

TEMPLATE 3: INTERNAL REVIEW

Name Organisation under review:

Adam Mickiewicz University, Poznań

Organisation's contact details:

Wieniawskiego 1, 61-712 Poznań, POLAND

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

<https://amu.edu.pl/universytet/o-uam/hr-excellence-in-research>

Web-link to organisational recruitment policy (OTM-R principles):⁴⁵

<https://amu.edu.pl/universytet/o-uam/hr-excellence-in-research/recache>

SUBMISSION DATE TO THE EUROPEAN COMMISSION: 11.02.2019

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	43002,5
Of whom are international (i.e. foreign nationality)	136,5
Of whom are externally funded (i.e. for whom the organisation is host organisation)	97,8
Of whom are women	1449,7
Of whom are stage R3 or R4 ¹ = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	1148,5
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	16,6
Of whom are stage R1 = in most organisations corresponding with doctoral level	1038,2
Total number of students (if relevant)	38000
Total number of staff (including management, administrative, teaching and research staff)	4917,1
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	183 358 584
Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,...)	122 263 716
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	18 817 335
Annual funding from private, non-government sources, designated for research	2 073 584
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	

¹ http://ec.europa.eu/euraxess/pdf/research_policies/Towards_a_European_Framework_for_Research_Careers_final.pdf

Adam Mickiewicz University, Poznań, AMU, is the major academic institution in Poznań and one of the top Polish universities. Its reputation is founded on a 100 years tradition, the outstanding achievements of the faculty and the attractive curriculum offered to students.

The University currently employs nearly 3,000 scholars, including over 370 tenured professors and other professors with title, around 1400 assistant professors, over 360 senior lecturers and lecturers and over 2200 non-academic employees.

AMU student population is nearly 38000 students. They may choose between 180 possible professional specializations within over 285 degree programmes (bachelor and master). Over 1300 PhD students perform their work at our university. In recent years the educational offer has become increasingly diverse.

The mission of the University is to advance knowledge through high quality research and teaching in partnership with business, the professions, public services and other research and learning providers. In recent decade our scholars coordinated or were partners in over 40 research projects funded by the European Union Framework Program for Research and Technological Development, Horizon 2020 and in over 600 research projects funded by the Polish Ministry of Science and Higher Education and other science agencies.

Adam Mickiewicz University is also a member of various international networks and programs, including over 650 agreements with foreign partners, which proves our international recognition in terms of a high quality of research, teaching and academic standards.

The University recognizes its role as a strategic social partner in Central Europe, and therefore aspires to contribute to the region's economic growth, social development and environmental sustainability. The University prides itself on its achievements and aligns its principles with those of the Great Charter of European Universities. It promotes pro-European ideas and actively participates in the works of the international academic community, as well as implements joint research and educational programs. It strengthens the ties with the European Union Member States and embarks on new initiatives leading to cooperation with the countries of Europe.

Within its international mission and vision, Adam Mickiewicz University, Poznań, is fully committed to:

- conducting research of global significance, capable of exerting a positive influence on the well-being of the local community and society in general, and it uses the knowledge accumulated in society and aspires to achieve the highest levels of academic scholarship,
- providing multiple opportunities for AMU students so that they have access to a high quality substantive international learning experience through the first-hand exposure to teaching by visiting faculties from partner institutions, as well as study trips to partner academic centers abroad,
- establishing meaningful partnerships among our Faculty and students from higher education institutions from around the world, across disciplines in scholarship, research, economic development projects and public diplomacy.

Becoming more active on the international academic scene is bound to bring numerous and indisputable benefits to the University.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE (NARRATIVE)

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.

Ethical and professional aspects

*

Introduction

As a general remark it is important to stress that during the last two years (2016-2018) Polish higher education system has been going through a broad reform that resulted in New Law on Higher Education, called *Constitution for Science or Law 2.0* (accepted by the Polish Parliament and the President) which came into power on October 1st 2018. This has had a great impact on all activities taken by our university with regard to organisation of the university, its research and education. This will also lead to a new Statue of the university and will influence not only the system of career development in science, but also its evaluation, funding, managing, international collaboration etc.

Adam Mickiewicz University, Poznań has taken an active part in the process of Law 2.0 consultations. Being aware of upcoming law changes it has begun to prepare for these changes setting up Focus groups and teams (their main task is to prepare assumptions for a new organisational model of University and doctoral schools) and running a series of debates and information events at the University. These activities let all stakeholders take an active part in the process of drafting solutions for the future university system. We are still in the process of adjusting to new regulations that should take another year or two as indicated in the New Law and our main aim is to strengthen our position in national and European system of higher education with a specific focus on excellence, academic integrity and internationalisation of science.

AMU received the HR Excellence in Research award in June 2016 based on Action Plan for the period 2016-2018, submitted as part of our HR Strategy - The Human Resources Strategy for Researchers (HRS4R) with Respect of the Principles of the European Charter and the Code of Conduct for the Recruitment of Researchers. It identifies areas in which actions are to be carried out in order to fully adjust the situation and practices at the AMU to the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C).

The adaptation of internal procedures of the Adam Mickiewicz University, Poznań to the principles of the Charter and the Code is perceived by AMU as a crucial step in implementing the university's strategic goals, such as providing employees with the best possible environment for further development and attracting researchers from abroad to conduct research at the highest level. Most of the actions introduced by the initial Action Plan have been successfully completed, some of them have been updated and will be continued as well as the new ones have been identified as necessary to be carried out in the next years. There has been significant progress in the area of human resources policy, open, transparent and merit-based recruitment, enhancement of international mobility of students and researchers, promotion of equality and non-discrimination.

