



HR EXCELLENCE IN RESEARCH

Renewal report  
Nicolaus Copernicus University in Toruń

November 2025

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# 1. Organisational Information

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

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	2338
Of whom are international (i.e. foreign nationality) *	172
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	127
Of whom are women *	1159
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	832
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	763
Of whom are stage R1 = in most organisations corresponding with doctoral level *	247
Total number of students (if relevant) *	16291
Total number of staff (including management, administrative, teaching and research staff) *	4487

<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	210375302
Annual organisational direct government funding (designated for research)	64369302
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	18688976
Annual funding from private, non-government sources, designated for research	675873

## 1.1 ORGANISATIONAL PROFILE

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

Nicolaus Copernicus University in Toruń (NCU) is one of the largest universities in Poland, comprising 16 faculties, including three medical faculties at the Collegium Medicum in Bydgoszcz, and offering over 118 study programmes and 33 postgraduate courses. As a designated research university, NCU prioritizes internationalization, interdisciplinarity, innovation and academic integrity. It is a member of both the Young European Research Universities Network (YERUN) and the Young Universities for the Future of Europe (YUFE) alliance. These partnerships significantly enhance NCU's international engagement by fostering joint research, academic mobility, innovation-driven initiatives and active involvement in shaping the future of European higher education.

## 2. Strengths and weaknesses of the current practice

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

### 2.1. Ethical and professional aspects

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

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

## **Summary of Key Strengths and Achievements at NCU from the renewal report (site visit)**

Nicolaus Copernicus University (NCU) demonstrates a strong and sustainable commitment to fostering an ethical, inclusive, and supportive research environment grounded in the principles of the European Charter for Researchers and the Code of Conduct.

### **1. Promotion of Research Freedom and Professional Responsibility**

NCU ensures full academic freedom for researchers at all career stages, supporting both the choice of research topics and research methodologies. A key foundational document—the Ethical Code of University Employees—reinforces professional responsibility and ethical conduct. Researchers benefit from an open, collaborative research environment, thematic support systems, established ethics committees in Toruń and Bydgoszcz, Intellectual Property regulations, and robust antiplagiarism tools.

### **2. Development of an Inclusive and Supportive Organisational Culture**

The University has taken strategic steps to build a culture rooted in trust, fairness, objectivity, and community cohesion. The appointment of dedicated Deputy Rectors for Equal Treatment; Student and Doctoral Student Safety; Education and Student Affairs at Collegium Medicum; and an Academic Ombudsman significantly enhances everyday support for researchers, students, and staff. Their direct, accessible contact minimises bureaucracy and enables rapid responses.

A major achievement is the dynamic partnership with the University Centre for Support and Personal Development, formally launched in 2021. The Centre provides psychological and psychiatric support to students, doctoral candidates, and employees—introduced even during the pandemic—ensuring a friendly, safe environment for work and study.

### **3. Strengthened Communication and Monitoring Mechanisms**

NCU has significantly improved communication channels, especially through coordinated work between Deputy Rectors, the University Chancellor, and the Promotion Department. Even during the pandemic, a series of structured meetings ensured continuity and transparency. Researchers receive tailored communication and guidance aligned with the University’s science communication strategy, with dedicated information streams for R1 and for R2–R4 researchers.

### **4. Implementation of Policies Supporting Equal Treatment and Conflict Resolution**

With the new Vision and Strategy, the University introduced comprehensive internal regulations to guarantee a working and research environment free from violence and discrimination. Key regulations include the Rector’s Regulation on Equal Treatment (No. 209/2021) and the Rector’s Regulation on Dispute Resolution (No. 211/2021).

### **5. Transparent Management, Accountability, and Legal Compliance**

The University has established detailed regulations for managing research funds in line with national and European standards. The Research Office provides crucial support for ethical compliance and professional responsibilities in EU-funded projects. The implementation of an Open Science policy and the appointment of an independent GDPR Supervisor further ensure adherence to legal and contractual obligations. GDPR training for researchers is mandatory and continuously provided.

### **6. Strong Public Engagement and Societal Responsibility**

NCU is deeply embedded in the social and economic environment, with researchers actively engaged in outreach initiatives such as the European Researchers’ Night and the Science

Festival. As a committed RRI (Responsible Research and Innovation) institution and an active YUFE partner, the University focuses on societal challenges including youth unemployment, migration, inclusiveness, and digital transformation. Collaboration with policymakers, business partners, innovation clusters (e.g., CPATT), and industry has resulted in increased research partnerships and the expansion of industrial doctoral programmes.

