

Lomza State University of Applied Sciences

HUMAN RESOURCES EXCELLENCE in RESEARCH

Internal Gap Analysis and Action Plan

2016 – 2020





1. GENERAL INFORMATION

The Lomza State University of Applied Sciences (LSUAS) was established on 22 June 2004. During the inaugural year the first three hundred students were enrolled in two fields of study. Since then, there has been an incredible boom at the LSUAS – which has been associated with the expansion of educational offerings and the construction of modern infrastructure and laboratory facilities. Currently, the university enrolls students in twelve faculties and also has the authorization to conduct Master Degree programmes in the three areas: health sciences, social sciences and technical sciences (Nursing, Administration and Computer Science).

The uniqueness of our University was indicated in the first mission statement. The mission of the school was based on the high quality education focused on entrepreneurial student's skills in creation and developing the small and medium size enterprises. In 2012 the mission was transformed into education of practitioners. In significant way University contributes to the economic and intellectual development of the Podlasie region, raises up the level of education of its citizens and growth in number of graduates. An example of the good practice of cooperation with the socio-economic environment is the Council of Practitioners which was established by the Institute of Entrepreneurship. The objective of its functioning is to strengthen cooperation between science and business. The Council is an advisory and consulting committee for the authorities and academics of the Institute and the University. It is involved in the development of curriculum and vocational internships. The school also prepares reports and implementation plans to meet the needs of the local enterprises and regional authorities.

Owing to its participation in the construction project under the Operational Programme Development of Eastern Poland 2007-2013, the LSUAS students can acquire education in laboratories equipped with modern apparatus. The result is a high quality of education unique in Poland where students are able to take advantage of the laboratory and technical base, especially in the fields of: food technology and human nutrition, computer science, automation and robotics. Students acquire practical skills in the classroom with the use of devices which are at the highest industry standard.

The University is a leader in obtaining EU funds. In the prestigious ranking of Higher Education Institutions prepared by the *Perspektywy* magazine in 2015 it received the highest possible mark for innovation.

An important advantage of the University is its scientific strength. In 2013, the LSUAS authorities decided to submit the school to a comprehensive assessment of scientific or research and development activities of scientific faculties. As a result, the LSUAS received a scientific category B (as a whole faculty, which is unique among the State Higher Vocational Schools). The institution receives grants from the Ministry of Science and Higher Education, for the maintenance of specialized equipment such as: electron spectrometer of paramagnetic resonance and spectrometer with a triple mass analyser coupled with a high-pressure liquid chromatograph. The devices enable the detection of allergens, the study of

food at the molecular level and a very accurate comparison of organic and conventional food. Modern equipment provides for a concentration of research activities in the extremely important areas, such as food technology, human nutrition and dietetics.

In the academic year 2014/2015, the LSUAS received the consent of the Ministry of Labour and Social Policy to conduct training in the first degree specialization in the profession of a social worker, which means a closer connection with the social welfare institutions in the region.

The LSUAS is also a publisher of the Polish Journal of Applied Sciences - the English-language magazine in the field of applied sciences.

The main advantages of the University are:

- Excellent infrastructure base,
- Offering programmes of study that correspond to the specificity of the region's economy,
- Development based on launching new fields and specializations,
- Achievements in the acquisition and implementation of EU projects in the area of science and education.



2. METHODOLOGY

The Lomza State University of Applied Sciences has expressed its support for the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers in the Declaration of Support for the Charter and the Code of March 11, 2016, sent to the European Commission. The Rector's Resolution No. 17/16 of 23.03.2016 has established a Team of experts to implement the measures aiming to achieve the "HR Excellence in Research" logo by the LSUAS. The team is composed of: dr hab. Dariusz Surowik, LSUAS Prof. - Chairman, Artur Bałdowski, M.Sc. - the Deputy Chairman, Andrzej Grodzki, M.A., Danuta Zysk, M.A., Marta Galanek, M.A., Monika Chaberek, M.A., Sandra Chrostowska, M.A.. The tasks of the team included analysing the legal provisions dealing



with the implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers at the University, conducting the analysis of the internal regulations at the LSUAS and conducting a survey among the academic teachers, as well as developing and preparing documents necessary to submit an application to the European Commission for the "HR Excellence in Research" logo.

2.1. Analysis of the internal documentation

The team members have analysed the internal regulations which were implemented at the Lomza State University of Applied Sciences. A list of all legal acts which have been analysed and which have been used for the preparation of this report is presented in Appendix No 1.

2.2. Survey results

As part of the internal analysis, a survey has been conducted among academic teachers employed at the LSUAS. The survey was developed on an internal website, which is used to conduct electronic surveys among the entire school community or its selected subgroups. The questionnaire contained 40 criteria that are required in the process of applying for the "HR Excellence in Research" logo. The university has asked the staff to identify the extent to which, in their opinion, the individual criteria are met by the University. Responses were given on a scale from 1 to 5, wherein the individual values mean: 1 - not at all, 2 - to a small degree, 3 - to an average degree 4 - to a large extent, 5 - to a very large extent. Brief descriptions of each of the criteria were placed in the survey in order to clarify them to the employees and allow them to familiarize themselves with the content of the Charter and Code.

The survey has been addressed to 118 teachers currently employed at the University. The questionnaire was correctly completed by 31 employees, which means the participation rate in the survey of 26.3%. Among those who filled out the survey, the largest group consisted of workers employed as an adjunct professor (41.9%), who were holding a doctoral degree (64.5% of all respondents). People aged 36-55 years were the most common group that filled out the questionnaire (a total of 61.3% of all respondents).