The Working Group for the Implementation of European Charter have been monitoring every action on a regular basis. The monitoring consisted of the following steps:

(1) the Implementation Working Group met once every six months. Persons or representatives of

units responsible for implementation of the actions were also invited to participate in the meeting and present the report on the current status of the action; a scrupulous attention was paid to the consultation stage;

(2) appropriate changes and corrections to the action plan introduced after every meeting of the Implementation Working Group (if needed);

(3) the Implementation Working Group prepared the interim report on the implementation of the Action Plan.

*

Polish system of science and higher education guarantees to academic staff a very high level of autonomy and freedom in terms of: determining and undertaking the research topics, their implementations as well as publishing the results. The same is with teaching. There are no national or university regulations that are restricting research or teaching activities to some particular areas. The Faculties have full autonomy in developing and implementing new *curriculas* or other teaching/learning programs e.g. post graduate studies. In order to secure the best possible quality of research and teaching the Faculty Scientific Councils and then Senate and Quality Assurance Council are involved in a quality assurance process- they can express an opinion or vote (Senate) for/against new programs if they do not follow the university standards. Within university structure there is also a *Commission for Ethics in Research With Human Participants* that standing on guard of the quality and safety of research that may cause ethical issues.

Academic integrity of the university is guaranteed by the joint fundamental values that are expressed in our Strategy for 2009-2019 as well as in the strategies/plans and programs developed by the university units, especially the Faculties. This includes values such as avoidance of cheating or plagiarism; maintenance of academic standards; honesty and rigor in research and academic publishing. The ethical code of the university is guided by the Senate, Faculties' Scientific Councils, Disciplinary Commissions, Quality of teaching Council, Commission for Ethics in Research With Human Participants, just to list a few. Any case of acting against the above mentioned values are immediately reported to the appropriate bodies including Rector who is the guard of the academic integrity. "Code of ethical aspects of scientific staff" as well as "Code of good practices in higher education" has been published on our website.

The quality of teaching and research is secured by the national regulations. All the Faculties have to apply for so called "parametric evaluation" given by the Polish Ministry of Science and Higher Education. Its results (called categories from A+ to C) are effecting not only the national recognition but also have the financial consequences. The new evaluations standards will be also introduced by the *Consitution for Science* but the quality at the university is mostly guidance by the Senate and its Commissions, including Disciplinary Commission; Rector's Commissions, the Council for Quality Assurance in Teaching, the Faculties Scientific Commissions. It should be also stressed that AMU students are involved in this process. Their government is involved in organizing e.g. Students Quality Forum, students research on quality in teaching, they are the members of the Council for Quality Assurance in Teaching, they are evaluating the programs as well as the academic teachers.

Our university has endeavour to offer researchers sustainable career development systems at all career stages and to treat them as professionals and as an integral part of our institution. We intended to create a supportive research and administrative environment and working culture that

promotes collaboration, innovation, international and intersectoral mobility with great emphasis on social responsibility of science. In November 2017 Adam Mickiewicz University in Poznan has signed, among 23 other Polish institutions, a **Declaration on Socially Responsible Science**, proposed by Polish Ministry of Development and Investments and Polish Ministry of Science and Higher Education and thus declared to include responsible research and innovation into our agenda, to provide a constant dialogue between university and society and to ensure that our research is relevant to society.

Amu has also strived for improving the public's understanding of science by initiating the **National Forum for Public Engagement that will start operation in 2019**. It has also developed new tools for our external stakeholders that will allow to better align various organisation with our research groups. A platform called **dialogue will be launched by the end of 2018**. As first HEIs in Poland AMU has established a **Science Shop** – a unit that attempts to create more wide-spread possibilities of access to science, knowledge and technology for social groupings that would not or could not ordinarily interact with these disciplines. By this AMU intends to develop *service learning, participatory based research and education*. A great emphasis was put into dissemination and popularisation of the scientific results, as well as educational achievements. A new web portal (www.uniwersyteckie.pl) has been introduced that promotes our scientific achievements. Moreover the **Open University** was launched in October 2016 in which our scientists offer short-term courses for wide public and by this allow to attract society's interests in our activities.

AMU system of organisation of research, especially for early stage researchers, underlines that each researchers should be familiar with our strategic goals and funding mechanisms. Each Faculty has its own research strategy that is widely promoted and discussed during the Scientific Council meetings. There are strict administrative procedures that support conducting research whether it is funded by internal or external resources. There are regularly trainings, info sessions, meetings conducted for researchers that inform about grant possibilities, changes in regulations, current and new procedures. The system of administrative support is developed on the central and faculty level with the aim to secure the professional attitude towards research and to help researchers to adhere to all regulations and to deliver the required results. In January 2017 **"Regulation on IPR management and the rules of commercialisation of research at Adam Mickiewicz University in Poznan"** has been adopted that is one of the example of other documents that support AMU legal system. The other one is the **"Statue of exploiting and sharing AMU research infrastructure"** (May 2015) that secures the appropriate, transparent and efficient use of research facilities.

AMU recognises the value of geographical, inter-sectoral, inter- and trans- disciplinary mobility that is reflected in a constant growth of research staff with foreign nationality, in new teaching programmes in English as well as new partnerships with external stakeholders from our region. Scientific collaboration with social and economic partners is one of the key priorities of our research with the aim to achieve better excellence and create new forms of innovation. It is also considered as valuable contribution to professional development of a researcher. This requires new administrative instruments that will allow to fully understand of rules, procedures and standards.

