

TEMPLATE 3: INTERNAL REVIEW

Name Organisation under review:

Zachodniopomorski Uniwersytet Technologiczny w Szczecinie (West Pomeranian University of Technology, Szczecin)

Organisation's contact details:

Rector's Office: rektor@zut.edu.pl

Edyta Pazura-Umecka: epazura@zut.edu.pl

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

English website: <http://www.zut.edu.pl/eng/home/hrs4r-zut.html>

Polish website: <https://www.zut.edu.pl/zut-strona-glowna/hrs4r-zut.html>

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

English website: <http://www.zut.edu.pl/eng/home/hrs4r-zut.html>

Polish website: <http://www.zut.edu.pl/zut-strona-glowna/hrs4r-zut.html>

SUBMISSION DATE TO THE EUROPEAN COMMISSION: 30. 01. 2019

1. ORGANISATIONAL INFORMATION

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	1 113
Of whom are international (i.e. foreign nationality)	6
Of whom are externally funded (i.e. for whom the organisation is host organisation)	22
Of whom are women	285
Of whom are stage R3 or R4 ¹ = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	319
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	384
Of whom are stage R1 = in most organisations corresponding with doctoral level	410
Total number of students (if relevant)	8600
Total number of staff (including management, administrative, teaching and research staff)	1234
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	62 267 688

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

<i>Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,...)</i>	39 227 733
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	3 233 739
<i>Annual funding from private, non-government sources, designated for research</i>	932 533
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>The ZUT is a leading university in the West Pomeranian Region in Poland. The ZUT has about 8.600 students and 410 PhD students attending lectures in ten faculties: Civil Engineering and Architecture, Chemical Technology and Engineering, Computer Science and Information Technology, Electrical Engineering, Mechanical Engineering and Mechatronics, Maritime Technology, Biotechnology and Animal Husbandry, Environmental Management and Agriculture, Economics and Faculty of Food Sciences and Fisheries.</p> <p>The ZUT received 6 grants under Horizon 2020 and 93 from other external sources, including the National Science Center and the National Center for Research and Development.</p> <p>Scientific staff of the ZUT is over 1000 employees, including 86 professors, 233 habilitated doctors and 384 philosophy doctors employed as assistants and assistant professors.</p>	

2. NARRATIVE (MAX. 2 PAGES)

At the beginning, it is worth presenting the current situation in higher education in Poland. Higher education is currently at the stage of fundamental changes. In October 2018 came a new law came into force - the Constitution for Science. That law is revolutionizing the approach to higher education. There are many changes, eg. doctoral education model, new career paths for didactics and scientists, changes in academic degrees. Scientific research will be evaluated within the whole university, not as it has been within faculties. In addition a new classification of fields and disciplines of science is created. The proposed changes are diametrical and the current period of changes, affect the mood among scientists. Currently, universities are at the stage of adapting to the new requirements. Universities must introduce regulations, including new statutes, study and work regulations. Several of the actions we have written in the action plan do not exist any more at the moment. This is the ethical code of a researcher of ZUT and changes in the statute of ZUT, which would standardize the recruitment process. All planned changes that have not been implemented will be introduced in the next three years. Besides these two activities, we have completed all of the plans that we had target set for. We have raised the knowledge about the importance of career planning, we promoted international and intersectoral mobility of scientists. We have engaged scientists in promotion of science to the society. We reached the funding of the European Researchers' Night for 2018-2019.

A detailed assessment of the current situation is below. It is based on the results of a survey poll among of ZUT scientists.

1. ETHICAL AND PROFESSIONAL ASPECTS

In this part, we implement activity:

- Supporting researchers in responding to calls associated with knowledge dissemination at the European and national level - Thanks to the university's support, we organized over 300 events popularizing science, including the European Researchers' Night, which gathered over 10.000 people.

We have not been able to implement the Ethical Code of a researcher of ZUT. But 79% of respondents in our survey responded that the ethical aspects of conducting research are adhered to at the University. The results of the survey shows that ethical and professional aspects at the university are treated very seriously and there

is general awareness among employees about this. The implementation of the Ethical Code of a researcher of ZUT will be implemented in the next three years.

2. RECRUITMENT

In this part, we implement activity:

- Training sessions for Deans, heads of organisational units and employees to familiarise them with ZUT procedures - we completed trainings and individual meetings in the field of recruitment.
- Rector's Communique to employees, to draw attention to specific aspects of recruitment.