Chart 1. Percentage structure of the respondents by academic titles and degrees

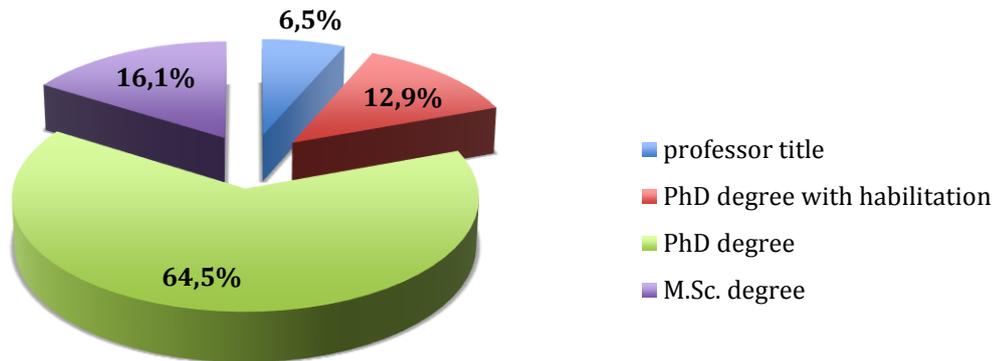


Chart 2. Percentage structure of the respondents by academic position

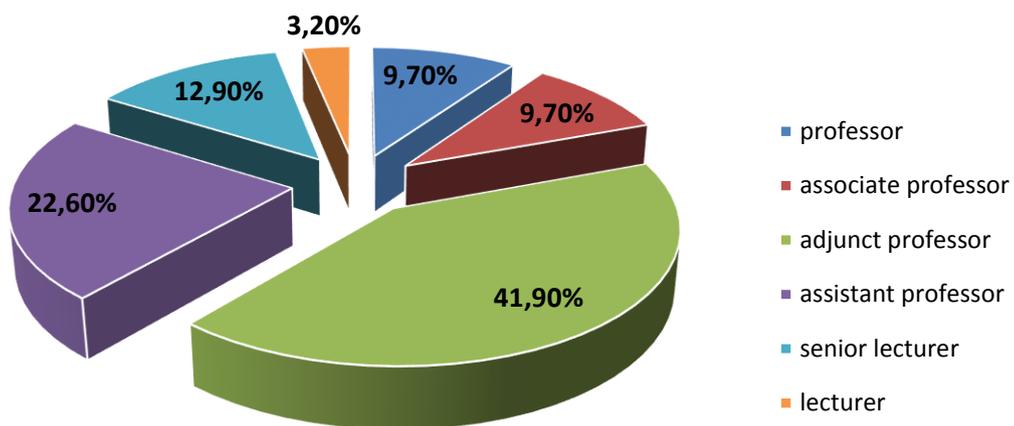


Chart 3. Percentage structure of the respondents by age

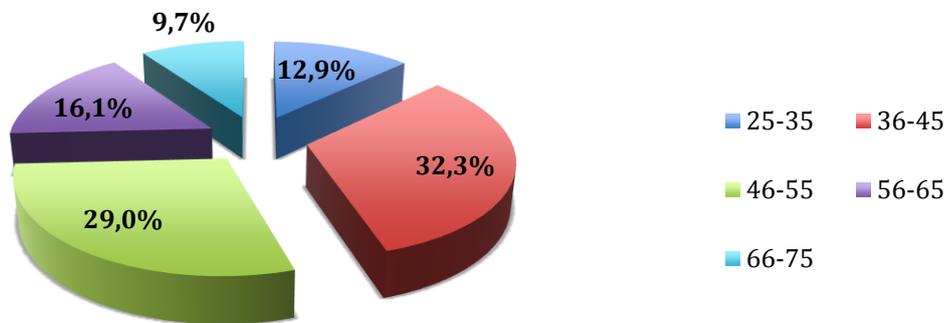
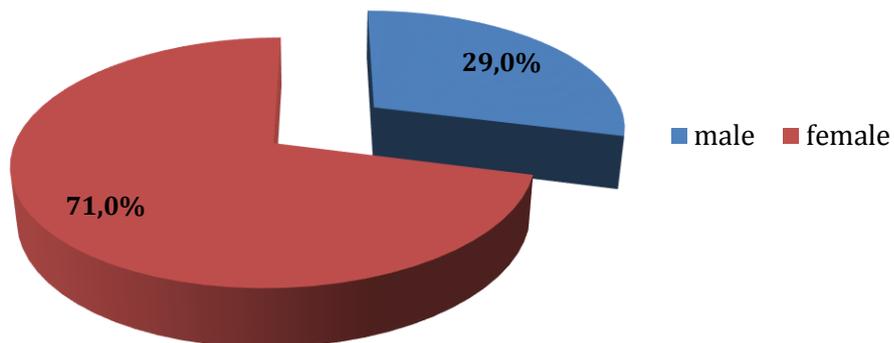


Chart 4. Percentage structure of the respondents by sex

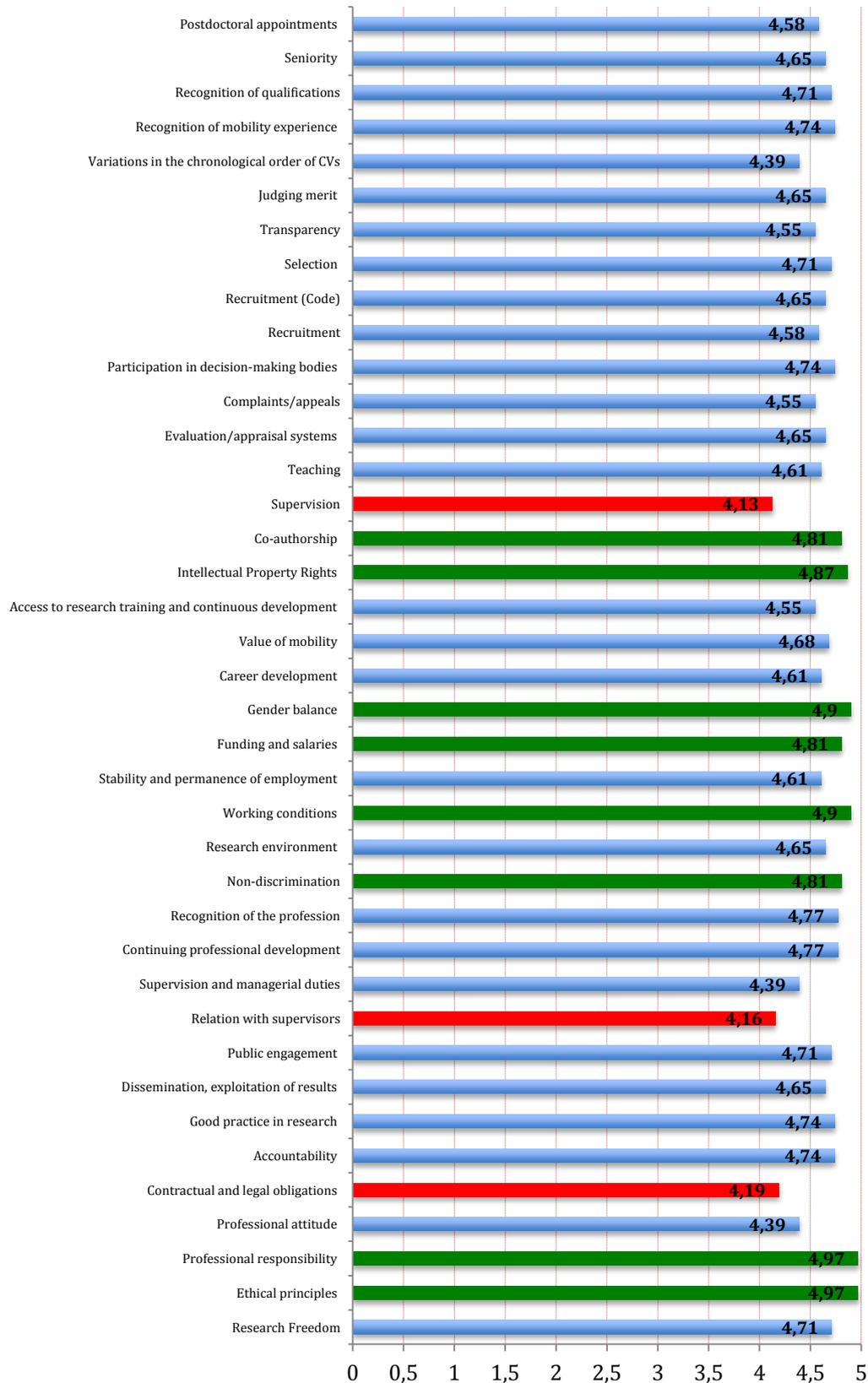


3. RESULTS OF INTERNAL ANALYSIS

The analysis of the internal regulations at the University of Applied Science in Lomza has revealed that the premises of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers are observed at the University.

The conducted survey gives grounds to state that the University teachers know and comply with the regulations provided for by the Charter and the Code, and that they also evaluate the University as functioning very well in this regard. The detailed results of the survey are presented in the chart below.

Chart 5. Survey results (average values)



In the further part of the report the individual aspects contained in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers were presented and described in detail, and planned actions were presented as well.

3.1. Research Freedom

Principle of the European Charter: Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices. Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. However, such limitations should not contravene recognised ethical principles and practices, to which researchers have to adhere.

The survey result: 4.71

The regulations in force at the LSUAS

The Law on Higher Education is the guarantor of freedom in the field of scientific research in Polish Universities. The LSUAS respects and obeys these rules, which is reflected in the provisions of § 5 of the LSUAS Statute, which states that in its activities the University is guided by the principles of freedom of teaching, research and artistic creation. This freedom is respected both in terms of thought and expression, as well as the choice of topic and research methods.

One of the objectives adopted by the Senate Resolution No. 26/2012 of 26.04.2012, of Development Strategy for the LSUAS for 2012-2020 is the creation of system opportunities for scientific and implementation research in all areas of education, identifying priority areas. In addition, the Senate Committee for Scientific Research was appointed with the Senate Resolution No. 11/2010 of 11.02.2010, which supervises statutory research conducted at the University.

University staff are obliged to respect the ethical framework for scientific research. In order to monitor employees' compliance with ethical principles in research the Senate Committee for Research Ethics at the LSUAS was approved with the Senate Resolution No. 71/2012 of 12.07.2012 and the Senate Appeal Committee for Research Ethics in the LSUAS was approved with the Senate Resolution No. 87/2015 of 11.05.2015. The committees provide opinions on scientific research projects involving human subjects conducted within the framework of the work carried out by students and staff at the LSUAS to ensure the compliance of a research project with the principles of research ethics.

Actions required: none.



3.2. Ethical principles

Principle of the European Charter: Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics.

The survey results: 4.97

The regulations in force at the LSUAS

The Senate Committee for Research Ethics at the LSUAS and the Senate Appeal Committee for Research Ethics at the LSUAS provide opinions on the admissibility of scientific research in terms of their compliance with the rules of ethics as well as respecting the rights and the protection of personal goods of participants in research projects. Committees are based on the Helsinki Declaration, the Council of Europe Convention on Human Rights and Biomedicine, the Principles of Good Clinical Practice and the Ethics Code of a Scientific Employee.

The Ethics Code of a Researcher is based on the basic principles of ethics, which recognize human dignity, truthfulness, honesty, recognition of the right to freedom of opinion, the right to property and the obligation to comply with its requirements. The Code presents the criteria of applicable practices in conducting scientific research and introduces the patterns of procedures to be applied in cases of ethical questions.

Actions required: none.

3.3 Professional responsibility

Principle of the European Charter: Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere. They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted. Researchers should ensure, if any aspect of their work is delegated that the person to whom it is delegated to has the competence to carry it out.