## **7. Promotion of Good Research Practices and Intellectual Property Support**

The University offers strong IPR support through a dedicated IP Advisor who provides consultancy, training, and promotion of intellectual property rights among researchers and PhD candidates at all stages.

**Overall**, since the beginning of the implementation process in 2015, NCU has made significant progress in building a robust ethical and professional research environment. The milestones achieved demonstrate the University's long-term commitment to high standards, comprehensive support systems, and an inclusive academic culture aligned with European best practices.

**Since 2023 NCU has made significant progress in the following areas:**

### **Regarding Principle: NON – DISCRIMINATION**

NCU promotes openness and collaboration as key values of the University inclusive organisational culture based on multidirectional communication. A human resources policy based on the principles of equality and prevent all forms of discrimination and mobbing has been implemented. Accordingly with the policy NCU provides widened support to employees, PhD students and students through the engagement of Rector's Plenipotentiaries. **The Rector's Plenipotentiary for Equal Treatment** is responsible for supporting the development and implementation of university-wide policies that promote equality, non-discrimination and inclusiveness within the academic community. Her tasks include monitoring adherence to equal treatment standards, providing guidance on preventing discrimination and harassment, coordinating awareness-raising activities, and advising university authorities on systemic improvements. She also collaborates with faculties and administrative units to ensure consistent enforcement of equality-related procedures. In pursuit of standards that guarantee equal treatment—also with regard to gender—Nicolaus Copernicus University adopted its Gender Equality Plan (GEP) for 2022–2026 in February 2022. The Plan was developed by a team of experts, drawing on the University Statute, the University Strategy for 2021–2026, the NCU Personnel Policy, strategic YUFE documents, as well as a statistical gender-structure diagnosis and extensive specialist consultations. Adoption of the GEP is a requirement for eligibility to apply for grants within the European Research Area, including the Horizon programme. The document is available: <https://www.umk.pl/en/university/documents/gender-equality-plan/gender-equality-plan.pdf>. The document outlines actions across five strategic areas: governance and decision-making, academic career development and recruitment processes, work–life balance, a safe and friendly working and learning environment, and the integration of gender in research and curricula. Recent improvements have strengthened the effectiveness of equality governance at NCU. A formalized monitoring and reporting system is now in place: each Deputy Rector submits an annual activity report to the Rector by 30<sup>th</sup> October. Regular meetings between the Rector and Deputy Rectors ensure timely information exchange, continuity of actions and minimized risk of overlooking key issues. These measures significantly enhance oversight, accountability and the strategic coordination of equal treatment initiatives across the University.

## **Responsibilities of the University Plenipotentiary for Anti-Mobbing**

The University Plenipotentiary for Anti-Mobbing is responsible for implementing the University's Anti-Mobbing Policy, with a primary focus on preventing and eliminating mobbing and other forms of undesirable behavior within the academic community. Noticing the room for improvement in this field NCU implemented the new policy - **ORDER No. 145** of the Rector of Nicolaus Copernicus University in Toruń dated 29 August 2024: **Anti-Mobbing, Equal Treatment, and Prevention of Other Undesirable Behaviors Policy** at Nicolaus Copernicus University in Toruń. Until June 2025 every head of Department (Administration Unit) and Authorities of NCU attended workshop conducted by the Rector's Plenipotentiary on the new policy.

The Plenipotentiary carries out these responsibilities in a way that not only ensures compliance with internal regulations, but also strengthens the University's commitment to a safe, respectful, and supportive environment for all members of its community. The Plenipotentiary regularly meets the Vice-Rector for Human resources and Financial Management. This includes carefully reviewing and advising on internal legal acts, as well as initiating new regulations or proposing improvements that help the institution respond proactively to emerging challenges.

A key part of the Plenipotentiary's mission is the coordination of preventive measures that reduce the risk of mobbing. By monitoring workplace and academic settings, identifying early signs of inappropriate behavior, and offering guidance to departments and units, the Plenipotentiary helps foster a culture of trust and accountability.

The Plenipotentiary also serves as a confidential and accessible point of contact for individuals wishing to report concerns. Each report is handled with professionalism and sensitivity, ensuring that every voice is heard and every case is examined thoroughly. Standard investigative procedures are conducted with impartiality, culminating in written opinions and practical recommendations designed to resolve issues, prevent recurrence, and promote a positive, dignified working and learning environment.

Through these actions, the Plenipotentiary adds significant value to the University—enhancing institutional integrity, strengthening community well-being, and supporting a culture where mutual respect and ethical conduct are foundational principles.