Strengths:

- **clear and transparent system of internal regulations regarding ethical and professional aspect of work at AMU**

- **well-developed links of collaboration between AMU and other relevant stakeholders**
- **research infrastructure and facilities on the world-class level that allow for professional development**

Weaknesses:

- **new set of regulations, procedures, rules coming from the new Law 2.0 that are disruptive and result in slowing down of implementing of some of the Actions**

Recruitment and selection

AMU aims to improve recruitment, to make selection procedures fairer and more transparent and proposes different means of judging merit.

The rules for employment of researchers have been defined, including the kinds and duration of employment contracts as well as requirements and conditions for employment in the position of academic teachers (guidelines and good practices regarding employment rules and competition procedures have been developed and publicized on the AMU internal webportal).

AMU make sufficient use of e-tools for recruitment. We use webportals of the Biuro of Public Information (<https://bip.amu.edu.pl/>), Ministry of Science and Higher Education (<http://www.bazaogloszen.nauka.gov.pl>) as well as EURAXESS. It is also obligatory to publish the results of the calls with the justification of the evaluation (addressing the chosen candidate) on the Biuro of Public Information portal.

Advertisements give a broad description of knowledge and competencies required, and include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply is realistic. AMU Statue ensures that the entry and admission standards for researchers, particularly at the beginning at their careers, are clearly specified and facilitate access for disadvantaged groups or for researchers returning to a research career. Selection committees bring together diverse expertise and competences and have an adequate gender balance Whenever possible, a wide range of selection practices is used, such as external expert assessment and face-to-face interviews. The selection process take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence, past mobility is considered.

The activity actions in the domain of equality were launched in 2016 by the appointment of the equal opportunities rectors authorised representative. The newly appointed specialist started several actions concerning introduction of equality measures at the AMU including a series of seminars, meetings and consultations with the research community including students, PhD students, scholars and administration staff.

Further actions concerning human resources policy are planned for next years, in particular

concerning The Gender Equality Plans. The new programme has been launched in October 2018 “When science is a woman” that is working on the GEP. A set of consultations is planned for 2019 including also preparing the equality and antidiscrimination training agenda. The plan is to introduce obligatory equality training for new employees, in a form of a decree of AMU. The publication on good practices in equality and diversity is scheduled for the beginning of 2020.

An important part of our revised Action Plan is the task aiming at improvement the quality and effectiveness of the PhD studies at the AMU. This process has started in 2018 within a framework of the Integrated Programme with a specific focus on strengthening the internationalisation and mobility of early stage researchers. It provides for international summer schools, secondments, internships, periods of trainings as well as new trainings in soft skills.

Working conditions

AMU ensures working conditions that allow to perform high quality research and provide a set of tools and regulations that help to achieve both personal and professionals goals. A special attention is paid to allow both women and men researchers to combine family and work, children and career. The new code for conduction work at AMU provides for flexible working hours, part-time working, sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements. AMU employees can apply, among others, for a social fund that refunds part of the costs of child care at schools, kindergarten and nursery. They can also apply for a low-interest credits and loans dedicated to renovations or purchasing the new house or apartment. In 2017 the new programme dedicated to support well-being and health of the employees was introduced so that they use sport facilities in the city on a low cost basis.

AMU commits as far as possible to improving the stability of employment conditions for researchers and ensures that researchers enjoy fair and attractive conditions of salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This includes researchers at all career stages as well as administrative staff.

The PhD students self-government is very active at AMU and their representatives can be found in various academic bodies, committees and commissions with the aim to consult and agree the new regulations or programmes.

Training and development

At AMU all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies.

The system of training is structured into a various programmes:

- trainings for PhD students within PhD programmes organised by faculties
- trainings provided by the central administration units e.g. Office for international relations, office for Science and National Programmes, Office for European Programmes
- trainings provided by the PhD section at AMU
- trainings provided by external organisations for AMU staff

There have been a number of new courses organised and introduced for scholars in 2017.

Just to list a few:

- Soft skills for PhD students, prof. W. Hołubowicz, AMU
- Academy of management for senior research management staff
- Millions for good ideas- application to ERC grants
- IPR in Horizon 2020
- Being an expert in Horizon 2020
- First aid training
- Self-presentation for ESR
- Local and sector agreements
- Best practices in PhD studies and ESR trainings

There are also many events organised for international PhD students at AMU with the aim to integrate them into AMU community and to acknowledge them with our internal regulations. Each new employee at AMU has to go through a workplace health and safety training. AMU also constantly improves its research infrastructure and facilities, modernise our library system and research publication base (AMU repository is no. 1 in Poland).

The new measures will be introduced within Integrated Programme I and II for PhD students with a specific focus on soft skills, project management, IPR, innovation managements, team work just to mention a few. They will also take a form of summer schools where national and international experts from various sectors will perform trainings.

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

Gender Equality Plan as a new medium-term goal to be achieved by 2021.

Development of the international office welcome center- the central information service for international guests (students – action partially completed, candidates of PhD studies and foreigners doctoral students, employees and persons applying for employment – in this area the work is still in progress).

Internationalisation of the new doctoral schools- long term goal to be achieved by the end of 2022

The new Law on Higher Education and Science creates a new model of PhD education in Poland. The current PhD studies are going to be replaced by a completely new formula of organized PhD education – “doctoral schools”. “Doctoral schools” in the intention of the legislators are to be horizontal structures functioning within the framework of the universities. It should support interdisciplinary scientific research and development of advanced transferable competences. The rectors team of AMU is currently working on this new concept with the aim to strengthen international, interdisciplinary, intersectoral mobility of early stage researchers. New criteria of recruitment of PhD candidates will also be included with the particular focus on European Charter for Researchers.