The survey results: 4.97

The regulations in force at the LSUAS

According to the LSUAS Statute, the basic obligations of academic staff include conducting scientific research, undertaking development work and contributing to the development of scientific creativity. Additionally, everyone is fully aware that the research conducted must add significant new value to society, and all forms of plagiarism are prohibited. The University operates a procedure for submitting, archiving and monitoring for plagiarism of theses as well as following the rules of the copyright management, related rights, industrial property rights and the principles of commercialization.



The issue of originality and standards of research is supervised by the Senate Committee for Research Ethics which operates on the basis of its own rules and regulations for the use of the research infrastructure of the University. Any irregularities in originality and standards of research are directed to the University Disciplinary Committee for Academic Teachers appointed by the Senate Resolution No. 43/2010 of 01.07.2010 (as am.).

Actions required: Holding a series of training sessions for researchers whose aim is to communicate the provisions of *The European Charter for Researchers* and the *Code of Conduct for the Recruitment of Researchers*.

3.4 Professional attitude

Principle of the European Charter: Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms and should seek all necessary approvals before starting their research or accessing the resources provided. They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed. They should give notice if it is to be terminated earlier or suspended for whatever reason.

The survey results: 4.39

The regulations in force at the LSUAS

The Rector's Regulation No. 10/14 of 14.02.2014 established the Department of Research and International Relations, as an appropriate organizational faculty to create the conditions which constitute the basis for the research. The main tasks of the Department should be administrative support of research projects, helping the managers of topics in accounting projects, and assistance in the preparation of cost estimates, annexes and agreements. Additionally, the department should provide substantial help in preparing applications for obtaining funds for scientific research projects. It should also foster cooperation in the implementation of projects with project teams as well as inform academic staff about the opportunities to participate in research projects. Moreover, the scope of duties of the Department employees includes the dissemination and collection of information on research activities of the University, preparation of proposals in connection with the evaluation of a parametric unit, preparation for the minister in charge of science proposals for the financing of science, maintenance of a database of research topics and management of patent protection and patent information.

The Regulation for requesting the distribution and settlement of funds for statutory activity provides detailed guidance on the mechanisms of research funding, the application process for funding and a list of other documents required for the application.

Information about the competitions organized by the National Center for Science and the National Centre for Research and Development for the implementation of research projects is on the University website and updated on a regular basis. (<https://www.pwsip.edu.pl/badania/index.php/konkursy-i-programy>).

Actions required: none.

3.5. Contractual and legal obligations

The Principle of the European Charter: Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations and the requirements and conditions of any sponsor or funders independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc.) as set out in the terms and conditions of the contract or equivalent document.

The survey results: 4.19

The regulations in force at the LSUAS

Every employee of the LSUAS along with the employment contract signs a statement of having read the organizational regulations and the LSUAS Statute. This document is attached to the personal file and creates an obligation to comply with them and, thus, to comply with any other internal regulations issued on its basis. The University employees are acquainted with the internal regulations through the University website where the regulations and procedures for the resolution are contained, e.g. intellectual property rights are published. The support in this area is given by the Department of Research and International Relations, whose task among others is the creation of appropriate conditions as a basis for scientific research which includes the organization of seminars and training on the practical aspects of managing research projects.

Actions required:

1. Supplementing the statement about reading the organizational regulations and the LSUAS Statute, which researchers must sign, along with making them aware of the Code of Ethics of Researchers and requiring a commitment to follow them.
2. Installing a tab with the most important current national legislation concerning higher education.

3.6. Accountability

Principle of the European Charter: Researchers need to be aware that they are accountable to their employers, funders or other related public or private bodies as well as, on more ethical grounds, to society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and co-operate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees.

Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny whenever necessary and as requested by the appropriate authorities.

The survey result: 4.74

The regulations in force at the LSUAS



Issues relating to the responsibilities of those conducting research under the University subsidy for statutory research are governed by the Rector's Regulation No. 70/13 of 16.10.2013, in which the Rules and Regulations for application, distribution and settlement of funds for statutory activities can be found. These also are in the Agreement for implementing a research task, which the University signs with the head of each research project. In addition, the employees of the Department of Research and International Relations coordinate the implementation of all research tasks, including the desirability and reliability of spending allocated funds. The Regulations also present the issues of reporting research tasks that were imposed directly on the research heads. In addition, the tasks of the Department of Research and International Cooperation include drawing-up studies, reports of research activities of the University as well as the preparation of annual reports on research activities for the minister responsible for science and higher education.

The Department is also responsible for cooperation with external entities procuring research and scientific research faculties, including keeping a record of agreements entered into in connection with the implementation of research. The Senate Resolution No. 17/2015 of 24.03.2015 introduced the Rules and Regulations of using the research equipment of the University. The Rules and Regulations address the issues related to the possibility of using research equipment which depends on the sources of funding for its purchase, the person responsible for the equipment, and the ability to provide equipment to third parties.

IT systems used by employees of the University provide support for conducting proper and complete documentation of conducted research. The Rector's Regulation No. 16/15 of 14.04.2015 introduced the Electronic Data Interchange System through which the University employees can apply for grant funding for research, publications, participation in conferences as well as information about the research conducted.

Actions required: none.

3.7. Good practices in research

Principle of the European Charter: Researchers should at all times adopt safe working practices, in line with national legislation which includes taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality requirements, and undertake the necessary steps to fulfill them at all times.

The survey result: 4.74

The regulations in force at the LSUAS

In order to ensure safe and healthy working conditions, all University employees undergo mandatory training which the employer is responsible for organizing under the provisions of the Labour Code. Each newly hired employee has to go through the initial training and workstation instruction and the personal files of employees are attached with

the card of the initial training at health and safety at work regulations, a statement of reading the provisions of fire protection at the University with commitment to comply with fire safety instructions, and the declaration of the employee reading the occupational risks. During their term of employment workers undergo periodic training required by law. In order to secure reliable execution of the duties imposed on the employer to provide a safe and healthy working conditions in universities a specialist in health and safety at work is employed.

Protection of personal data is governed by *the Rector's Regulation No. 66/15 on the protection of personal data in the LSUAS* obliging all employees to comply with the provisions added to the Regulation "*Security Policy for Personal Data Protection*" and "*Management Information System Instruction*". In order to ensure proper supervision and management of personal data collections, the University Administrator of Information Security and Systems Administrator was appointed. The Systems Administrator also acts as the person responsible for creating backups and recovering data stored in the ICT systems.

Actions required: none.

3.8. Dissemination, exploitation of results

Principle of the European Charter: All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and capitalized on, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either commercially availed or made accessible to the public (or both) whenever the opportunity arises.

The survey result: 4.65

The regulations in force at the LSUAS

In order to promote and disseminate the results of research conducted by the staff of the University, the LSUAS Publishing House was founded. The tasks of the publishing house should support the publishing process of the LSUAS publications, in particular, textbooks, monographs, scientific journals published by the University and informative publications. The Publishing House also conducts marketing and promotional activities, distributes books and publications of the University which include sales to on-site and mail-order libraries, wholesalers, bookshops, individual customers, and in the exchange and inter-exchange with other institutions.

Since 2015 the University has published the English-language magazine called "Polish Journal of Applied Sciences". The quarterly is published in the Open Access mode. It publishes the peer-reviewed, original research of the University staff and review articles.

The website of the University lists the research tasks carried out by the University staff (<https://www.pwsip.edu.pl/badania/index.php/aktualnosci/159-zestawienie-zadan-badawczych-finansowanych-ze-srodkow-dotacji-na-utrzymanie-potencjalu-badawczego>)



Actions required: The development of the database of the publications of the University staff.

3.9. Public engagement

Principle of the European Charter: Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.

The survey result: 4.71

The regulations in force at the LSUAS

The LSUAS cooperates with the business and social sectors in the development of the educational offers of postgraduate studies in accordance with the requirements of the local labor market. A perfect example of good practice in cooperation with the socio-economic sector is the Practitioners Council established by the Business Administration Institute. Its aim is to strengthen cooperation between science and business. The Council is an advisory and opinion body for the authorities and academic staff of the Institute and the University. In addition, the University prepares reports and implements plans for the needs of local enterprises and regional authorities.

At the University, all kinds of projects are conducted which are aimed at promoting knowledge and research results in the society, such as the Academy of Six-Year-Olds, the Open University.

The Academy is Six-Year-Olds is a cyclical event, which takes place within the walls of the LSUAS. Meetings are held every month, the subject of each of them is prepared by the proper Institute. Students under the guidance of teachers organize interesting activities for the faculty. The Senate Resolution No. 26/2015 established the Open University of the LSUAS. The purpose of the University is to provide its students with opportunities to develop social and artistic activities and above all an interdisciplinary attitude to knowledge which is built on the solid foundation of humanities. Reconciling the humanities paradigm of vocational training will enable all members of the Open University - regardless of their age, social status and education - a way out of the closed circle of empirical science and to address the ethos of the University as a place of shaping the worldview and socially responsible attitudes. The OU lecturers are prominent humanists, among them a renown sociologist, Prof. Jadwiga Staniszkis. Through the activities of the Open University, we reach the residents of the city and the region, and we engage in the field of humanistic activity integrating the local intellectual milieu.