**Strenght:** The activities of the Equal Treatment Officer and the Anti-Mobbing Officer represent a significant organisational strength, as they provide UMK with effective, independent mechanisms for preventing discrimination and ensuring a safe and respectful working environment. Their close cooperation with the university's leadership enables rapid intervention, transparent case handling, and the introduction of systemic improvements. Through continuous monitoring, advisory support, education, and awareness-raising initiatives, these officers help build a culture of equality and trust, reinforcing UMK's commitment to protecting the rights and dignity of all employees. To enhance awareness of available support, the university has expanded its communication efforts regarding the officers' roles, procedures, and assistance options. As part of this initiative, large B1-size posters have been placed in prominent locations across all university buildings. These posters display the officers' photos, the titles of their respective functions, and concise information on the types of support they provide. This measure ensures that both staff and students — including international members of the community — can easily identify the appropriate officers and understand how to seek help when needed.

## **Regarding to principle: COMPLAINTS/APPEALS**

**In accordance with Article 277(1) of the Act of 20 July 2018 – Law on Higher Education and Science, the Rector appoints disciplinary officers for academic teachers.** These officers are obliged to follow the Rector’s instructions with respect to initiating disciplinary proceedings.

On 16 December 2024, the Rector of Nicolaus Copernicus University appointed two Disciplinary Officers for Academic Teachers and three Disciplinary Officers for Students and Doctoral Candidates, reinforcing the University’s commitment to maintaining the highest standards of professional and ethical conduct.

Under Article 275(1–2) of the Act, **an academic teacher can be held disciplinarily liable for actions that violate professional duties or undermine the dignity of the academic profession.** Importantly, disciplinary responsibility continues even after the employment relationship ends, provided the misconduct occurred during the period of employment.

When the Rector receives a notification of alleged misconduct—or becomes aware in any other way that such misconduct may have occurred—several options are available:

1. **Referring the case to mediation**, if the alleged act has resulted in a dispute between the involved parties.
2. **Imposing a reprimand**, provided that the misconduct is minor and the guilt is evident without the need for a formal explanatory procedure.
3. **Instructing the Disciplinary Officer**, through a formal decision, to initiate disciplinary proceedings.

### **Mediation as a tool for conflict resolution**

Mediation may be conducted only with the consent of both parties: the individual whose conduct is in question and the aggrieved party. A mediation facilitator—an academic teacher appointed by the Rector—prepares a formal report of the outcomes.

If an agreement is reached, it is signed by both parties along with the mediator and attached to the report. If mediation does not lead to a settlement, the Rector instructs the Disciplinary Officer to proceed with the case.

### **Responsibilities of the Academic Ombudsman**

At Nicolaus Copernicus University, the Academic Ombudsman plays a vital role in fostering a culture of fairness, respect, and open communication. Acting as a neutral and accessible resource for all members of the academic community, the Ombudsman supports individuals in understanding their rights, navigating university procedures, and resolving conflicts in a constructive and balanced way.

A central part of the Ombudsman’s work involves helping community members clarify questions related to university regulations and guiding them to the appropriate university offices or units when additional information or clarification is needed. The Ombudsman assists individuals and groups in addressing disputes by identifying the underlying issues, offering potential solutions, and—whenever possible—helping to resolve conflicts directly.



The Ombudsman also plays an active role in promoting peaceful and collaborative approaches to conflict resolution. This includes recommending and arranging mediation processes, explaining how mediation works, and leading mediation sessions when appropriate. By encouraging dialogue and mutual understanding, the Ombudsman helps create an environment in which disagreements can be resolved amicably and respectfully.

Beyond individual cases, the Ombudsman contributes to the continuous improvement of university operations by informing the Rector about systemic issues that may require attention or reform. Collaboration with university committees and disciplinary officers is an integral part of this effort, ensuring that concerns are addressed comprehensively and transparently.

To carry out these responsibilities, the Academic Ombudsman engages in a wide range of activities: meeting with individuals seeking support, communicating with parties involved in disputes, organizing joint discussions, preparing written guidance, and implementing measures tailored to the specific nature of each conflict. The Ombudsman also conducts training sessions and participates in promotional and educational initiatives that raise awareness about constructive conflict resolution across the university.

Through these efforts, the Academic Ombudsman helps strengthen the university community by promoting dialogue, fairness, and mutual respect—values essential to a thriving academic environment.

### **Reprimand for minor misconduct**

For cases considered minor, the Rector may impose a reprimand after hearing the academic teacher concerned. The teacher has the right to appeal to the labour court within 14 days of receiving the notification. A reprimand automatically expires after one year, although the Rector may decide—either independently or at the request of a trade union representing the teacher—to expunge it earlier.