In connection with mentioned changes in higher education, we have not implemented a correction to the statute of ZUT. The new statute, with all relevant elements, will be implemented by October 2019.

The results of the survey shows that most C&C rules are followed. Corrective actions should be taken to the principles of Seniority and Transparency. The respondents were not able to set out whether the academic achievements are more important than reputation in scientific community. Therefore, we are planning to introduce a new employee evaluation system that will award scientific achievements. In addition, to ensure the transparency of the recruitment process, we will introduce a recruitment guide. Elementary part of this guide will be code of good practice in employment.

3. WORKING CONDITIONS AND SOCIAL SECURITY

In this part, we implement activity:

- Information campaign on ZUT Academic Career Office and EURAXESS Regional Centre of Information for Researchers.
- Rector's Communique to promote doctoral candidates' involvement in research at ZUT.
- Promotion of study visits abroad, fellowships and award; updating the list of opportunities every half-year at the ZUT web site and via a newsletter.
- Strengthening of support to researchers applying for research visits abroad.
- Training on strategic research career planning.
- Information at the Senate meeting on the necessity to observe the research-teaching balance.

The results of the survey showed that the ZUT still needs to work on several C&C principles. These are: Recognition of the profession, Stability and permanence of employment, Gender balance and Access to career advice. Regarding to the recognition of the profession, we still note that doctoral students do not feel recognized as professionals. Therefore, we will start preparations for a new form of doctoral studies - doctoral schools, which will be carried out like a project with goals and milestones and will be more practical. Researchers pointed out that work at the university does not give them stability and permanence of employment. We think that this is the effect of the introduced changes and the transition period in Polish science. We will monitor the opinion on an ongoing basis over the next years.

4. TRAINING

In this activity, we planned to amend the ZUT Researcher's Ethical Code with premises on a special role of the doctoral thesis supervisor in introducing young researchers to science. Unfortunately, during this period, we have not adopted the Ethical Code, this action will be carried out over the next three years.

The survey shows that researchers feel the lack of access to trainings and continuous development. Therefore, we plan to conduct a series of training for PhD students, scientists and management staff.

3. ACTIONS

<i>Title action</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target</i>	<i>Current status</i>
ACTION 1.1. <i>Preparation and implementation of the ZUT Researcher's Ethical Code</i>	<i>February 2018</i>	<i>Department of Research</i>	<i>We have decided to postpone the date of preparation of the Ethical Code of a researcher of ZUT in connection with the planned changes in higher education and the change of the university statute. The Code will be adopted after the implementation of the new statutes of ZUT.</i>	<i>Action uncompleted/ Postponed date (look table with actions for upcoming 3 years)</i>
ACTION 1.2. <i>Supporting researchers in responding to calls associated with knowledge dissemination at the European level</i>	<i>Continuous action, as of June 2016</i>	<i>Regional Centre for Innovation and Technology Transfer ZUT</i>	<i>ZUT administration supported scientists in activities related to the popularization of science and applying for external funds for these activities. From September 2016 to end of December 2018 ZUT organized more than 300 events/trainings/lectures/experiments for kids, high school students, adults, seniors and industry specialists. Furthermore ZUT received funding under the European Researchers' Night for 2018-2019 (project number 819104, title: European Researchers' Night - We create Science&History). In addition, in HRS4R Strategy of ZUT, we signalled that we'll promote the need to publish publications in open access databases. ZUT has made efforts to conduct trainings to promote open access among our scientists. Training took place 21st February 2017 and 17th September 2018. We also created a leaflet that promotes and explains the rules of publishing in open access. At that time, ZUT has been working on an open access publishing strategy that has not yet been completed. In addition, a training was conducted to familiarize employees with open access and promote publishing in open access. The training was conducted by an external expert</i>	<i>Ongoing actions</i>
ACTION 1.3. <i>Preparation and implementation of an amendment to ZUT statutes</i>	<i>November 2017</i>	<i>Rector</i>	<i>Higher education in Poland is at the stage of fundamental changes. The last two years have been the work of the scientific community on the Act, which completely changed the model of scientific and didactic careers and the functioning of the universities. The Constitution for Science was adopted by the Polish government in 2018. It requires at universities, among others changes in statutes that will</i>	<i>Action uncompleted/ Postponed date (look table with actions for upcoming 3 years)</i>