Action required: none.



3.10. Relation with supervisors

Principle of the European Charter: Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.

The survey result: 4.16

The regulations in force at the LSUAS

In compliance with the Rector's Regulation No. 57/10 on the establishment of responsibilities of the Director of the Institute and the Deputy Director of the Institute, the Institute Directors are those responsible for inspiring the scientific and didactic development of their subordinates. When needed, they may appoint tutors of specialties, who are responsible for workrooms, teachers' teams, and students' research groups. In their efforts to build up a constructive and positive relationship with the fledgling researchers, the Institutes Directors are supported by the Rector's Representative for Science and International Relations and the International Relations and Research Department that they are in charge of as organizational units responsible for creating favourable conditions for conducting scientific research, selecting members project teams and coordinating academic advancement.

Actions required: none.

3.11. Supervision and managerial duties

Principle of the European Charter: Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.

The survey result: 4.39

The regulations in force at the LSUAS

In compliance with internal regulations functioning in the University the people responsible for the inspiration of academic development of subordinates are the Directors of Institutes who, if necessary, may appoint coordinators of specializations, workrooms, didactic teams, and scientific societies. The actions of the Directors of the Institutes in building constructive and positive relationship with the early-stage researchers are supported by the Plenipotentiary for Science and International Cooperation and his/her subordinate Department of Research and International Cooperation. They also form appropriate



organizational units to create the opportune conditions for conducting research, select the personnel in the project teams, and coordinate the process of scientific advancement.

The University system of periodic assessment of university teachers adopted by the Senate Resolution No. 74/13 of 23.09.2013 (as am.) and the current Rules and Regulations of granting the LSUAS Rector awards to university teachers approved by the Senate Resolution No. 93/13 of 21.11.2013 support building positive relationships, in which the superior acts as a tutor, mentor, and advisor to ensure career development and the achievement of the objectives of the unit.

Actions required: none.

3.12. Continuing professional development

Principle of the European Charter: Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including but not restricted to formal training, workshops, conferences and e-learning.

The survey result: 4.77

The regulations in force at the LSUAS

At each stage of their career the University supports the development of scientific activities of its employees by subsidizing on the basis of *"The Rector's Regulation No. 16/16 of 15.03.2016 on the rules for co-financing improving qualifications of the LSUAS employees"* up to 100% of the costs of the development of professional qualifications and by allowing employees to participate in scientific conferences, workshops and training. The University also supports its academic staff members in organizing their own conferences and seminars as well as in travel within the framework of the Erasmus program or other scientific international contacts. Opportunities of constant development of workers are supported and motivated also through such internal regulations as *"The Rules and Regulations of applying for, allocating and settling funds for statutory activity"* introduced by the LSUAS Rector's Regulation No. 81/2015 of 09.12.2015, the award system adopted by the Resolution No. 93/13 of 21.11.2013 and the assessment of employees for their scientific activities.

Actions required: none.

3.13. Recognition of the profession

Principle of the European Charter: All researchers engaged in a research career should be recognized as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).

The survey result: 4.77

The regulations in force at the LSUAS



Employees who have chosen a research career are in a unique situation and given preferential treatment by the University. This is manifested, among other things, by the fact that from the beginning of employment, employees in academic positions have a lower teaching load but at the same time a higher pay and preferential treatment of the increases in wages in relation to the teaching staff. Additionally, at the LSUAS, these workers, upon obtaining the title of doctor or doctor habilitated are automatically promoted, respectively, to senior lecturers or professors. Scientific activity is also a particular plus for the School Committee of Orders and State Awards in the preparation of applications for grants.

Actions required: none.

3.14. Non-discrimination

Principle of the European Charter: Employers and/or funders of researchers will 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 survey result: 4.8

The regulations in force at the LSUAS

A non-discrimination rule was provided for in Chapter 12 of the current *"Work Regulations"* of the LSUAS, at the beginning of which it is said that "any discrimination in employment, direct or indirect, and in particular with regard to sex, age, disability, race, religion, nationality, political views, trade union membership, ethnical origin, creed, sexual orientation, employment for a definite period of time, full-time or part-time is inadmissible". Each new employee must read "The Information about Equal Treatment in Employment" when signing an employment contract and confirm this fact by providing his/her signature. When appointing members of every type of committee or other collective body, the University if possible tries to secure equal participation of men and women. The University gives equal chances to women by enabling them a smooth transition to work after maternity and/or child-care leave.

Actions required: none.

3.15. Research environment

Principle of the European Charter: Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.

The survey result: 4.65

The regulations in force at the LSUAS



The University tries to provide adequate facilities for scientific research, including technical infrastructure, the latest information technology tools and the ability to communicate and collaborate at a distance. In 2016, 17 research tasks within five Institutes and twelve fields of study are being conducted.

In 2012 a complex of buildings, with modernly equipped laboratories adjusted to conduct teaching and research in the field of food technology and automation and robotics was opened. In 2015, the University was awarded grants for the maintenance of special test equipment, which is spent on maintenance of the equipment in readiness to do research, but it also makes it easier to qualify for research grants and projects under the Rural Development Programme 2014-2020. To achieve this objective the University has been working with several academic centers, including the Warsaw University of Technology, the Warsaw Agricultural University, the University of Warmia and Mazury in Olsztyn, the Italian University of Ancona and the Belgian University of Ghent. Our specialized devices are going to be used in research at national and international levels. This brings us to reach for funds from the greatest in the history of the European Union funding program for research and innovation Horizon 2020. This will be supported by the concentration of research activity in the areas of particular importance in university activities, while resonating positively on the region, such as food technology, human nutrition, agriculture, and dietetics. The Podlasie voivodship is an agricultural region, and in this segment we intend, in cooperation with institutions, to look for a chance of its success by monitoring the food chain "from farm to the consumer's table" and creating links between ecological agriculture and organic food processing. With devices at our disposal, we can detect toxic ingredients in foods, such as furan and methylglyoxal and conduct research on the food chain.

Part of the funds from ongoing research projects, according to the dispositions of task managers, is devoted to enlarge the research facilities.

In addition, the Department of Research and International Relations organizes special training for employees in conducting and implementing research, and in collaboration with the Department of Projects encourages employees and provides assistance in the development of proposals for the allocation of additional funds for the purchase or modernization of existing research equipment as well as billing allocated funds.

Actions required: The extension of cooperation with external parties to conduct joint research, including the building of consortia to undertake joint research projects.

3.16. Working conditions

Principle of the European Charter: Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, *inter*

alia, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.

The survey result: 4.90

The regulations in force at the LSUAS

In order to ensure good results of scientific research as well as in the light of the need to facilitate achieving a healthy work-life balance for the academic staff, the University, under internal arrangements, has greatly reduced teaching load whilst simultaneously offering higher remuneration and preferential treatment with respect to pay rises given to teaching staff. When courses are planned for academic employees, their current research projects are taken into account, so that they do not collide with teaching classes. Moreover, based on the generally applicable regulations, the University provides sabbatical leaves and shows support when one requests a reduction of employment proportion due to ongoing research work.

Actions required: none.

3.17. Stability and permanence of employment

Principle of the European Charter: Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the *EU Directive on Fixed-Term Work*.

The survey result: 4.61

The regulations in force at the LSUAS

Considering the fact that job security may have a significant impact on the quality of research and scientific achievements of employees, the University applies a fast track to permanent employment contracts for academic staff who conduct research. As a result, 70% of academic employees have signed employment contracts for indefinite periods. Job security issues were recently addressed by the 2016 amendment to *the Labour Code* allowing for the signing of employment contracts for a definite period of time for only 33 months.

Actions required: Although Polish Law addresses the issue of job security by limiting the period of employment contracts for a definite period of time to 33 only months, it seems advisable to introduce internal regulations which would be more favourable for academic staff with good prospects of scientific research.