EUA accreditation process will be launched in 2019 with the focus on AMU international research and mobility programmes.

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

As mentioned in the introduction the great impact on AMU HR strategy has had the process of the preparations to the implementation of the new *Law 2.0*. It entails a new Statue of the university and implies a great endeavour for the whole academic community in order to adjust to the new regulations and to prepare a set of new guidance, regulations and instructions. It is assumed that this process will be accomplished by 2021.

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

The Adam Mickiewicz University, Poznań perceives the new law on higher education and science, accompanied by perspective thoroughgoing changes and a need to change a number of basic internal regulations and documents as an opportunity to further embed C&C principles in our regulations and practices.

3. ACTIONS

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered, omitted or added, please provide a commentary for each action.

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

Examples:

<i>Proposed actions</i>	<i>Gap Principle(s)</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target</i>	<i>Current status</i>	<i>Remarks</i>
<i>e.g. Advertising all researcher vacancies on Euraxess</i>		<i>Spring 2016</i>	<i>HR recruitment unit</i>	<i>75% increase in applications 50/850 applications from abroad</i>	<i>Completed</i>	
<i>e.g. Granting postdoctoral researchers budgetary autonomy</i>		<i>December 2017</i>	<i>Finance Dept.</i>	<i>Board of Government endorsement for new regulation</i>	<i>In preparation</i>	
<i>e.g. Improve supervisor training for newly appointed tenure track staff</i>		<i>Continuous</i>	<i>Doctoral Schools</i>	<i>Min. 2 training courses on offer per term Continuous monitoring of effect: increase of positive evaluations from PhD students Mentor for every PhD supervisor with less than 2 years' experience</i>	<i>Action extended by introducing a new mentoring programme for PhD supervisors, based on the PhD students' feedback.</i>	

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

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

Comments on the implementation of the OTM-R principles

In case your organisation has entered the HRS4R process prior to the publication of the OTM-R toolkit and recommendations by the European Commission (2015), please fill out the OTM-R checklist⁴⁵.

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website. Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

N.B. Please be aware that your OTM-R policy should be 'embedded' into the institutional HR strategy at the renewal phase at the latest.

Proposed Actions	Gap/ Principles	Timing	Responsible unit	Indicators/Target	Current status	Remarks
A.1.1. courses covering researcher's responsibilities (national, sectoral and institutional regulations) – at the beginning of employment	Professional attitude Contractual and legal obligations Accountability	December 2017 (December 2019)	HR in cooperation with other relevant departments	Training courses on offer	In progress	Due to the new regulations coming from the Law 2.0 a set of training was postponed to 2019 when the new system of hiring and evaluating the researchers will be implemented by the university. It needs to be stressed though that at the beginning of the employment each scholar needs to take an obligatory training on safety procedures, information policy of the university, basic legal and national regulations. In each work contract the basic privileges & obligations are listed as well as the statute of the organisation of the university and working conditions. "A guide for researchers hired at AMU" will be developed in 2019, adjusted to the new Law.
A.1.2. courses of relevant legal regulations and administrative procedures with regard to managing projects and finances – when receiving access to financial resources.	Professional attitude Contractual and legal obligations Accountability	December 2017	HR in cooperation with other relevant departments	Training courses on offer	Completed	A number of trainings have been organised by different AMU administration offices on relevant legal regulations and administrative procedures with regard to managing projects and finances. Assistance for non-Polish speaking researchers is provided e.g. relevant documents are translated to English.

A.1.3. guidance materials provided on AMU website on internal administrative procedures,	Professional attitude Contractual and legal obligations Accountability	December 2017	all central administrative departments	Information system package published on AMU website	Completed	Guidance materials for researchers are provided on AMU website. Every new employer needs to take an obligatory training on AMU procedures, its structure or information and safety policy. There is a regular set of newsletters send to the scholars with the regard to the new regulations, calls, trainings, events. A relevant information is also published in English at amuinternational webpage. The PhD self-government is also very active in organising training sessions for early stage researchers.
A.1.4. management workshops for researchers who feel they need to improve their management skills	Professional attitude Contractual and legal obligations Accountability	December 2017	all central administrative departments	Trainings offer	Completed	<p>At AMU all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies.</p> <p>The system of training is structured into a various programmes:</p> <ul style="list-style-type: none"> -trainings for PhD students within PhD programmes organised by faculties -trainings provided by the central administration units e.g. Office for international relations, office for Science and National Programmes, Office for European Programmes -trainings provided by the PhD section at AMU -trainings provided by external organisations for AMU staff <p>For senior management staff there is a regular system of trainings offered called "Academy of</p>