			<p>adapt the university's activities to new requirements. In connection with these changes at the national level, ZUT didn't amend the existing statute. Polish universities are obliged to establish new statutes by October 2019, therefore the activity will be carried out on that date.</p>	
<p>ACTION 1.4. Training sessions for Deans, heads of organisational units and employees to familiarise them with ZUT procedures</p>	<p>Training sessions (two sessions a year) to begin in March 2017</p>	<p>HR Department</p>	<ul style="list-style-type: none"> • Training Session - HR Department Manager took part in the session of the ZUT Senate in order to inform participants about the procedures for the employment of researchers in relation with the principles contained in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. The meeting took place on 24th April 2017. • Individual Training sessions with Deans – Head of HR Department met with deans of all ZUT faculties to discuss issues related to European Charter for Researchers and a Code of Conduct for the Recruitment of Researchers. During the meetings, the following issues were raised: <ul style="list-style-type: none"> ▪ recruitment of employees, ▪ filling out applications for employment, transfer, ethical issues of dismissal, ▪ holiday leaves, ▪ information on the transformation of periodic contracts, ▪ personal data protection. <p>Meetings were held in February and March 2018. Signed reports from meetings by deans and managers of units are evidence.</p> <ul style="list-style-type: none"> • A circular 3 of the Rector of ZUT of 12th May 2017 in relation to conduct a competitive procedure for the purpose of employing academic teachers. It is a set of requirements and rules that should be used when researchers are employed. • Training session with external expert – the training was about employment in the aspect of the new Constitution for Science. The training took place on 18th-19th October 2018 <p>In addition, the HR Department sent information by e-mail to employees, for example about changes in recruitment procedures, changes in the labour law or how to conclude and terminate periodic employment contracts.</p>	<p>Action completed/ Ongoing</p>
<p>ACTION 1.5. Rector's Communique to employees, to draw attention to specific aspects of recruitment</p>	<p>February 2017</p>	<p>HR Department</p>	<ul style="list-style-type: none"> • 27th February 2017. At the meeting of the Senators of the ZUT, the Rector presented the recruitment procedure for ZUT. The principles of the Charter and the Code were discussed, including the recruitment principle, selection of personnel, transparency, merit evaluation, the principle of variation in the chronological order of the CVs and the recognition of mobility experience. The protocol of the meeting are evidence. 	<p>Action completed</p>

<p>ACTION 1.6. Information campaign on ZUT Academic Career Office and EURAXESS Regional Centre of Information for Researchers</p>	<p>March 2017, March 2018</p>	<p>Regional Centre for Innovation and Technology Transfer ZUT</p>	<ul style="list-style-type: none"> • March/April 2017 - In response to the needs of researchers, ZUT has created a new service related to strategic career planning, which was implemented by EURAXESS Regional Centre of Information for Researchers. The first campaign concerned the promotion of this service among PhD students and young scientists. Polish and English version of the information related to the new service has been placed on the university website. In addition, the Rector emailed information about the new service to the Deans, who were obligate to distribute this information to their faculties. • March 2018 - In this activity date was changed from March to October 2018. In connection with the project financed from national sources which was granted to ZUT. The project is aimed to increase the university's competitiveness at the national and international level. One of the most important activities is development of scientific staff. Therefore, we decided on an information campaign after receiving the funding of the project. Information about support in strategic planning a scientific career was sent to each researcher and doctoral student with invitation to individual consultation. In addition were designed posters, which were placed on the faculties. 	<p>Action completed</p>
<p>ACTION 1.7. Rector's Communique to promote doctoral candidates' involvement in research at ZUT</p>	<p>May 2017</p>	<p>Education Department</p>	<ul style="list-style-type: none"> • 26th June 2017 - At the meeting of the Senators of the ZUT, the Rector reminded participants of the 22nd C&C principle, which says that all scientists should be considered as a professionals. It was pointed out that all promoters of doctoral students should increase the involvement of their students. PhD students should: <ul style="list-style-type: none"> ▪ be involved in research, ▪ have freedom to speak on research topics, ▪ participate in designing research, ▪ propose, for example, the use of research methods, ▪ be encouraged to take up scientific polemics, ▪ be engaged in establishing contacts with other scientific units in the country and abroad, ▪ have the opportunity to participate in scientific conferences, ▪ participate in writing scientific publications, ▪ have the opportunity to go on research fellowship. <p>The head of scientific units were asked to be a mentors for young researchers. They should enable young researchers to use their scientific networks and support in creating new ways of personal development, as well as help in searching for sources of funding for research and motivate to international and intersectoral</p>	<p>Action completed</p>