3.18. Funding and salaries

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



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

The survey result: 4.81

The regulations in force at the LSUAS

The University employs academic staff on the basis of employment contracts only with all related benefits in accordance with current national legislation and internal regulations contained in *"The Remuneration Policy Statement"* introduced by the Rector's Regulation No 31/13 of 29.05.2013 and amending the Rector's Regulation No 36/08 of 22.10.2008 and *"The Rules and Regulations of the Company Social Benefit Fund"* approved by the Rector's Regulation No 52/14 of 25.06.2014. From the beginning of employment, employees in academic positions have a lower teaching load but at the same time a higher pay and preferential treatment of the increases in wages in relation to the teaching staff. Additionally, at LSUAS, these workers, upon obtaining the title of doctor or doctor habilitated are automatically promoted, respectively, to senior adjunct professors or professors. Each year academic staff members can apply for the Rector's Award for scientific achievement based on the criteria contained in *"The Rules and Regulations of the LSUAS Rector's Award for Academic Staff"* approved by *"The Resolution No 93/13 of 21.11.2013 and the Rector's Regulation No 5/14 of 23.01.2014 on estimating the notional amount of threshold points for scientific works published and points for chapters in scientific monographs"*. The University supports its academic staff in administrative issues concerning searching for funding for their research projects and additional remuneration from outside funds following *"The Rules and Regulations for applying, allocating and settling funds for statutory research"* introduced by the Rector's Regulation No 81/15 of 09.12.15. At each stage of their career, the University supports the scientific work of its employees by co-financing it in accordance with the provisions of *"The Rector's Regulation No 16/16 of 15.03.2016 on the rules for co-financing improving qualifications of the LSUAS employees"* up to 100% of the expenses of improving professional qualifications of employees.

Actions required: none.

3.19. Gender balance

Principle of the European Charter: Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.

The survey results: 4.90

The regulations in force at the LSUAS



A non-discrimination clause was written into Chapter 12 of the current *"Work Regulations"* of the LSUAS, at the beginning of which it is said that "any discrimination in employment, direct or indirect, and in particular sex, age, disability, race, religion, nationality, political views, trade union membership, ethnical origin, creed, sexual orientation, employment for a definite period of time, full-time or part-time is inadmissible". Each new employee must read "The Information about Equal Treatment in Employment" when signing an employment contract and confirm this fact by signing his or her name. When appointing members of every type of committee or other collective body, the University if possible tries to secure equal participation of men and women. The University gives equal chances to women by enabling them a smooth transition to work after maternity and/or child-care leave.

Actions required: none.

3.20. Career development

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

The survey results: 4.61

The regulations in force at the LSUAS

In accordance with the internal regulations of the University, the Institute Directors are those responsible for inspiring the scientific and didactic development of their subordinates. When needed, they may appoint tutors of specialties, those responsible for workrooms, teachers' teams, and students' research groups. In their efforts to build up constructive and positive relations with early-stage researchers, the Institute Directors are supported by the Rector's Representative for Science and International Relations and the International Relations and Research Department. Additionally, he or she is in charge of organizational faculties responsible for creating favourable conditions for conducting scientific research, selecting people for project teams and coordinating academic advancement.

The systems of university teachers' periodic assessment adopted by the Senate Resolution No 74/13 of 23.09.2013 (as am.) and the current rules of granting the LSUAS Rector's Awards for university teachers approved by the Senate Resolution No 93/13 of 21.11.2013 fosters positive relations, in which a superior is a tutor, a mentor and an advisor for pursuing professional career and achieving the aims of a given unit. At each stage of a professional career, the University supports scientific research of its employees by co-financing according to the provisions of *"The Rector's Regulation No 16/16 of 15.03.2016*

on the rules for co-financing improving qualifications of the LSUAS employees" up to 100% of the expenses of improving professional qualifications of employees. It also enables them to participate in scientific conferences, workshops and training courses. Moreover, the University supports its academic staff in organizing their own scientific conferences, workshops, trainings and seminars as well as the Erasmus exchanges and other international academic relations. The opportunities of constant development of employees are also aided by such internal provisions as "*The Rules and Regulations for applying for, allocating and settling funds for statutory research*" introduced by the Rector's Regulation No 81/15 of 09.12.15 and the system of awarding and assessing employees for their scientific achievements. Considering the fact that job security may have a significant impact on the quality of research and scientific achievements of employees, the University applies a fast track to permanent employment contracts for academic staff who conduct research. As a result, ca 70% of academic employees have signed employment contracts for indefinite periods. Job security issues were recently addressed by the 2016 amendment to *the Labour Code* allowing for employment contracts for a definite period of time for only 33 months.

Actions required: In order to specify and regularize the results expected from an academic staff member, it would be advisable to require the Institute Directors (by a Rector's Regulation) to specify academic career path for each assistant or adjunct professor.

3.21. Value of mobility

Principle of the European Charter: Employers and/or funders must recognise the value of geographical, inter-sectoral, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system.

This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.

The survey result: 4.68

The regulations in force at the LSUAS

The University considers employees' mobility to be one of the key aspects of their professional development and the opportunity to exchange knowledge and experience in the international environment. One of the strategic aims of the LSUAS is to increase mobility rates and greater internationalization. This aim will be reached *inter alia* by increasing student mobility and staff mobility within the framework of the Erasmus+ programme, by promoting mobility exchange and trainings, work placements, internships and by recognising these activities for professional career path such as: participation in international projects such as summer schools, study visits, and intensive courses, as well as developing new forms of cooperation by mobility and trans-border exchange. The key area for the University is cooperation with the EU countries and the trans-border cooperation with



Belarus, Russia and Ukraine as well as Asian countries: China, India, Taiwan, the USA and Canada. Within the framework of this cooperation the University has signed international cooperation agreements in the scope of staff mobility, student mobility and joint academic projects. A list of the agreements signed can be found on our website (<https://www.pwsip.edu.pl/dwz/index.php/umowy-miedzynarodowe>).

Actions required: none.

3.22. Access to research training and continuous development

Principle of the European Charter: Employers and/or funders should ensure that 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. Such measures should be regularly assessed for their accessibility, take-up and effectiveness in improving competencies, skills and employability

The survey result: 4.55

The regulations in force at the LSUAS

The University provides employees at every stage of their career with an opportunity for professional development. The Regulation No. 16/16 of 15.03.2016 defines the principles of co-financing professional qualifications of the LSUAS employees in the form of: courses, workshops, training courses and seminars, conferences, postgraduate studies, doctoral studies, doctoral programmes, habilitation procedures and procedures for granting a scientific title.

Training projects related to scientific research are organized within the University, as well as trainings and seminars of a practical nature, e.g. a training on operating the Statistica program which was carried out in the year 2015. In addition, the University allows employees to participate in distance training, while covering all costs associated with it. The Projects Department and the Department of Research and International Relations both provide support in the acquisition and settlement of funds for research and development.

Actions required: none.

3.23 Access to career advice

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

The survey result: none

The regulations in force at the LSUAS

The University has no PhD students and ensure the career advice only for students of bachelor or master levels.



Actions required: none.

3.24. Intellectual Property Rights

Principle of the European Charter: Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights.

Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.

The survey result: 4.87

The regulations in force at the LSUAS

The LSUAS in order to protect the interests of creators of intellectual property as well as those of the University has established, under Senate Resolution No. 107/2011 of 09.11.2011 (as am.), the rules for the management of copyright, related rights, industrial property rights and the commercialization of the results of research and development in force at the LSUAS. The University provides due legal protection for intellectual property under the applicable legislation. The University supports the development of creative and inventive work, in particular by providing assistance in the field of intellectual property protection and use of the infrastructure and technical base of the University with the support and under the terms of the University. Compliance with the provisions of the Rules of management of copyright, related rights, industrial property rights and the commercialization of the results of research and development at the LSUAS is the responsibility of employees of the University.

Actions required: none.

3.25. Co-authorship

Principle of the European Charter: Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc., or to publish their own research results independently from their supervisor(s).

The survey result: 4.81

The regulations in force at the LSUAS

The "*Sheet of periodic assessment of university teachers employed in the LSUAS on academic positions*" which was approved by the Senate Resolution No. 74/2013 of 23.09.2013 (as am.) takes into account the allocation of points for co-authorship of publications, participation in the implementation of grants, participation in the preparation of the proposal for the launch of a new field of study, a new specialty, postgraduate program

or courses that prepare a new teaching position. The University authorities positively foster and in no way restrict the right of employees to publish and to be mentioned in a list and/or to be quoted in the context of the actual contribution they make as co-authors of papers, patents, etc., regardless of their tutors.

Actions required: none.

3.26. Supervision

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

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

The survey result: 4.13

The regulations in force at the LSUAS

In compliance with the Rector's Regulation No. 57/10 on the establishment of responsibilities of the Director of the Institute and the Deputy Director of the Institute, the Institute Directors are those responsible for inspiring the scientific and didactic development of their subordinates. When needed, they may appoint tutors of specialties, those responsible for workrooms, teachers' teams, and students' research groups. In their efforts to build up a constructive and positive relationship with the early-stage researchers, the Institutes Directors are supported by the Rector's Representative for Science and International Relations and the International Relations and Research Department. He or she is in charge of as organizational faculties responsible for creating favourable conditions for conducting scientific research, selecting members project teams and coordinating academic advancement.