						Governance, Governing the Academia”. MBA course on preference fee is also recommended for institutional or projects managers at AMU.
A.1.5. assistance for non-Polish speaking researchers (relevant documents to be translated to English, e.g. employment documents)	Professional attitude Contractual and legal obligations Accountability	December 2017	HR, International Relations Office	New documents in English prepared and published	Completed	The relevant documents have been translated into English and are used when hiring the non-Polish speaking researcher e.g. employment contract, personal data form, specific tasks contract, receipt, contract of mandate etc.
A.2.1. A back-up strategy	Good practices in research	December 2017 (December 2019)	IT	New regulations introduced, internet tool provided	Completed	<p>On May 25th 2018 the new Regulation of EU Parliament and EU Council entered into power on personal data protection and their processing. That implies new procedures and rules at AMU. A special knowledge base at AMU webpage was prepared with the information on new law, relevant trainings and documents (http://odo.amu.edu.pl).</p> <p>The personal data officer was appointed whose role is to advice to researchers on the data protection.</p> <p>It was also decided that a back-up policy will be introduced through the PLATON - Science Services Platform. This is the national ICT infrastructure for science (PIONIER network) providing applications</p>

							and services to support scientific research and development of Polish research teams for the innovative economy. The direct goal of the project is to implement modern ICT services: videoconference services, eduroam services, campus services, archiving services and science HD tv services available to the scientific community in Poland. The work will be continued in 2019 and 2020 with the aim to introduce PLATON to all AMU scholars, to provide necessary trainings, to share best practices and to secure the guidance to researchers in terms of their data protection and data safety policy.
A.2.2 Training in IT skills for researchers who feel they need it	Good practices in research	December 2017	IT	Training offer	Completed and ongoing		There was no direct demand registered concerning IT skills from scholars. It is assumed that they are fulfilled within ongoing projects. In 2018 a strategic Integrated project "University of Tomorrow" was launched including the task entitled "The development of IT AMU infrastructure and trainings for research staff". It provides the development of the Moodle platform, e-learning, IT trainings as well as the building the new ICT didactic platform based on Microsoft365 software. The project will be continued in 2019 and 2020.
A.3.1. Granting paid sabbatical leaves	Stability and permanence of employment	December 2017	HR	New regulations introduced	Completed		Flexible employment policy was introduced in order to create favourable conditions for researcher: a 6-month sabbatical leave for post-doctoral researchers and a 12-month sabbatical leave for the experienced researchers (that have obtained "habilitation" or professor degrees).
A.3.2. Reducing teaching load to increase research	Stability and permanence of employment	December 2017	HR	New regulations introduced in the AMU Statute	Completed and ongoing		According to §129 of AMU Statute the teaching load can be reduced for the period of one academic year in the following cases: <ul style="list-style-type: none">- When an academic teacher is over 65 years old and AMU is his only employer – reduction up to 120 hours- When ESR is entrusted to conduct for the first time a series

efficiency						<p>of lectures- reduction up to 90 hours</p> <ul style="list-style-type: none"> - When an academic teacher is involved in preparing the new manuscript, students; book or a lecture on a new topic or with the use of new didactic tools and methodologies- reduction up to 90 hours - When an academic teacher is engaged in a significant research project or other significant research activities - reduction up to 90 hours <p>It needs to be stressed that the new Law 2.0 will introduce even more flexible rules on reducing teaching loads. The concrete regulations will be ready by the end of 2019.</p>
A.4.1. A career development strategy for researchers at all stages of their career needs to be developed, which will be based on profiles aligned to academic positions, from research assistant to professor. A special attention will be devoted to	Career development Access to career advice	December 2017 (December 2019)	HR	Career development strategy at AMU	In progress	<p>As reported in this document the new Law 2.0 on higher education provides for strategic changes in the research career development path and its evaluation. The new types of research positions and contracts will need to be described and specified in the AMU new Statute and other acts and resolutions. That is why AMU management bodies have decided to postpone the development of the career development strategy until the legal process on the national level will be completed.</p> <p>At AMU there has been launched the Teams for preparation of the new Statute, AMU Strategy, Doctoral Schools, HR Strategy.</p> <p>The task of the Teams is to prepare the list of issues to be discussed with regard to implementation of <i>Constitution 2.0</i>. at Adam Mickiewicz University, Poznan. The Teams have been working since March 2018; they have organized working meetings in particular with the Chancellor of AMU, PhD Students' Council and with the representatives of the AMU Faculties and research centres.</p>

preparing a career plan development for young employees. The profiles should detail the range of the demands, responsibilities and competencies required at each grade.						
A.4.2. To identify the skills that should be developed at each stage of a scientific career and to provide courses on those skills, including career management and planning.	Career development Access to career advice	December 2017 (December 2019)	HR	Career development strategy at AMU	In progress Partly completed	<p>This action is partly in line with A.4.1.</p> <p>Apart from the process of the development of the career development strategy, AMU scholars can choose between the wide array of trainings offered by AMU units as well as dedicated trainings provided by external bodies such as AMU Foundation, Regional Contact Point of H2020.</p> <p>There are held periodical training events for researchers, project managers and administrative personnel - workshop on the eligibility of costs, project management in EU research grants; e.g. training courses on calculation of productive time and remuneration in the EU research grants, eligibility of costs or Open Science and Open Access issues.</p> <p>A special attention on PhD students' training will be put within an Integrated Programme with the aim to improve the quality and effectiveness of the PhD studies at the AMU, including in particular:</p> <p>- ensuring the best possible conditions for scientific development of</p>