If a court overturns the reprimand or declares it void, the record of the reprimand must be removed from the academic teacher's personnel file.

### **The Disciplinary Officer may initiate a case either *ex officio* or upon the Rector's instruction.**

During the explanatory proceeding, the parties involved include the individual whose conduct is under examination and the aggrieved party or the person who submitted the notification of alleged misconduct. The individual under investigation is granted several rights, ensuring fairness and transparency throughout the process. These rights include the ability to provide explanations or to decline to do so, the right to refuse to answer specific questions, the right to be assisted by a chosen defender, the right to submit evidence, and the right to review the collected evidence once the evidentiary stage has concluded. They may also request that the evidence be supplemented within the deadlines set by the Disciplinary Officer.

The Disciplinary Officer must initiate the explanatory proceeding promptly, and no later than three months from the moment they receive the Rector's instruction or otherwise become aware of an act that may constitute disciplinary misconduct.

The explanatory proceeding must be concluded within six months of its initiation. At that stage, the Disciplinary Officer may:

1. submit a request to the appropriate disciplinary committee to begin formal disciplinary proceedings,
2. request that the Rector impose a penalty when the act constitutes a minor disciplinary offense, or
3. issue a decision to discontinue the explanatory proceeding.

If, in the Officer's judgment, the act bears the hallmarks of a criminal offense, the Rector must be informed.

A decision to discontinue the explanatory proceeding may be appealed within 14 days of its delivery by the individual concerned, the person who submitted the notification, the aggrieved party, or the authority that ordered the case to be initiated. Appeals are reviewed by the competent disciplinary committee.

If, after such an appeal is granted and the discontinuation is overturned, the Disciplinary Officer again issues the same decision to discontinue the proceeding, another appeal may be filed—this time to the disciplinary committee operating under the Minister. The appeal must be submitted within 14 days of receiving the decision.

When the Minister's disciplinary committee upholds the appeal and overturns the decision to discontinue the proceeding, the Minister instructs a disciplinary officer appointed by the Minister to take over the case. If the original decision was issued by a disciplinary officer appointed by the Minister, the case is assigned to another such officer.

Ultimately, the Disciplinary Officer—after completing all necessary steps—either issues a final decision to discontinue the explanatory proceeding, which cannot be appealed, or submits a request to initiate disciplinary proceedings before the disciplinary committee operating under the Minister.

**Strength:** The presence of both the Academic Ombudsman and the Disciplinary Officers constitutes a significant strength of the University as an employer. Together, these roles ensure a transparent, fair, and well-structured system for addressing concerns, resolving conflicts, and upholding ethical standards. The Academic Ombudsman provides neutral, accessible support for individuals seeking guidance or conflict resolution, while the Disciplinary Officers guarantee that serious matters are handled with due process, impartiality, and legal compliance. This dual structure not only protects the rights and dignity of all members of the academic community but also reinforces a culture of accountability, trust, and institutional integrity—elements essential to a safe, respectful, and high-quality working and learning environment.

**Area for improvement:**

- **Improved outreach:** Ensure that both roles are well-understood by students, doctoral candidates, and international staff through multilingual materials and orientation sessions.
- **Professional development:** Offer specialized training in conflict resolution, trauma-informed communication, and intercultural mediation.

## **Regarding Rule: INTELLECTUAL PROPERTY RIGHTS (IPR)**

We want everyone to focus on what they do best. That is why the mission of the Centre for Academic Entrepreneurship and Technology Transfer of Nicolaus Copernicus University is to support and relieve researchers in the process of technology transfer. Researchers can be confident that their invention will be protected, because, with the Centre's support, each invention or idea is secured according to the appropriate procedures. To facilitate this process, an Intellectual Property Disclosure Form has been implemented, helping researchers define all the necessary conditions to apply for protection of their intellectual asset through national/regional procedures (European Patent, EPO) or international procedures (PCT).

At NCU the commercialization pathway for researchers has been introduced. It consists of following steps:

**The commercialization pathway for research results at NCU is as follows:**

### **1. Preliminary Identification of Research Results**

- The researcher identifies the outcomes of their work that may have implementation or commercial potential.
- Consultations with an Innovation Broker are conducted to provide an initial assessment of the commercialization potential.

### **2. Submission of Results to the Centre for Academic Entrepreneurship and Technology Transfer (CPATT)**

- The researcher completes the Intellectual Property Disclosure Form and submits it to CPATT.
- The form is available online for convenient access.