Actions required: none.

3.27. Teaching

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

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

The survey result: 4.61

The regulations in force at the LSUAS

Taking into account the fact that teaching is an essential element in the development of scientific researchers but at the same time not unduly burden them, the University Senate in its Resolution No. 103/2010 of 25.11.2010 (as am.) defined for employees in academic positions much lower teaching load in relation to those employed in didactic positions, with particular emphasis on young employees. For example, the teaching load of an assistant employed in the academic position is 240 h and that of an assistant in a didactic position is 360 h. In the case of professors, it is respectively 210 and 240 h in the case of adjunct professors in relation to educators employed in positions of senior lecturers and lecturers it is respectively 240 h for adjunct professors and 300/360 h for lecturers. Moreover, in the case of academic staff, the amount of their monthly salaries is usually higher, and they are preferentially treated with increases in wages. The University system of academic staff assessment covers three areas of activity - scientific, educational and organizational. Assessment of teaching takes into account, among other things the results of student surveys and classroom observation.

Actions required: none.

3.28. Evaluation/appraisal systems

Principle of the European Charter: Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee. Such evaluation and appraisal procedures should 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 should be taken into consideration in the context of career progression.

The survey result: 4.65

The regulations in force at the LSUAS

In accordance with the provisions of the LSUAS Statute, ongoing assessment of teachers is the responsibility of their immediate superiors. All academic teachers are subject to periodic evaluation, in particular with regard to the proper performance of the duties referred to in Article 111 of the *Law on Higher Education*, and compliance with copyright and related rights, and industrial property rights. Interim assessment is carried out not less frequently than once every two years or at the request of the Head of the organizational unit in which the teacher is employed. Teachers employed at the institute are evaluated by the director of the institute (or by the director of a University-wide organizational unit), whereas the directors of institutes and the directors of university-wide faculties are evaluated by the Rector. The bases for the assessment of academic staff are their achievements in three basic areas of activity - scientific, educational and organizational. When evaluating achievements results of classroom observations, publications and the students' opinions, etc. are taken into



account. When evaluating the activity in terms of improvement of professional qualifications, scientific advances, participation in research, scientific publications, implementation, projects, expert opinions, participation in scientific conferences, postgraduate studies and training, etc. are taken into account. When assessing the activity in the organizational work of the University participation in committees and specific problem-solving teams, participation in organizing conferences, working in the bodies of the University, etc. are taken into account. The interim assessment shall be made on the evaluation sheet approved by the Senate Resolution No. 74/13 of 09.23.2013 (as am.). The assessment of a university teacher employed at the institute will be presented to him or her in writing, by the Director of the Institute or the Head of a University-wide organizational unit respectively. The academic teacher is entitled to make an appeal against the assessments to the appeal evaluation committee established by the Resolution No. 42/2013 of 06.20.2013. The appeal shall be submitted to the appeal assessment committee within fourteen days of the university teacher's evaluation. The assessed person is notified about the possibility of lodging an appeal and about its deadline. The Appeal assessment committee recognizes the appeal within thirty days from the date of receipt of the appeal together with the case file. The Appeal assessment committee keeps the contested assessment in power or changes it in favor of the appellant university teacher. The decision of the appeal evaluation committee is final. The appeal assessment committee can be both established and dissolved by the Rector. The results of the evaluation of academic staff and the conclusions of such an assessment have an impact on the increase or decrease in the amount of salaries, promotions, bonuses and awards, entrusting managerial positions, the possibility of termination of employment with notice, including an appointed teacher. For outstanding scientific or organizational achievements the academic staff members are given awards by the Rector in accordance with *"The Rules of Granting the LSUAS Rector's Awards to University Teachers"* approved by the Resolution No. 93/13 of 21.11.2013.

Actions required: none.

3.29. Complaints/appeals

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

The survey result: 4.55

The regulations in force at the LSUAS



The following committees, acting on the basis of their regulations, appointed by the Senate play the role of impartial ombudsmen whose role is, *inter alia*, the consideration of complaints and applications of researchers:

- a) The Senate Committee for Research Ethics,
- b) The Senate Appeal Committee for Research Ethics,
- c) The Senate Committee for Research.

In addition, on the generally applicable principles, each employee can file a complaint or a request to the head of the unit which is the LSUAS Rector.

Actions required: none.

3.30. Participation in decision-making bodies

Principle of the European Charter: Employers and/or funders of researchers should recognise it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution

The survey result: 4.74

The regulations in force at the LSUAS

According to the LSUAS Statute, the institutional level collegial bodies are the Senate and the Convention. The Senate consists of academics, one selected from each institute and three elected representatives of other teachers from among all employees at the University. In addition, academics are members of such faculties as: the Legislative Affairs Committee for the Creation and Change of the LSUAS statutes, the University Council for Quality of Education, the Senate Committee for research ethics, the Senate Committee for Research, the Senate Appeal Committee for Evaluation of Academic Teachers, the Steering Team for the Implementation of the LSUAS Development Strategy or the Senate Committee for Teaching. Teachers thus have a real influence on the decisions taken at the University, in many aspects of its operations.

Actions required: none.

3.31. Recruitment

Principle of the European Charter: Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning at their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career.

Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.

The survey result: 4.58

The regulations in force at the LSUAS



According to *the Law on Higher Education* and the Statutes of the University, university teacher employment, including an academic position, in a dimension exceeding a part-time job for a definite or indefinite period is conducted by the means of an open competition. The competition is announced by the Rector or with the Rector's consent – by the Director of the Institute by giving its conditions to the public. The employment selection board is appointed by the rector, and it must consist of a minimum of three people. The competition notice must contain at least the place of employment, definition of the work requirements (i.e. the eligibility criteria) for candidates and the way the requirements must be documented, as well as the date of submission of the documents and the date of announcement of the results. The eligibility criteria to be taken into account when hiring academic staff at the University are in particular the candidates' scientific, educational and organizational achievements as well as their professional experience gained while working outside higher education. The criteria are adequately given to the type of positions and with a balanced level of detail so as not to discourage candidates. The candidate's ability to determine the University as the basic place of work within the meaning of the Act and the possibility of allocating a candidate for the minimum staff of a field of study are also taken into account. The duty of the chairman of the jury is to present the Rector with information about the progress of the competition and the disposition proposed by the committee in the form of a ranking list of candidates. In case of doubt, the Rector has the right to ask a specialist in the discipline for an opinion on the candidate's scientific, didactic and organizational achievements.

Actions required: none.

3.32. Recruitment (Code)

Principle of the European Charter: Employers and/or funders should establish recruitment procedures which are open efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should 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 should be realistic.

The survey result: 4.65

The regulations in force at the LSUAS

According to *the Law on Higher Education* and the Statute of the University, university teacher employment, including an academic position, in a dimension exceeding a part-time job for a definite or indefinite period is conducted by the means of an open competition. The competition is announced by the Rector or, with the Rector's consent – by the Director of the Institute by giving its conditions to the public. The employment selection board is appointed by the rector, and it must consist of a minimum of three people. The competition notice must contain at least the place of employment, definition of the work requirements

(i.e. the eligibility criteria) for candidates and the way the requirements must be documented as well as the date of submission of the documents and the date of announcement of the results. The eligibility criteria to be taken into account when hiring academic staff at the University are in particular the candidates' scientific, educational and organizational achievements as well as their professional experience gained while working outside higher education. The criteria are adequately given to the type of positions and with a balanced level of detail so as not to discourage candidates. The candidate's ability to determine the University as the basic place of work within the meaning of the Act and the possibility of allocating a candidate for the minimum staff of a field of study is also taken into account. The duty of the chairman of the jury is to present the Rector with information about the progress of the competition and the disposition proposed by the committee in the form of a ranking list of candidates. In case of doubt, the Rector has the right to ask a specialist in the discipline for an opinion on the candidate's scientific, didactic and organizational achievements.

Actions required: none.

3.33. Selection

Principle of the European Charter: Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained.

The survey results: 4.71

The regulations in force at the LSUAS

The Institute Selection Board conducting a competition for the employment of an lecturer shall be appointed by the Rector. It is composed of more than three people who have the knowledge and skills adequate to the offered position and, if possible, maintaining an appropriate gender balance. The Rector also has the right to ask for an opinion of a specialist of a given scientific field on scientific, academic and organizational achievements of a candidate. In duly justified cases additional interviews with candidates will be held.

Actions required: The University is going to introduce the training for the members of the selection board.

3.34. Transparency

Principle of the European Charter: Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.