					PhD students; - financial support for their national and international mobility (scholarships); - support of interdisciplinary research projects, trainings and workshops developing soft skills, didactic competences and IT competences; - new education programs for PhD studies; - doctoral summer schools; - general university courses for PhD students.
A.4.3. Career advice will be offered to researchers at all stages of their career	Career development Access to career advice	December 2017 (December 2019)	HR, CS	A career advice plan	In progress The new career advice plan will be developed in line with "Career development strategy at AMU". It is worth mentioning that AMU administrative units offer support to scholars in terms of providing trainings and information on the mobility programmes, national and international scientific calls, promoting of the EU career services. That is why the number of outgoing and incoming researchers at AMU constantly grows. The best practices are also shared through various internal tools such as newsletter, AMU magazine or social media in order to promote international mobility, to encourage to reach for various types of grants and programmes. Also, Integrated Programme will offer a series of trainings dedicated to development of research skills. "The Best Student Grant" programme promotes the research career among students and creates a positive image of a scientist among young generation.
A.5. The existing recruitment system will be	Recruitment Transparency	November 2017	HR	Procedures and rules	Partly Completed The recruitment committees are encourage to send feedback for unsuccessful candidates on the strengths and weaknesses of their applications. In practice it is still not a common procedure and it needs further consultation process with the Deans and Scientific

corrected and will include new elements.	Judging merit			implemented	<p>Councils of the Faculties. Usually they only receive the acknowledgment letter.</p> <p>Further changes:</p> <ul style="list-style-type: none"> - job advertisements include information on career development prospects; - at least 14 days are given to candidates to apply for a position; - training for members of recruitment committees were provided with emphasis on focusing during the assessment process on outstanding results within a diversified career path and not only on the number of publications (merit judged qualitatively as well as quantitatively). <p>The new Law 2.0 makes it obligatory to publish the results of the recruitment on the website of the Bulletin of Public Information. The results are also published on AMU website.</p>
A.6.1. A flexible approach towards efficient combining of teaching and research will be adopted: - to allow teaching load to be reduced when a researcher is engaged in a significant research project; - to enable a researcher to complete his/her total	Teaching	October 2018	HR in cooperation with TD	New regulations introduced in the AMU Statute	<p>Completed</p> <p>According to §129 of AMU Statute the teaching load can be reduced for the period of one academic year in the following cases:</p> <ul style="list-style-type: none"> - When an academic teacher is over 65 years old and AMU is his only employer – reduction up to 120 hours - When ESR is entrusted to conduct for the first time a series of lectures- reduction up to 90 hours - When an academic teacher is involved in preparing the new manuscript, students; book or a lecture on a new topic or with the use of new didactic tools and methodologies- reduction up to 90 hours - When an academic teacher is engaged in a significant research project or other significant research activities - reduction up to 90 hours <p>There are also specific contracts provided for post-doctoral researchers with no teaching loads.</p> <p>It needs to be stressed that the new Law 2.0 will introduce even more flexible rules on reducing teaching loads. The concrete regulations will be ready by the end of 2019.</p>

teaching load during one semester so that a researcher can have the other semester free for research activity; - distribution of workloads should be rethought as to be more open to a researcher preferences.	Teaching	March 2018	D- Learning	E-learning platform developed and courses delivered	Completed and ongoing	<p>Centre of Support for Distance Learning have introduced a series of trainings for academic teachers on e-learning and it offers a constant merit support. The AMU e-learning platform was developed https://www.elearning.amu.edu.pl/.</p> <p>A series of online trainings and lectures was also prepared by the research staff of the NanoBioMedical Centre, dedicated to students from other Poznan universities. https://www.youtube.com/channel/UCzb7roenZZEoghiUr9R7O7A/featured</p> <p>In 2018 a strategic Integrated project "University of Tomorrow" was launched including the task entitled "The development of IT AMU infrastructure and trainings for research staff". It provides the development of the Moodle platform, e-learning, IT trainings as well as the building the new ICT didactic platform based on Microsoft365 software. The project will be continued in 2019 and 2020.</p> <p>AMU has developed its own institutional evaluation system through</p>
A.6.2. To introduce e-learning as an alternative to traditional teaching (e-learning materials, such as videos, presentations can be re-used many times).	Evaluation/apprais	December	HR	Evaluation chart	Completed	
A.7. An						

existing system will be modified in order to be in compliance with principles of the Chart.	al systems	2017			and ongoing	<p>the years. Academic staff is required by AMU statute to undergo regular evaluation. AMU statute regulates an evaluation process in detail (§ 135 -§ 144). It is based on peer review, e.g. the evaluation is performed by the evaluation team/committee, whose members are appointed by the faculty's board/council. Every member of the academic staff is evaluated on a regular basis – every two years (full professor every four years). Evaluation sheet is used that take into account overall activity: research, teaching, administrative and organizational duties. Students' opinions are taken into account when teaching is evaluated.</p> <p>AMU's evaluation and appraisal procedures take due account of their overall research creativity and research results, e.g. publications, patents, management of research, teaching/lecturing, supervision, mentoring, national or international collaboration, administrative duties, public awareness activities and mobility, and are taken into consideration in the context of career progression. An existing system will be modified in order to be in compliance with principles of the new Law 2.0 that put much more attention to the societal impact of research, scientific excellence and internationalisation.</p>
A.8. A non-discrimination policy needs to be outlined and implemented (revised)	Non-discrimination	December 2017	HR	Non-discrimination policy	Completed and ongoing	<p>Ordinance no 36/2016/2017 of Rector of Adam Mickiewicz University of 1st December 2016 on Non-discrimination policy came into power. As a consequence the Equal Treatment and Non-Discrimination Coordinator was appointed as well as The non-discrimination Committee. The ordinance states that AMU does not discriminate against its employees in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition. A series of meetings and trainings was held e.g. "University without a discrimination". The work is being continued in order to prepare a Gender Equality Plan and anti-discrimination</p>

