development of individual relations of academic staff and doctoral students with the staff of other academic units in Poland and abroad.</p> <ul style="list-style-type: none"> Value of Mobility – postdoctoral fellows outgoing to foreign institutions 	<p>23. Research environment 24. Working conditions 28. Career development 29. Value of mobility 38. Continuing Professional Development 39. Access to research training and continuous development</p>	<p>IV q. 2022</p>	<p>Vice-Rector for Research</p>	<p>Target: R2, R3, *R1, PhD students. Indicators: enable 20 young scientists employed at the Nicolaus Copernicus University in Toruń to gain international research experience by completing postdoctoral internship at recognized foreign scientific institutions (Mobility 4).</p>
	<p>Current Status</p>	<p>Remarks</p>		
	<p>NEW/in progress</p>	<p>https://idub.umk.pl/en/competitions-announcements-and-results-2/competitions-for-employees/mobilities-for-employees/ Coherence with the Strategy: I.3.1, I.3.2, 1.3.4</p>		

Action 32	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Improve the efficiency of the University's research activities by exploiting the opportunities under the IDUB programme, particularly for the sustainable development of scientific disciplines and the strengthening of priority research areas.</p> <p>Ensure the friendly organisation of academic staff visits and work from outside the University.</p> <ul style="list-style-type: none"> Value of Mobility – postdoctoral fellows incoming to the NCU 	23. Research environment 24. Working conditions 28. Career development 29. Value of mobility 30. Access to career advice 38. Continuing Professional Development 39. Access to research training and continuous development	open	Vice-Rector for Research	Target: R2, R3, *R1, PhD students. Indicator: internationalise scientific research and/or education at the Nicolaus Copernicus University in Toruń through postdoctoral fellowships undertaken by 20 young scientists from abroad.
	Current Status	Remarks		
	NEW/ in progress	https://idub.umk.pl/en/competitions-announcements-and-results-2/competitions-for-employees/mobilities-for-employees/ZR.218.2020-staz.przyjazd-tlumaczenie.pdf (umk.pl) Coherence with the Strategy: I.3.1, I.3.2, 1.3.4		

Action 33	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
Value of Mobility – experienced scientist and research – teaching employees outgoing to foreign institutions	23. Research environment 24. Working conditions 28. Career development 29. Value of mobility 30. Access to career advice 33. Teaching 38. Continuing Professional Development 39. Access to research training and continuous development	open	Vice-Rector for Research	Target: R3, R4. Indicator: enable 50 experienced scientist employed at Nicolaus Copernicus University in Toruń to gain international research experience through short-term visits to recognize foreign scientific institutions.
	Current Status	Remarks		
	NEW/ in progress	https://idub.umk.pl/en/competitions-announcements-and-results-2/competitions-for-employees/mobilities-for-employees/ https://idub.umk.pl/panel/wp-content/uploads/2022/08/ZR.215.2020-prof.wyjazd_EN.pdf Coherence with the Strategy: I.3.1, I.3.2, 1.3.4		

Action 34	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Improve the efficiency of the University's research activities by exploiting the opportunities under the IDUB programme, particularly for the sustainable development of scientific disciplines and the strengthening of priority research areas.</p> <p>Ensure the friendly organisation of academic staff visits and work from outside the University.</p> <ul style="list-style-type: none"> Value of Mobility – professors incoming to the NCU 	23. Research environment 24. Working conditions 28. Career development 29. Value of mobility 30. Access to career advice 38. Continuing Professional Development 39. Access to research training and continuous development	open	Vice-Rector for Research	Target: R3-R4. Indicator: internationalise scientific research and/or education at the Nicolaus Copernicus University in Toruń through postdoctoral fellowships undertaken by 50 experienced scientists from abroad by carrying out short-term visits by outstanding scientists from abroad.
	Current Status	Remarks		
	NEW/ in progress	Mobilities for employees - IDUB - Nicolaus Copernicus University in Toruń (umk.pl) https://idub.umk.pl/panel/wp-content/uploads/2022/08/ZR.217.2020-prof.przyjazd_%E2%80%94_tlumaczenie.pdf Coherence with the Strategy: I.3.1, I.3.2, 1.3.4		

Action 35	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Improve the efficiency of the University's research activities by exploiting the opportunities under the IDUB programme, particularly for the sustainable development of scientific disciplines and the strengthening of priority research areas.</p> <p>Ensure the friendly organisation of academic staff visits and work from outside the University.</p> <p>Strengthen the promotion of international offers, including short mobility forms, at the level of recruitment, degree programmes and doctoral schools.</p> <p>Value of Mobility – Mobility for doctoral students</p>	23. Research environment 24. Working conditions 28. Career development 29. Value of mobility 30. Access to career advice 38. Continuing Professional Development 39. Access to research training and continuous development	IV q. 2025	Vice-Rector for Research	Target: PhD students. Indicator: enable 240 mobilities for students and 180 mobilities for doctoral students of the University from outside Centres of Excellence and Emerging Fields to gain international research experience through short-term visits to recognized foreign scientific institutions.
	Current Status	Remarks		
	NEW/ in progress	Mobility for doctoral students - IDUB - Nicolaus Copernicus University in Toruń (umk.pl) ZR.125-mobilnosci-doktorant_23.06.2022-Zarzadzenie-tlumaczenie.pdf (umk.pl) Coherence with the Strategy: I.3.1, I.3.2, 1.3.4, II.4.4.		