The survey results: 4.55

The regulations in force at the LSUAS

In accordance with *the Law on Higher Education* and the LSUAS Statute, the candidates will be informed about the recruitment process and the selection criteria in the publications of the position on the websites of Ministry of Science and Higher Education and the University. The candidates will be informed about the recruitment results in the same way. The candidates will get the information on weaknesses and strengths of their job applications and possible professional developments on request.

Actions required: none.

3.35. Judging merit

Principle of the European Charter: The selection process should 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 should also be considered.

This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.

The survey results: 4.65

The regulations in force at the LSUAS

On the basis of the provisions of the LSUAS Statute concerning the recruitment of lecturer, a comprehensive range of candidates' experience covering scientific, academic and organizational achievements and also their professional experience which has been gained at work not connected with higher education system are taken into consideration in the selection process. The criteria are defined adequately to the position offered and at the balanced level of detail. A candidate's declaration that the LSUAS will be his or her first workplace, and the possibility that he or she will be included in the minimum staff resources of the faculty is also taken into account. In the case of existing employees, lecturers' assessment system which covers lecturers' achievements in the three basic areas of activity such as scientific, academic and organizational, provides the basis in selection process for particular scientific undertaking and promotion, as well. Quality evaluation results and students' opinions are taken into consideration when assessing achievements. Scientific promotion; participation in research, publications, implementations, projects and investigations, participation in scientific conferences, post-graduate studies and training courses are taken into account, among other things, while assessing the activity in the range of improving professional qualifications. Participation in committees, problem-solving teams, conference organization and the work in the bodies of the University are taken into



account in assessing the activity in organizational work. The assessment is made in the assessment sheet approved by the LSUAS Senate No 74/2013 of 23.09.2013 (as am.).

Actions required: none.

3.36. Variations in the chronological order of CVs

Principle of the European Charter: Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.

The survey results: 4.39

The regulations in force at the LSUAS

In recruitment and selection process the University applies to a widely understood and defined in *the Labour Code* the principle of equal treatment in recruitment and selection process. According to this principle, candidates and employees are not discriminated on the ground of a break in his/her professional career. The break of scientific career for the benefit of gaining practical skills is positively perceived by the university. What is more, it is perceived as the evolution of a career aiming to use science in practice and commercialization of scientific research. For obvious reasons, the University also accepts career breaks in view of a sabbatical, maternity or parental leave.

Actions required: none.

3.37. Recognition of mobility experience

Principle of the European Charter: Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.

The survey results: 4.74

The regulations in force at the LSUAS

The University has a positive attitude to diversification of experience connected with mobility which is a result of the work in other countries and scientific environment and gaining practical experience by working in different organizations of the public or the state sector. The University acknowledges and appreciates this kind of experience in the selection process and in staff promotion as well.

Actions required: none.

3.38. Recognition of qualifications

Principle of the European Charter: Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels

The survey results: 4.71

The regulations in force at the LSUAS

The Institute Selection Board assessing the candidates is appointed by the Rector's Regulations and composed of members commensurate to the offered position in order to analyse candidates' qualifications and experience carefully. International mobility is taken into account, as well. The Polish law regulates the recognition of qualifications in terms of diploma recognisability by *The Law on Scientific Degrees and Titles and Titles in Art .*

Actions required: none.

3.39. Seniority

Principle of the European Charter: The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.

The survey results: 4.65

The regulations in force at the LSUAS

Such basic criteria as scientific, academic and organizational achievements and also professional experience which has been gained at work not connected with higher education system are taken into account while recruiting lecturers at the University. The given criteria are suitable to the position offered and at a balanced level of detail. The requirements concerning employment history are defined on the minimum level which meet the needs of the position offered.

Actions required: none.

3.40. Postdoctoral appointments

Principle of the European Charter: Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the

postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.

The survey results: 4.58

The regulations in force at the LSUAS

According to the LSUAS Statute, the person who has been awarded at least a doctoral degree and has scientific publications can be employed as an Adjunct Professor. The person who has not got a doctoral degree can be employed as an Assistant for the period not longer than two years with a possible extension of employment if the person gains a positive assessment related to the progress of work on the doctoral dissertation. The cumulative length of employment of the staff member who does not hold a doctoral degree in the position of Assistant cannot exceed six years. The employment of the person who has not got a post-doctoral degree (habilitation) as an Adjunct Professor for the period not longer than two years with a possible extension of employment if the person gains a positive assessment related to the advancement of conduct habilitation. The cumulative length of employment of the person who does not hold a post-doctoral degree (habilitation) in the position of Adjunct Professor cannot exceed eight years. The time limits mentioned above shall be suspended by the duration of maternity leave, additional maternity leave, additional maternity leave under the terms of maternity leave, paternity leave, parental leave, sick leave, receiving sickness or rehabilitation benefits resulted from inability to work including illnesses requiring medical rehabilitation.

Actions required: none.

4. ACTION PLAN

The analysis of the LSUAS internal regulations with reference to their conformity with the European Charter for Researchers and the survey conducted revealed a need for additional action aiming to specify and improve internal procedures. These actions are presented in Table 1.

Table 1. Action plan

Task No	C&C PRINCIPLE	ACTION REQUIRED	PERSON/UNIT RESPONSIBLE	DEADLINE
1	Research freedom	None	–	–
2	Ethical principles	None	–	–
3	Professional responsibility	Holding a series of training sessions for researchers whose aim was to get to know the provisions of <i>The European Charter for Researchers</i> and the <i>Code of Conduct for the Recruitment of Researchers</i>	The Chair of the Senate Committee for Research Ethics	January 2017
4	Professional attitude	None	–	–
5	Contractual and legal obligations	Supplementing the statement about reading the organizational regulations and the LSUAS Statute, which researchers must sign, with <i>the Code of Ethics of Researchers</i> , together with a commitment to follow it - to realize the development and implementation of <i>the Code of Ethics of Researchers</i>	The Head of the Rector's Office	January 2017
		Installing a tab with <i>the most important current national legislation concerning higher education</i> on the website of the University	The Head of the Rector's Office Computer Systems Department	September 2016
6	Accountability	None	–	–
7	Good practices in research	None	–	–
8	Dissemination, application of results	Developing a database of publications of the University staff	The Head of the Library	March 2017
9	Public engagement	None	–	–
10	Relation with supervisors	None	–	–
11	Supervision and managerial duties	None	–	–
12	Continuing professional development	None	–	–
13	Recognition of the profession	None	–	–
14	Non-discrimination	None	–	–
15	Research environment	Extension of cooperation with external parties to conduct joint research, including the building of consortia to undertake joint research projects	The Rector's Representative for Research and International Relations	continuous implementation
16	Working conditions	None	–	–

Task No	C&C PRINCIPLE	ACTION REQUIRED	PERSON/UNIT RESPONSIBLE	DEADLINE
17	Stability and permanence of employment	Introduction of favourable records in terms of stability of employment in relation to promising academic staff members to the University's internal records	The Head of the Rector's Office	December 2016
18	Funding and salaries	None	–	–
19	Gender balance	None	–	–
20	Career development	Committing the Directors of the Institutes to determine for each worker employed as an assistant or an adjunct professor that his/her career development path which is specified and formalize the planned and expected results of the employee's scientific work - issuing the relevant regulation	The Head of the Rector's Office - issuing a regulation Institute Directors – specifying a development path for scientific career	September 2016 March 2017
21	Value of mobility	None	–	–
22	Access to research training and continuous development	None	–	–
23	Access to career advice	None	–	–
24	Intellectual Property Rights	None	–	–
25	Co-authorship	None	–	–
26	Supervision	None	–	–
27	Teaching	None	–	–
28	Evaluation/appraisal systems	None	–	–
29	Complaints/appeals	None	–	–
30	Participation in decision-making bodies	None	–	–
31	Recruitment	None	–	–
32	Recruitment (Code)	None	–	–
33	Selection	Introduction of procedures for mandatory training for the members of the institute competition committees	The Head of the Rector's Office	September 2016
34	Transparency	None	–	–
35	Judging merit	None	–	–
36	Variations in the chronological order of CVs	None	–	–
37	Recognition of mobility experience	None	–	–

Task No	C&C PRINCIPLE	ACTION REQUIRED	PERSON/UNIT RESPONSIBLE	DEADLINE
38	Recognition of qualifications	None	-	-
39	Seniority	None	-	-
40	Postdoctoral appointments	None	-	-

Table 2. Action plan – timetable

Task No	ACTION REQUIRED	2016				2017									
		IX	X	XI	XII	I	II	III	IV	V	VI	VII	VIII	IX	
1	Holding a series of training sessions for researchers														
2	Supplementing the statement about reading the LSUAS organizational regulations														
3	Installing a tab with the most important current national legislation concerning higher education on the website of the University														
4	Developing a database of publications of the University staff														
5	Extension of cooperation with external parties														
6	Introduction of favorable records in terms of stability of employment														
7	Committing the Directors of the Institutes to determine for each worker employed as an assistant or an adjunct professor their career development path														
8	Introduction of procedures for mandatory training for the members of the institute competition committees														

Deadline for introducing changes

ACTION PLAN 2016 – 2017





5. MONITORING

The implementation of the changes contained in the action plan will be monitored by the Team for implementing activities connected with applying by the LSUAS for the HR Excellence in Research logo. This will involve the following actions:

1. The heads of organizational faculties will file reports to the Head of the Team on completion of the tasks for which they are responsible (in accordance with the contents of Table 1).
2. On having filed reports by those responsible for each task, the Team will assess their implementation at the evaluation meeting and if necessary will amend the action plan.