			mobility. The protocol of the meeting is evidence.	
ACTION 1.8. Promotion of study visits abroad, fellowships and awards; updating the list of opportunities every half-year at the ZUT website and via a newsletter	As of June 2016 (twice a year)	Regional Centre for Innovation and Technology Transfer ZUT	Regional Centre for Innovation and Technology Transfer ZUT published twice a year list of fellowships opportunities. The information was published on the website of Regional Centre for Innovation and Technology Transfer ZUT and via newsletter. Dates of publications: <ul style="list-style-type: none"> • 5th January 2017, • 26th June 2017, • 19th December 2017, • 13th July 2018. Link to the newest fellowship opportunities (in polish): https://innowacje.zut.edu.pl/aktualnosci/oferty-stypendialne-dla-mlodych-naukowcow	Action completed/ ongoing
ACTION 1.9. Strengthening of support to researchers applying for research visits abroad	Continuous action, as of November 2016	Regional Centre for Innovation and Technology Transfer ZUT	ZUT strives to strongly promote the international exchange of scientists. In 2017 and 2018, we conducted over 130 individual consultations among ZUT researchers on international mobility.	Ongoing actions
ACTION 1.10. Training on strategic research career planning	April 2017	Regional Centre for Innovation and Technology Transfer ZUT	12 th October 2016 - Effective management of scientific development (open lecture - external expert). 24 th October 2016 - Plan your science career step by step (open workshop – internal expert) 6 th December 2017 - career planning - the key to success in science (dedicated workshop – internal expert) 8 th December 2017 - career planning - the key to success in science (dedicated workshop – internal expert) 17 th October 2018 – Science career planning (open workshop – internal expert) 22 nd November 2018 – participation in job fairs where the research profession and career planning service were promoted	Action completed
ACTION 1.11. Information at the Senate meeting on the necessity to observe the research-teaching balance	As of January 2017 (once a year)	Rector	At the meeting of the Senators of the ZUT, the Rector reminded about existing internal documents that regulate the number of hours of didactics. He also reminded that employees conducting research have the opportunity to reduce the number of teaching hours. Meetings were held 30 th January 2017 and 24 th September 2018. The protocols of the meeting are evidence.	Action completed
ACTION 1.12. Amending the ZUT Researcher's Ethical Code with premises on a special role of the doctoral thesis supervisor in introducing young researchers to science	February 2018	Research Department	We have decided to postpone the date of preparation of the Ethical Code of a researcher of ZUT in connection with the planned changes in higher education and the change of the university statute. The Code will be adopted after the implementation of the new statutes of ZUT.	Action uncompleted/ Postponed date (look table with actions for upcoming 3 years)
New actions for upcoming 3 years				
	Timing	Responsible	Indicator(s) / Target	Current