						<p>guide. In 2019 the anonymous survey will be held to address the problem of sexual harassment. Further gender equality training for students, lecturers and administrative staff will be organised. A programme "When a woman is science" will also continue its actions with the aim to discuss the problem of gender inequalities as well as to promote the best practices.</p> <p>The new tasks foreseen:</p> <p>1) Issuing of the Anti-discrimination Guidebook that provides legal knowledge and expert advices about variety of forms of discrimination and sexual harassment, complemented by list of support institutions at AMU and in Poland.</p> <p>2) Issuing of the Collection of good practices – review of gender equality good practices, including the actions conducted by AMU.</p> <p>3) Issuing of the anti-discrimination leaflets</p>
A.9 Gender Equality Plan (new)	Non- discrimination	October 2018	Equal Treatment and Non- Discrimination Coordination or in cooperation with the research team	Gender Equality Plan and Non- discrimination Guidebook	Ongoing (new)	<p>The development of the GEP will consist of a few phases:</p> <ul style="list-style-type: none"> - Desk research report on the equality regulations at AMU, analysis of current solutions at the faculties level, analysis of information available at AMU's and faculties' websites. - The research conducted in form of online questionnaire distributed to all members of the community of AMU: students and employees in order to identify the variety of experiences in terms of discrimination, sexual harassment work-life balance and support measures. - Expert interviews with key stakeholders at the AMU - representatives of central administration, current and former rectors, trade unions. - Drafting, publishing and distributing the final report. - Preparation of final version of GEPs, presentation at the university level. Implementation in cooperation with the

						authorities of the Adam Mickiewicz University, Poznań.
A.10 Development of the international office welcome centre (new)	Recruitment	November 2018	Office for International Cooperation	New administrative unit	Ongoing (new)	It will be the central information service for international guests (students – action partially completed, candidates of PhD studies and foreigners doctoral students, employees and persons applying for employment.
A.11 PhD Studies Programme, as a part of University's Integrated Development Programme, ZIP (new)	Recruitment, Teaching	March 2018	Vice Rector for Science & International Cooperation Vice Rector for Education Office for Universities Integrated Development Programme,	New doctoral schools	Ongoing (new)	<p>Internationalisation of the new doctoral schools- long term goal to be achieved by the end of 2022 The new Law on Higher Education and Science creates a new model of PhD education in Poland. The current PhD studies are going to be replaced by a completely new formula of organized PhD education – “doctoral schools”. “Doctoral schools” in the intention of the legislators are to be horizontal structures functioning within the framework of the universities. It should support interdisciplinary scientific research and development of advanced transferable competences. The rectors team of AMU is currently working on this new concept with the aim to strengthen international, interdisciplinary, intersectoral mobility of early stage researchers. New criteria of recruitment of PhD candidates will also be included with the particular focus on European Charter for Researchers. A special attention on PhD students’ training will be put with the aim to improve the quality and effectiveness of the PhD studies at the AMU, including in particular:</p> <ul style="list-style-type: none"> - ensuring the best possible conditions for scientific development of PhD students; - financial support for their national and international mobility

				Faculties			(scholarships); - support of interdisciplinary research projects, trainings and workshops developing soft skills, didactic competences and IT competences; - new education programs for PhD studies; - doctoral summer schools; - general university courses for PhD students.
A.12 European University Association (EUA) accreditation (new)	Good practices in research Teaching	January 2019	Vice Rector for Education And other administra tive departme nts	EUA accreditation label	New		EUA accreditation process will be launched in 2019 with the focus on AMU international research and mobility programmes. The resources to conduct this task were obtained from the Polish Ministry of Science and Higher Education. AMU is the first comprehensive Polish university who has applied for this prestigious label. EUA accreditation evaluates higher education institutions in the context of their specific goals and objectives with the aim of improving quality. The Programme applies a context-driven approach to its evaluations, emphasises an inclusive self-evaluation process and institutional self-knowledge as a contribution to improved strategic leadership accompanied by efficient internal governance and management, as well as for external accountability purposes. Therefore, evaluation focus on the effectiveness of quality culture and the degree to which the outcomes of the internal quality processes are used in decision-making and strategic management, as well as on identifying any gaps in these internal mechanisms. It is aimed at contributing to the development and enhancement of the institutions.
A.13 Excellence Strategy (new)	Good practices in research	December 2018	Vice Rector for Science and	Status of Research University	New		AMU priority for the 2019 year is to achieve a status of the research university within a call of Polish Ministry of Science and Higher Education that will be launched in April 2019. This is connected to the Constitution 2.0 that foresees to establish from 6 up to 10

			International Cooperation and research team			<p>research university in Poland that will be given a specific and dedicated financial support with the aim to achieve excellence in research and to be able to compete with European and world wide higher education institutions. AMU has already received a grant to prepare all the necessary analysis, research, long-term strategical visions & expertise. The team under a supervision of Vice Rector for Science and International Cooperation has started the first preparations. The external experts and advisors involvement is also foreseen in order to provide the highest standards and the objective opinions. The status of a research university will be a crucial step for AMU to preserve and develop the excellence on all level of our activities.</p>
--	--	--	---	--	--	---

4. IMPLEMENTATION (MAX. 1 PAGE)

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

Generally, AMU policy is in compliance with the recommendations and principles of the Charter and Code. No legal regulation was identified as a serious impediment to the implementation process. The existing Polish labour law, together with sector-specific regulations as well as internal regulations and policies allowed AMU to fulfil and, in some cases, exceed the Charter and Code's requirements (especially with reference to research freedom and ethical principles, research and working conditions, funding and salaries, relations with supervisors).