After two years, in compliance with the formal regulations of implementation of *The European Charter for Researchers* and the *Code of Conduct for the Recruitment of Researchers*, internal expert assessment will be carried out concerning the proper implementation and functioning of *The European Charter for Researchers* and the *Code of Conduct for the Recruitment of Researchers* at the LSUAS.

6. CONCLUSIONS

The analysis of the regulations adopted by the LSUAS in terms of employing academic staff and of working conditions showed that the regulations are in accordance with the provisions of *The European Charter for Researchers* and the *Code of Conduct for the Recruitment of Researchers*. Each of 40 questions of the survey received a score equal to 4 or higher; 1 denoting the minimum score and 5 denoting the maximum score. More than 18 questions received an average rating above 4.7. It can be assumed that the areas which are in relation to those questions constitute strengths of the LSUAS. Only 3 questions scored an average of less than 4.2. The lowest score is 4.13 (academic mentoring). Such a high evaluation of rules and regulations at the LSUAS is very satisfying. However, there are a few areas which compared with the others were evaluated less favourably. The areas have been identified in the course of analysis and steps have been taken to improve the functioning of the University in those weaker areas.

A special emphasis should be put on the development of the academic mentoring of the younger staff employed at the university. It is particularly important for scientific development of the University, which is a young research unit, and should take care of the fastest growth of research staff with highest qualifications.

The adoption and application of the regulations involved in *The European Charter for Researchers* and the *Code of Conduct for the Recruitment of Researchers* will improve the functioning of the University in the areas which were given lower score by the researchers working at the LSUAS, while the ranges with higher score will allow those high notes to be maintained.



APPENDIX No. 1

The list of internal laws of the Lomza State University of Applied Sciences

1. The LSUAS Statute – a unified version the Senate Resolution No 13/2015 of 05.03.2015 on adopting amendments to the LSUAS Statute.
2. The Resolution No 26/2012 of 26.04.2012 on adopting the LSUAS Development Strategy 2012-2020.
3. Rector's Regulation No 59/2012 of 27.09.2012 on appointment of the Rector's Representative for Research and International Relations.
4. The Senate Resolution No 107/2011 of 09.11.2011 on approving the Rules and Regulations for Intellectual Property Management at the LSUAS (in force until 24.03.2015).
5. Senate Resolution No. 16/2015 of 03.24.2015 on the adoption of the rules of copyright management, related rights, industrial property rights and the principles of commercialization of the research and development results in the LSUAS.
6. LSUAS Rector's Regulation No. 70/2013 of 16.10.2013 on the introduction of the rules of requesting, and the distribution of settlement funds for statutory activity.
7. LSUAS Rector's Regulation No. 81/2015 of 09.12.2015 on the amendment of the rules of requesting, and the distribution of settlement funds for statutory activity.
8. Senate Resolution No. 11/2010 of 11.02.2010 on the appointment of the Senate Committee for Research (with the amended Resolution No. 32/12 of. 26.04.2012, Resolution No. 102 of. 15.11.2012, Resolution No. 6/14 of 23.01.2014).
9. Senate Resolution No. 71/2012 of 12.07.2012 on the appointment of the Senate Committee for Ethics Research (with the amended Resolution No. 100/12 of. 11.15.2012 – amendment of Resolution No. 71/12 in determining the competence of the Senate Committee for Research Ethics Resolution No. 21/13 of. 21.03.2013, Resolution No. 5/14 of. 23.01.2014, Resolution No. 24/14 of. 27.03.2014, Resolution No. 4/15 of dn.12.02.2015).
10. Senate Resolution No. 87/2015 of 05.11.2015 on the appointment of the Senate Appeal Committee for Research Ethics in the LSUAS.
11. Senate Resolution No. 95/2015 of 26.11.2015 on the adoption of the Rules of operation of the Senate Committee for Research Ethics and the Senate Appeal Committee for Research Ethics in the LSUAS.
12. Senate Resolution No. 17/2015 of 24.03.2015 on the adoption of the Rules of use of the research infrastructure of the University.
13. Regulation No. 57/10 of 26.11.2010 on the establishment of responsibilities of the Director of the Institute and the Deputy Director of the Institute.
14. Senate Resolution No. 103/2010 of 25.11.2010 on the rules for determining the scope of responsibilities of teachers, the annual teaching time of academic teachers employed at the LSUAS and the rules and conditions of calculating and reducing the said teaching time.



15. Senate Resolution No. 43/2010 of 01.07.2010 on the appointment of the University Disciplinary Committee for Academic Teachers (with the amended Resolution No. 109/11 of 09.11.2011, Resolution No. 31 / 13 of 05.09.2013, Resolution No. 108/13 of 12.12.2013, Resolution No. 33/14 of 10.04.2014, Resolution No. 51/14 of 07.07.2014).
16. Resolution No. 112/2013 of 12.12.2013 on amendments to Resolution No. 103/2010 of the LSUAS Senate of 25.11.2010 on the rules for determining the scope of responsibilities of teachers, the annual teaching time of academic teachers employed at the LSUAS and the rules and conditions of calculating and reducing said teaching time.
17. Senate Resolution No. 74/2013 of 09.23.2013 on the approval of a sheet of periodic assessment of academic staff employed in the LSUAS. (Along with later amended Resolution No. 10/2014 of 23.01.2014 on the amended Resolution No. 74/2013 on the approval of a sheet of periodic assessment of academic staff employed in the LSUAS).
18. Resolution No. 42/2013 of 06.20.2013 on the appointment of the Jury of Appeals for the Assessment of academic teachers.
19. Rector's Regulation No. 4/2007 of 28.02.2007 on the introduction of the Work Regulations and Instructions, along with later amendments.
20. Rector's Regulation No. 31/13 of 05.29.2013 implementing the Remuneration Policy Statement of the employees of the LSUAS along with later amendments.
21. Rector's Regulation No. 52/14 of 25.06.2014 on the introduction of the Rules and Regulations of the Company Social Benefit Fund at the LSUAS.
22. Regulation No. 58/2012 of 12.09.2012 on the appointment of the Committee for Rector's Awards for the LSUAS teachers.
23. Resolution No. 93/13 of 11.21.2013 on the approval of the Rules of Granting the Rector's Awards for the LSUAS teachers.
24. Rector's Regulation No. 5/14 of 23.01.2014 on determining the base amount thresholds for publication of scientific works and points for chapters of scientific monographs and scientific monographs.
25. Rector's Regulation No. 13/15 of 12.03.2015 on determining the base amount thresholds for publication of scientific works and points to chapters of scientific monographs and scientific monographs.
26. Rector's Regulation No. 16/2016 of 15.03.2016 on the rules for co-financing improving qualifications of the LSUAS employees.
27. Senate Resolution No. 15/2013 of 07.03.2013 on the appointment of the Committee for State and departmental orders and honorary title of the LSUAS (with amended Resolution No. 107/13 of 12.12.2013, Senate Resolution No. 8/2016 of 11.02.2016 on amendments to the Resolution No. 15/2013 on changing the name of the Committee for state and departmental orders and the honorary title of the LSUAS and the new composition of the Committee for orders and state and departmental decorations).
28. Rector's regulation No. 18/2013 of 19.03.2013 on the introduction of the Rules of the Committee for State and departmental orders and honorary title of the LSUAS.



29. Senate Resolution No. 22/2009 of 02.04.2009 on the appointment of the Senate Committee for Didactics.
30. Resolution No. 115/2011 of 15.12.2011 on the introduction of the University System of Education Quality Management at the LSUAS.
31. Regulation No. 27/15 of 06/10/2015 on the principles of the LSUAS teachers and staff travels as part of the Erasmus+ program in the academic year 2015/16.
32. Senate Resolution No. 26/2015 of 30.04.2015 on the establishment of the Open University at the LSUAS.
33. Rector's Regulation No. 16/2015 of 14.04.2015 on the implementation of electronic document exchange at the LSUAS.
34. Rector's Regulation No. 66/2015 of 10.29.2015 on the protection of personal data at the LSUAS.



Report is available on University website:

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