### **3. Intellectual Property Protection**

- If needed, CPATT coordinates the process of obtaining legal protection (e.g., patent applications, design protection, trademarks).
- The costs of these procedures may be covered by the University or project funds.

### **4. Protection of Commercial Potential**

CPATT conducts a preliminary analysis including:

- Assessment of the innovation level,
- Market analysis,
- Verification of the status of intellectual property protection (e.g., patents),
- Evaluation of implementation potential and interest from prospective business partners.

### **5. Decision on Commercialization Strategy**

Based on the analysis, CPATT proposes the most suitable commercialization pathway:

- **Direct commercialization** (e.g., sale or licensing of rights to the results),

- **Indirect commercialization** (e.g., establishing a spin-off company, collaboration with enterprises).

## 6. Searching for a Business Partner

CPATT supports the researcher in:

- Establishing contacts with companies,
- Negotiating with potential investors,
- Preparing offer and presentation documentation.

## 7. Conclusion of a Commercialization Agreement

- Preparation and signing of relevant agreements, such as:
  - License agreements,
  - Sale of rights agreements,
  - Spin-off company formation agreements.
- All agreements are concluded with respect for both the researcher's and the University's interests.

## 8. Implementation and Monitoring

- After signing the agreement, CPATT monitors the implementation process and fulfillment of the parties' obligations.
- Revenues from commercialization are distributed in accordance with the applicable NCU regulations.

**Strength: NCU's robust approach to intellectual property protection and commercialization represents a major organisational strength.** Through the Centre for Academic Entrepreneurship and Technology Transfer (CPATT), researchers receive comprehensive support at every stage—from identifying commercially promising results and securing legal protection, to analyzing market potential and selecting the optimal commercialization strategy. CPATT facilitates connections with business partners, guides negotiations, and ensures that agreements respect both researchers' and the University's interests. By monitoring implementation and managing revenue distribution transparently, NCU provides a secure, well-structured, and supportive framework that maximizes the impact of research while safeguarding intellectual property and fostering innovation. To facilitate collaboration with external partners, the CPATT website also features detailed information on potential areas of cooperation drawn from various units across the University. These include the Faculty of Physics, Astronomy and Applied Informatics; the Faculty of Chemistry; the Faculty of Fine Arts; the Centre for Research on Conservation and Cultural Heritage; the Collegium Medicum; the Faculty of Law and Administration; the Centre for Statistical Analyses; and the Interdisciplinary Centre for Modern Technologies. By presenting the research capabilities and expertise of these units, CPATT supports transparent, effective, and well-aligned cooperation with the economic environment. In addition, CPATT has prepared a comprehensive catalogue of the services it provides, complete with estimated delivery times, pricing, and detailed descriptions. This overview ensures full transparency for researchers and external partners and helps them select the support best suited to their needs. The catalogue covers a wide range of specialised services, including: prior art searches; patent clearance (freedom-to-operate) analyses; Patent Landscape analyses; IP monitoring; IP audits; the development of IP protection strategies; the preparation and provision of patent documentation;

assessments of commercialization potential; the formulation of commercialization strategies; technology valuation; market analysis; brokerage services; and innovation assessment reports. By systematising these services and clearly defining their scope, timelines, and costs, CPATT strengthens the accessibility, predictability, and professional quality of support offered to the University's research community as well as its external stakeholders.

#### **Area for improvement:**

- **Greater researcher engagement:** Increase visibility of CPATT's services, especially among young researchers and doctoral students.

#### **Regarding rule: ACCOUNTABILITY**

##### **Open Access Policy for Scholarly Publications and Research Data at Nicolaus Copernicus University**

Nicolaus Copernicus University (NCU) is committed to ensuring open and unrestricted access to scholarly knowledge, reflecting its dedication to transparency, academic collaboration, and the broad dissemination of research results. In line with these values, the University introduced its Open Access Policy for scientific publications and research data in 2021, under the Rector's regulation, and its implementation is overseen by the University Library.

The Policy applies to all employees, doctoral students, and students of NCU, as well as to collaborators bound by agreements specifying its application. It covers publications and research data generated in the course of academic work, including results funded by public resources where the University is listed as an affiliation. Importantly, the Policy is designed to coexist with intellectual property rights, patent applications, and existing commercialization procedures, ensuring that the protection of innovations is fully respected while promoting wide accessibility.

Under the Policy, University publications—ranging from journal articles and peer-reviewed conference materials to monographs and other scholarly works—are disseminated in open access, primarily through NCU's institutional repository and platforms supporting Creative Commons licensing. Researchers are encouraged to deposit preprints, postprints, and final published versions of their work, as well as associated research datasets, making them freely accessible to the public ("green route"), or to publish in open access journals and books ("gold route"). Research data are to be shared promptly following the completion of studies, following FAIR principles to ensure Findability, Accessibility, Interoperability, and Reusability.