		<i>Unit</i>		<i>status</i>
ACTION 2.1. <i>Preparation and implementation of an amendment to ZUT statutes</i>	<i>October 2019</i>	<i>Rector's Office</i>	<i>The new Statute of ZUT will contain essential elements of the Charter and the Code. It will also emphasize the importance of applying the principles contained in both documents.</i>	<i>Work in progress</i>
ACTION 2.2. <i>Preparation and implementation of the ZUT Researcher's Ethical Code</i>	<i>March 2020</i>	<i>Research Department</i>	<i>The ZUT Researcher's Ethical Code will contain all rules and principles that should be applied by researchers.</i>	<i>Work in progress</i>
ACTION 2.3. NEW <i>Employment Handbook with Code of Good Academic Practices in employment</i>	<i>Up to June 2020</i>	<i>HR Department</i>	<i>It will be a guide to the employment at the ZUT clarifying the rules of recruitment process, employment, remuneration and many other issues, helpful for new candidates and existing employees, at various stages of their career at the ZUT. Part of this Handbook will be also Code of Good Academic Practice in employment</i>	<i>Work in progress</i>
ACTION 2.4. NEW <i>Recruitment form</i>	<i>December 2019</i>	<i>HR Department</i>	<i>The recruitment form will be a support for the members of the evaluation committee for candidates for job in ZUT. Basis on the form, will be able to do a note about the strengths and weaknesses of the candidate, which will be a feedback form her/him.</i>	<i>Work in progress</i>
ACTION 2.5. NEW <i>A form that standardizes information in a job advertisement</i>	<i>December 2019</i>	<i>HR Department</i>	<i>A university – wide form will be created to regularize the information that will be included in job advertisement.</i>	<i>Work in progress</i>
ACTION 2.6. NEW <i>Soft skills training for PhD students</i>	<i>Continuous action from January 2019</i>	<i>Regional Centre for Innovation and Technology Transfer</i>	<i>We are planning to do trainings which will develop soft skills of PhD students. Trainings/workshops topics:</i> <ul style="list-style-type: none"> • <i>How to write scientific publications,</i> • <i>how to apply for external funds for research,</i> • <i>research planning in practice,</i> • <i>building a scientific image,</i> • <i>design thinking in science,</i> • <i>entrepreneurial behaviour,</i> • <i>creating and presenting presentations,</i> • <i>creative problem solving at the work of a scientist.</i> 	<i>Work in progress</i>
ACTION 2.7. NEW <i>Scientific mentors for PhD students</i>	<i>Continuous action from October 2019</i>	<i>Education Department</i>	<i>At the University we will appoint 10 mentors who will be recognized scientists in their fields. The aim of this activity is to create an open space for discussion at the level of master-professor, trainee - doctoral student. It aims to exchange ideas about scientific discipline, good practices related to designing and conducting research, a broader view of the research career of young researchers based on the mentor's experience. The mentor is to provide advice at key moments in career development, talk about their experiences, share their network of scientific contacts and show how to build such a network. It has a significant role in strategy of building the scientific image as well as the strategy of publishing and applying for external funds. The mentor's function will oblige scientists to conduct training on good practices related to methods and methods of data</i>	<i>Work in progress</i>

			collection, effective writing and publishing of scientific articles as well as ethics in research.	
ACTION 2.8. NEW Doctoral School	October 2019	Education Department	We are planning create a new doctoral program – doctoral schools (DS). The DS will be conducted in engineering and technical sciences (in chemical engineering and material engineering disciplines). DS will have a more practical form than the current doctoral studies. PhD students will be mentored and supported in career planning. The Scientific Council of the DS will be established, which will base on merit support for PhD students. The doctorate will be carry out as a scientific project. It will have a definite implementation plan and milestones. In addition, PhD students will be trained in soft and transferable skills.	Work in progress
ACTION 2.9. NEW Improving the teaching skills of the university's staff	Continuous action from January 2019	Regional Centre for Innovation and Technology Transfer	We are planning to do training which will develop teaching skills of didactic staff. Trainings/workshops topics: <ul style="list-style-type: none"> • how to create teaching materials in open access, • effective searching of citations in databases, • learning outcomes in the study program, • supporting doctoral studies, • new techniques of presentation, • development of soft skills, • designing of e-learning materials. 	Work in progress
ACTION 2.10. NEW Implementation of an open access policy	October 2022	Main Library of ZUT	We are planning to implement an institutional open access (OA) policy. We will support scientists in law services in this area, in financing publications in OA and support for the repository. We are planning to make all doctoral theses available in open access. We will appoint plenipotentiaries for open access, who will be support in the field of copyright. We will working on introducing open access to intellectual property rights regulations. Effect of this activities should be These increase in the number of publications of ZUT scientists in open access.	Work in progress
ACTION 2.11. NEW Integrated Management System	December 2020	IT Department	The implementation of software for the Integrated Management System is necessary for the efficient operation of the University and for increasing the comfort of work for researchers. This will save time of staff and provide more efficient administrative support.	Work in progress
ACTION 2.12. NEW Increased cooperation with enterprises	March 2020	IT Department	1) Creating a coherent technological and business offer of the ZUT, 2) Creation of an open electronic base of scientific potential in the form of a search engine.	Work in progress
ACTION 2.13. NEW Strategy of HR management	December 2020	Legal and organization Department	We are planning to create a strategy of HR management. In this document the recruitment procedure will be described in detail. Administrative staff will be evaluated by scientists to ensure efficient administrative support. The strategy will include new criteria for the evaluation of science and didactic staff (focused on the quality of education). We are planning to introduce a motivation system depending on the scientific activity.	Work in progress
ACTION 2.14. NEW Optimization of	December 2019	Legal and organization	We pay attention the need to optimize the management structure at ZUT. Over the next	Work in progress