Action 36	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Coordinate and make coherent all forms and programmes of development support, taking into account the objectives of the Univeristy, the needs diagnosis and the segmentation of stakeholders.</p> <p>IV.2.5 Increase the efficiency of competence development through long-term planning and by actively informing employees about the available development opportunities and the rules for obtaining them.</p> <ul style="list-style-type: none"> • Training and Development opportunities 	<ol style="list-style-type: none"> 1. Research freedom 2. Ethical principles 3. Professional responsibility 7. Good practice in research 8. Dissemination, exploitation of results 9. Public engagement 10. Non discrimination 11. Evaluation/appraisal systems 23. Research environment 24. Working conditions 26. Funding and salaries 28. Career development 29. Value of mobility 30. Access to career advice 31. Intellectual Property Rights 33. Teaching 36. Relations with supervisors 38. Continuing Professional Development 39. Access to research training and continuous development 	2020 – 2026	Vice-Rector for Research	<p>Target: R1-R4, PhD students, students.</p> <p>Indicator: up to 1000 participants (R1-R4, ESR) in dedicated trainings and workshops on professional development and wellbeing. A number of administrative staff members in key offices who support the researchers – 60.</p>
	Current Status	Remarks		
	IN PROGRESS	The University employs persons with recognised achievements as well as young scientists by creating the best conditions for the development of their research and creative activity. The University builds broad and lasting partnerships in the international academic community and focuses on developing top talent. These activities result in increased interest and development of international scientific cooperation.		

		<p>The University has a specialised administration unit, which provides comprehensive supports for employees in their professional development and competence improvement.</p> <p>https://idub.umk.pl/en/competitions/</p> <p>Coherence with the Strategy: IV.1.1, IV.1.5, IV.2.5</p>
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Action 37	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Promote openness and collaboration as key values of the NCU inclusive organisational culture based on multidirectional communication.</p> <ul style="list-style-type: none"> NCU News – portal with news from NCU, focused on articles explaining researchers conducted at NCU. 	4. Professional attitude 7. Good practice in research 8. Dissemination, exploitation of results 9. Public engagement 10. Non discrimination 23. Research environment 24. Working conditions 28. Career development 30. Access to career advice 39. Access to research training and continuous development	IV q. 2020	Department of Promotion and Information, IT Centre, Centre of Foreign Languages, Institute of Information and Communication Research	Target: R1-R4, PhD students, administrative staff, students, stakeholders, society Indicator: operating portal. Internal goal: higher level of knowledge of students, PhD students and staff about research conducted at the Nicolaus Copernicus University. External goal: image of Nicolaus Copernicus University as a research university.
	Current Status	Remarks		
	NEW/COMPLETED	<p>https://portal.umk.pl/en Popular science filter: https://portal.umk.pl/en/articles/popular-science Coherence with the Strategy: IV.1.5</p>		

Action 38	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Promote openness and collaboration as key values of the NCU inclusive organisational culture based on multidirectional communication.</p> <ul style="list-style-type: none"> Communication and dissemination – Administration newsletter 	<p>8. Dissemination, exploitation of results 24. Working conditions 39. Access to research training and continuous development</p>	<p>II q. 2021</p>	<p>Chancellor, Department of Internal Organisation, Department of Research, Department of Structural Funds Management, Department of Education, Department of Promotion and Information</p>	<p>Target 1: R1-R4, administrative staff. Target 2; PhD students. Indicator: every week- 1 dedicated newsletter for every group (Administrative staff, Researchers, PhD students)</p>
	<p>Current Status</p>	<p>Remarks</p>		
	<p>COMPLETED</p>	<p>One newsletter is collecting several newsletters from different offices. Tools for measuring the number of active recipients under construction. Coherence with the Strategy: IV.1.5, V.3.7</p>		

Action 39	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Increase the involvement of academic and support staff through participation in monitoring system</p> <ul style="list-style-type: none"> Internal Quality Assurance and Work Organisation System 	<p>24. Working conditions 35. participation in decision making-bodies</p>	<p>IV.q 2026</p>	<p>University Council for Quality Assurance</p>	<p>Target 1: R1-R4, administrative staff. Indicator: at least 50% of 4/5 and 5/5 (positive responses in the assessment) Target 2; PhD students students Indicator: at least 50% of 4/5 and 5/5 (positive responses in the assessment)</p>
	<p>Current Status</p>	<p>Remarks</p>		
	<p>NEW/ in progress</p>	<p>The aim of AES is: to improve the quality assurance, understood as the level of achieved learning objectives and the level of quality of realized processes which allow for achieving those objectives; to improve work organisation understood as the quality of internal processes realized at the University which allow for achieving high quality of education, which translate into building up the culture of quality, good atmosphere and high work efficiency, satisfaction of staff and students, economic results and the University's reputation. The results have direct impact on the planning and projecting modifications as far as internal regulations, procedures are considered. Nearest assessment deadline - December 2022, next one 2024. Coherence with the Strategy: IV.3</p>		