To support the practical implementation of the Policy, the Rector appoints an Open Access Officer responsible for coordinating the institutional open access infrastructure, guiding researchers in depositing publications and data, organizing training and awareness activities, and reporting annually on the Policy's progress. The University Library plays a central role in assisting with the preparation of data management plans, the deposition of publications, and the maintenance of repositories, ensuring that all members of the academic community have access to the guidance and tools necessary for compliance.

Through this Policy, NCU fosters a culture of openness, collaboration, and ethical research dissemination, strengthening both the visibility and impact of its scientific output while providing universal, free, and permanent access to knowledge for the academic community and society at large.

**Strength:** Nicolaus Copernicus University's Open Access Policy stands out as a significant institutional strength, demonstrating the University's deep commitment to transparency, scholarly integrity, and the global circulation of knowledge. By establishing a comprehensive and forward-looking framework for sharing publications and research data, NCU positions itself among modern academic institutions that actively promote openness as a driver of scientific progress. This coordinated approach not only facilitates open dissemination but also strengthens the quality, visibility, and societal impact of NCU research. By fostering adherence to FAIR principles, encouraging responsible data sharing, and providing tools for effective data management, the University creates an environment in which open science is both achievable and sustainable.

**As a result, the Open Access Policy is not merely a procedural requirement—it is a strategic advantage.** It enhances institutional reputation, promotes international collaboration, and underscores NCU's dedication to serving the public good through unrestricted access to scientific knowledge. Information available: <https://www.bu.umk.pl/web/eng/open-access-policy-of-ncu>

#### **Area for improvement:**

- **Support for multilingual dissemination:** Encourage translation of abstracts or metadata to increase global reach.

#### **Regarding Rule: ETHICAL PRINCIPLES**

Depending on the field in which research is conducted, every researcher is required to comply with the relevant regulations governing ethical and responsible scientific practice. At the faculty level, Research Ethics Committees operate on the basis of internally established regulations, ensuring that the specific nature of each discipline is appropriately addressed. In their work, committee members rely on the recommendations of the National Science Centre regarding Research Ethics Committees, the Code of Ethics for a Researcher, and the Code of Good Practices in Higher Education developed by the Polish Rectors Foundation.

The Committees review empirical research projects—both those funded externally and those carried out within the University—including projects submitted as part of doctoral dissertations. Applications may be submitted in Polish or English. Detailed information on internal regulations, application procedures, and committee membership is available on the respective faculty websites:

- **Faculty of Philosophy and Social Sciences:**  
<https://www.wfins.umk.pl/wydzial/komisja-ds-etyki-badan-naukowych/>

- **Faculty of Economic Sciences and Management:**  
<https://www.econ.umk.pl/wydzial/o-wydziale/wladze-i-struktura-wydzialu/komisje-wydzialowe/wydzialowa-komisja-ds-etyki-badan-naukowych/>
- **Faculty of Health Sciences:**  
<https://www.wnoz.cm.umk.pl/wydzialowa-komisji-etyki-badan-naukowych/>
- **Bioethics Committee at NCU (Collegium Medicum):**  
<https://www.cm.umk.pl/2-collegium-medicum/165-komisja-bioetyczna.html>
- **Faculty of Earth Sciences and Spatial Management:**  
<https://www.geo.umk.pl/instytut-gseigp/komisja-ds-etyki-badan-naukowych-igseigp/>
- **Faculty of Medicine:**  
<https://www.wl.cm.umk.pl/wydzial/komisje-wydzialowe/wydzialowa-komisja-etyki-i-badan-naukowych/>

Strength: Through this structure, the University ensures that all research involving human participants, sensitive data, or ethically significant procedures is conducted responsibly, transparently, and in full accordance with national and institutional standards.

Area for improvement:

- Creation of a dedicated, centralized information resource for employees and doctoral candidates. Gathering all relevant guidelines, procedures, and support materials in one place would significantly enhance clarity, accessibility, and efficiency across the University.

**At Nicolaus Copernicus University in Toruń, the protection of personal data is supported by a well-defined and comprehensive authorization system that ensures only appropriately trained and entrusted individuals gain access to personal information.** The procedure is grounded in the University's internal regulations and reflects the requirements of the GDPR.