As already mentioned, the great impact on some of the Actions had the legislation process of the new Law on Science and Higher Education. These reforms comprise a wide range of policy areas, including the evaluation process of researchers as well as the university itself, the new organisational structure, the new concept of the PhD Schools etc. The list of relevant legislation is the following:

- Act of 20 July 2018 on higher education (Official Journal of Laws of 2018, item 1668).
- Act of 14 March 2003 on academic degrees and academic title and degrees and title in art (Official Journal of Laws of 2014, item 1852)
- The Labour Code of 26 June 1974 (Official Journal of Laws of 1974, No. 24, item 141)

Internal law:

- AMU statute
- AMU Senate resolutions
- Rector's decrees

The effective cooperation between researchers and non-academic staff is an important factor of successful fulfilling of various roles, responsibilities and entitlements of researchers. AMU recognises the institution's supporting and monitoring role within the areas of researchers' accountability, professional attitude and contractual and legal obligation. This attitude is reflected in the organisational structure of AMU. There are several central administrative departments that undertook a wide variety of supportive, administrative, secretarial, financial and human resources tasks within the process of implementation of the Action Plan.

The members of the Implementation Working Group were in contact and met regularly throughout the years 2017 and 2018 to monitor and execute phases of implementing the C&C. The following general rules were established:

- all key stakeholders should be involved,
- top-down and bottom-up approach should be adopted,
- level of importance should be taken into account,
- affected groups should be identified.

The Implementation Working Group for the Implementation of European Charter have been monitoring every action on a regular basis. The monitoring consisted of the following steps:

- (1) the Implementation Working Group met once every six months. Persons or representatives of units responsible for implementation of the actions were also invited to participate in the meeting and present the report on the current status of the action; a scrupulous attention was paid to the consultation stage;
- (2) appropriate changes and corrections to the action plan introduced after every meeting of the Implementation Working Group (if needed);
- (3) the Implementation Working Group prepared the interim report on the implementation of the Action Plan. The members of the Steering Group:

prof. Andrzej Lesicki –Rector

prof. Tadeusz Wallas – Vice Rector for Staff and Finance

prof. Ryszard Naskręcki – Vice-Rector for Research and International Cooperation

prof. Beata Mikołajczyk- Vice Rector for Education

prof. Izabela Nowak – Faculty of Chemistry

prof. Hanna Koćka-Krenz - Faculty of Historical Studies

prof. Jan Grad – Faculty of Social Sciences

dr. Iwona Chmura-Rutkowska – Faculty of Educational Studies

dr. Robert Jagodziński – Faculty of Geographical and Geological Studies

dr. hab. Agnieszka Jelewska – Faculty of Polish and Classical Studies

Natalia Chromińska – Director of the Rector's Office

dr. Aleksandra Bocheńska – Deputy Head of Human Resources and Organisation Department

Marcin Dokowicz – PhD Students' Union.

Make sure you also cover all the aspects highlighted in the checklist below:

- How have you prepared the internal review?

The internal review was prepared by the Implementation Working Group with the help of dedicated administrative units and with the involvement of the consultation activities from the research community (Faculty level, the PhD student self-government level).

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

Yes, its involvement have been secured on each phase of the implementation process e.g. consultation the Action Plan, preparing the specific tasks, legislation activities, monitoring their progress.

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

Yes, the Implementation Working Group have been meeting regularly (every six months) with the aim to monitor progress, discuss amendments, propose new activities.

- Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy?

Yes, the HRS4R is aligned with the AMU Strategy for 2009-2019. In its strategic recommendations it is stressed that AMU undertakes the necessary steps to ensure a supportive research environment and working culture, where individuals and research groups are valued, encouraged and supported, and provided with the necessary material and intangible support to enable them to fulfil their objectives and tasks. AMU also improves the recruitment methods and career evaluation systems in order to create a more transparent, open, equal and internationally accepted system of recruitment and career development. AMU do not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.

The following aims of the Strategy are in line with HRS4R:

Operational Goal 1.1: Supporting the scientific development of researchers and the PhD students

1.1.1 To achieve the highest academic standards and categories by all the basic organisational units of the university

1.1.2 To build the new system of research quality evaluation and to bond the scientific outputs with the financial support

1.1.3 To support the research individuals with the highest scientific & intellectual achievements

1.1.4 To develop managerial skill of the researchers and the PhD students

Operational Goal 1.2: Interdisciplinary and international research

1.2.1 To overcome barriers and to build new interdisciplinary and intersectoral research teams and research agendas

1.2.2 To increase international mobility

Operational Goal 1.4: To implement the system of protection of the Intellectual Property Rights

Operational Goal 1.5: To develop the research knowledge repository

- How is your organisation ensuring that the proposed actions are also being implemented?

The Committee for the AMU Strategy have been monitoring the goals' implementation on a regular basis. Its member have also been involved in the Implementation Working Group meetings and issue a regular report to the Rector and Vice Rectors.

- How are you monitoring progress?

The progress is monitored on the basis of the analysis of the legislation process of AMU, minutes from the Senate meetings, Senate Commissions, annual reports issued by the administrative units and Faculties.

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

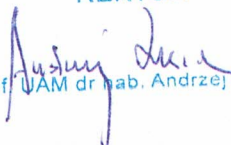
To prepare for the external review a few tasks are foreseen:

- To continue the monitoring process of the ongoing and the new Actions by the Implementation Working Group
- To nominate the Consultant Group that will help the evaluators to obtain all the necessary reports, data access and to organise meetings with AMU authorities and other important stakeholders, if necessary.
- To prepare the relevant documentation in English
- To monitor the new EU instructions and recommendation
- To review the best practices from Polish Universities and to advise on this external review process

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

No additional comments

Please note that the revised HR strategy and Action Plan must also be published upon completion of the internal assessment.

REKTOR

 prof. UAM dr hab. Andrzej Lesicki