<i>management structure at ZUT</i>		<i>Department</i>	<i>three years, we are planning to optimize it to make the university management more efficient and the employees was appreciate. There are planned changes regarding organization, management, financing and information.</i>	
ACTION 2.15. NEW <i>Increasing management competences of the management staff</i>	<i>Continuous action from January 2019</i>	<i>Regional Centre for Innovation and Technology Transfer/ Legal and organization Department</i>	<p>1) <i>Workshop on information management – Workshops will concern on issues such as the flow of information, the ability to communicate at all levels, and proper communication while motivating employees.</i></p> <p>2) <i>Workshop in HR management –Workshop will increase team management skills. The training will be directed to the top and middle level staff.</i></p> <p><i>It will be also advisory and coaching sessions. We are planning to develop competences in the management process, create new work tools, identify relationships with subordinates, diagnose development areas, strategic management, controlling, indicators and measures to achieve goals, strategy implementation and management by objectives.</i></p>	<i>Work in progress</i>
ACTION 2.16. NEW <i>New criteria for the assessment of research and teaching staff</i>	<i>November 2019</i>	<i>Legal and organization Department</i>	<i>In the opinion of our employees, there is a very de-motivational periodical grades for employees. We are planning to implement a new evaluation system that will take into account the quality of education and the contribution to conducting scientific research.</i>	<i>Work in progress</i>
ACTION 2.17. NEW <i>Develop a ZUT website in English (1:1 like in polish)</i>	<i>December 2019</i>	<i>IT Department</i>	<i>To increase the international character of the university, we are planning to update the ZUT website in English. It will have the same content in English as in Polish.</i>	<i>Work in progress</i>

Comment on the implementation of Open, Transparent, Merit-Based Recruitment principles:

Above all, we want to develop an Employment Handbook with the Code of Good Academic Practices in employment. It will be an easily accessible set of information for each employee who plans to hire a researcher for her/his team. In addition, we will create a recruitment form and form of job advertisement. We will be watching over the transparency of the recruitment process and selection's procedures.

4. IMPLEMENTATION (MAX. 1 PAGE)

The implementation of the Action Plan has been monitored by Evaluation Committee for Human Resources Strategy of the West Pomeranian University of Technology, Szczecin in the context of The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. This committee composed of:

1. Vice-rector for Organisation and Development – Professor Stefan Domek, Ph.D, D.Sc, Eng.
2. A representative of the Regional Centre for Innovation and Technology Transfer – Director Joanna Niemcewicz and Angelika Łysiak, Edyta Pazura-Umecka
3. A representative of the HR Department – Head of Department Zofia Małgorzata Bednarczyk

The progress of implementation of the actions foreseen in the Action Plan has been monitored by the Committee on regular basis:

- 29th November 2017 – meeting regarding the evaluation of the implementation of activities during the first year of obtaining HR Award and analysis of activities for the next year.
- 27th September 2018 – meeting regarding the evaluation of the implementation of activities during two years from obtaining HR Award and analysis of corrective actions. During the meeting, the methodology for the preparation of the interim report was established.
- 3rd December 2018 – meeting regarding the analysis of the survey poll among ZUT employees and making decisions regarding the action plan for the next 3 years.

In order to thoroughly analyze the situation at the university, we conducted a survey among researchers to look into their perception of how the Charter and Code provisions are applied at ZUT. The researcher were given an opportunity to express their opinions via anonymous questionnaire. Thanks to the fact that the same questionnaire was conducted in 2015 we were able to compare the results and suggest further changes. In addition, in this edition of the survey, we decided to give the employees the opportunity to comment in open question what they think should be changed at the University to improve working conditions.

The survey was attended by 941 respondents, which is 76%. Such a high turnout makes it possible to regard the feedback received as highly reliable. On this basis, the evaluation committee has created an action plan for the next three years. Many ideas which were presented in the survey have been taken into account.

We are convinced that regular monitoring of progress of the planned actions and dialogue with employees will allow for proper preparation for external evaluation. In addition the Evaluation Committee will meet once a year to discuss about implementation of the Action Plan and evaluate the progress of the work. Furthermore before the external evaluation our researchers will also conducted a survey.

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