Every person working for or cooperating with the University—regardless of the legal basis of their engagement—must hold a valid authorization to process personal data whenever their duties involve accessing such information. By default, the Rector grants a general authorization to all employees to process personal data within the scope of their assigned responsibilities. However, in situations involving sensitive (special category) data—such as health information, biometric data, or data revealing political or religious beliefs—a **documented authorization** is required.

This documented authorization takes the form of an electronic document signed with a qualified electronic signature by the authorized issuing party. It is issued individually to each employee and recorded in the Electronic Document Management System (EZD). The Data Protection Officer (DPO) oversees the maintenance of the authorization register and ensures compliance with University procedures.

To receive a documented authorization, the employee's supervisor submits a request through the EZD system. Before authorization is granted, the employee must complete mandatory introductory data protection training and sign a confidentiality statement. Once these conditions

are met, the DPO prepares the authorization document, which is then approved by the Rector or an authorized representative. Authorizations remain valid indefinitely unless the employee's position, duties, or employment status changes.

Additionally, the University applies special authorization rules for key leadership roles—such as the Rector, Vice-Rectors, Chancellor, Bursar, and the DPO—ensuring they have the appropriate level of access to perform their institutional responsibilities.

The procedure also emphasizes **data minimization and proportionality**, requiring employees to access only those data strictly necessary for their tasks. When an employee needs access to data held by another unit, formal documented communication between unit heads is required.

Every newly employed person must undergo introductory data protection training no later than the day after starting work, and must familiarize themselves with all internal data protection procedures within 14 days. These materials are available through the University's digital document repository.

Through these structured and transparent processes, NCU ensures a high standard of personal data protection, consistent with legal requirements and aligned with best practices in higher education administration.

NCU has also implemented the following procedures for University staff:

- Information clause for email communications.
- Information clause for civil law contracts.
- Information clause related to the epidemic situation.
- Information clause for use in organizing competitions.
- Information clause for use in proceedings regarding the awarding of academic degrees and titles.
- Information clause related to the use of video monitoring.
- Information clause for use in the nostrification procedure.
- Information clause for use during courses and training sessions.
- Information clause for use when contacting individuals in the course of scientific research.
- Information clause related to the organization of psychological counseling.
- Information clause for use in the organization of scientific conferences.
- Information clause for use when entering into agreements with entities other than natural persons.
- Information clause with consent for the processing of data for the purpose of creating educational materials.
- Information clause with consent for the processing of data for promotional purposes.
- Information clause for doctoral supervisors.
- Recommendations for teaching staff.

**Strength: Nicolaus Copernicus University demonstrates strong institutional competence in personal data protection through a clear, well-structured, and consistently implemented system of procedures.** The University ensures professional oversight via a dedicated Data Protection Officer and maintains comprehensive regulations covering all areas of academic and administrative activity. Transparent guidelines, mandatory training, and



documented authorization processes guarantee that employees handle personal data responsibly and securely. **This robust framework enhances compliance, minimizes risk, and reflects the University's commitment to safeguarding privacy and ensuring trustworthy, ethical data processing.** The procedure for communicating inquiries and all notifications to the University's Data Protection Officer is fully automated through the use of a secure electronic document-management system. This approach aligns with the University's broader effort to *expand use of secure electronic workflows to streamline authorization processes and reduce administrative burden*. By relying on an integrated digital platform, the University ensures timely submission, transparent tracking, and consistent handling of all data-protection-related matters.

#### **Overall areas for improvement in the field of ethical and professional aspects:**

- **Internationalization:** Provide multilingual resources, especially for foreign researchers and students.
- **Visibility and communication:** Increase outreach efforts so that all community members know where to seek help and how to comply with procedures.
- **Data-driven improvement:** Introduce periodic reports, surveys, and metrics to track effectiveness and identify trends.
- **Professional development:** Continually invest in advanced training for officers, support staff, and researchers.
- **Integration between units:** Strengthen collaboration across departments to ensure consistency, reduce procedural gaps, and foster a unified institutional culture.

#### **2.1.2. Remarks**

- In relation to ethical and professional aspects, NCU ensures a high standard of care in all associated processes. Matters such as non-discrimination, anti-mobbing procedures, disciplinary cases, academic ombudsperson support, data protection, and intellectual property services (through CPATT) are overseen by roles specifically established for these purposes. These include dedicated Rector's Plenipotentiaries and the Data Protection Officer, whose mandates guarantee that each process is managed with professionalism, transparency, and institutional responsibility. Their responsibilities refers the whole community of the university (students, PHD students researchers and administrative staff) with a special attention paid to: ethics and professional aspects at work and everyday life, handling complaints, mediation in a dispute between employees and between employees and employer, advising Rector in ethics, teaching, physical and psychological safety, wellbeing of students, PhD students, employees, consulting students and PhD students, coaching, responding to crisis situations, helping people experiencing discriminating behaviour, supporting in the preparation of internal regulations, policies and procedures which implement equality and inclusiveness at NCU. Information available <https://www.umk.pl/en/university/deputy/>

## 2.2. Recruitment and selection

At NCU the recruitment and selection process is connected with the principle Recognition of Profession. In line with the principle that all researchers engaged in a research career should be recognized as professionals and treated accordingly, the Statute of NCU explicitly defines the positions in which an academic teacher may be employed in Poland, in accordance with the Act on Higher Education and Science. The Statute clearly specifies the requirements, qualifications, and responsibilities associated with each of these positions, ensuring that employment conditions, career progression, and professional expectations are fully transparent from the outset. This framework applies to all academic staff regardless of their classification at the national level, providing a structured and professional foundation for research careers at every stage, including postgraduate, doctoral, and postdoctoral levels.

A key strength of NCU as an employer is the fully implemented e-recruitment system for academic teachers, available in both Polish and English. This system not only standardizes and streamlines the entire recruitment and selection process but also guarantees that all elements of the Open, Transparent, and Merit-based Recruitment (OTM-R) policy are fully respected. Through the platform, every vacancy is published in a clear and accessible manner, application procedures are transparent, and candidates are assessed solely on merit, with equal opportunities provided to all applicants regardless of nationality or background. The e-recruitment system also ensures consistent documentation, facilitates objective evaluation, and provides a central point of reference for all recruitment-related activities, from initial announcement to final hiring. By integrating the OTM-R principles directly into the digital workflow, NCU strengthens fairness, transparency, and accountability in academic recruitment, demonstrating a high standard of institutional commitment to research excellence and human resources best practices.

The recruitment and selection process has been further strengthened with the establishment, on 1 January 2025, of a dedicated unit: **Department of Personnel Affairs** that brings together administrative staff responsible for both recruitment and employment of academic teachers. This unit operates under the guidance of a coordinator for clerical activities and document management, ensuring that all procedures are carried out in compliance with data protection standards. Within the Department Recruitment, among others, Development Section, Personnel Section and Documentation Management and IT Support Section were established.

**Recruitment and Development Section** – The responsibilities of the Section include the implementation and support of HR processes for employees at the University, as well as the organization, coordination, and support or direct management of recruitment and periodic performance evaluation for staff at the Toruń campus of the University, in particular:

1. **Recruitment:**
  - a. Supporting the recruitment of academic teachers;
  - b. Conducting recruitment procedures for non-academic staff, including administrative support;

2. **Onboarding:**
  - a. Conducting professional adaptation for new employees, both academic and non-academic;
3. **Employee evaluation:**
  - a. Organizing training related to the employee evaluation system;
  - b. Coordinating the periodic evaluation of academic staff and organizing the periodic evaluation of non-academic staff;
  - c. Providing support for University evaluation committees and the appeals committee;
4. **Employee development:**
  - a. Identifying training needs related to professional development (training plan);
  - b. Organizing training sessions, including administrative support;
  - c. Organizing and managing matters related to professional development and skills enhancement, including handling participation in trainings, courses, and postgraduate education.

**Personnel Section** – The responsibilities of the Section include implementing personnel policy related to the establishment, maintenance, and termination of employment relationships at the Toruń campus of the University, in particular:

1. **Personnel matters:**
  - a. Establishing and terminating employment relationships, continuation, and modification of employment conditions;
  - b. Appointing and dismissing heads of organizational units and administrative divisions;
  - c. Remuneration (all components) including DWR;
  - d. Work-related benefits (severance pay, leave);
  - e. Employee Capital Plans (PPK);
2. **Employee support in occupational health services;**
3. **Administrative support for disciplinary officers for academic staff:**
  - a. Clarification proceedings;
  - b. Disciplinary proceedings;
4. **Coordination of Rector's award applications:**
  - a. Committee support;
  - b. Ceremonial presentation of awards;
5. **Coordination of applications for state orders, decorations, and KEN medals:**
  - a. Substantive verification of applications and coordination of document circulation;
  - b. Cooperation with relevant ministries;
  - c. Ceremonial presentation of orders and decorations;
6. **Coordination of applications for awards from the relevant minister and the Prime Minister's awards for academic teachers:**
  - a. Verification of applications;
  - b. Cooperation with relevant ministries;
7. **Coordination of matters related to employee sanctions;**
8. **Handling matters related to one-time financial awards for publications and grants;**
9. **Issuance of teacher ID cards.**

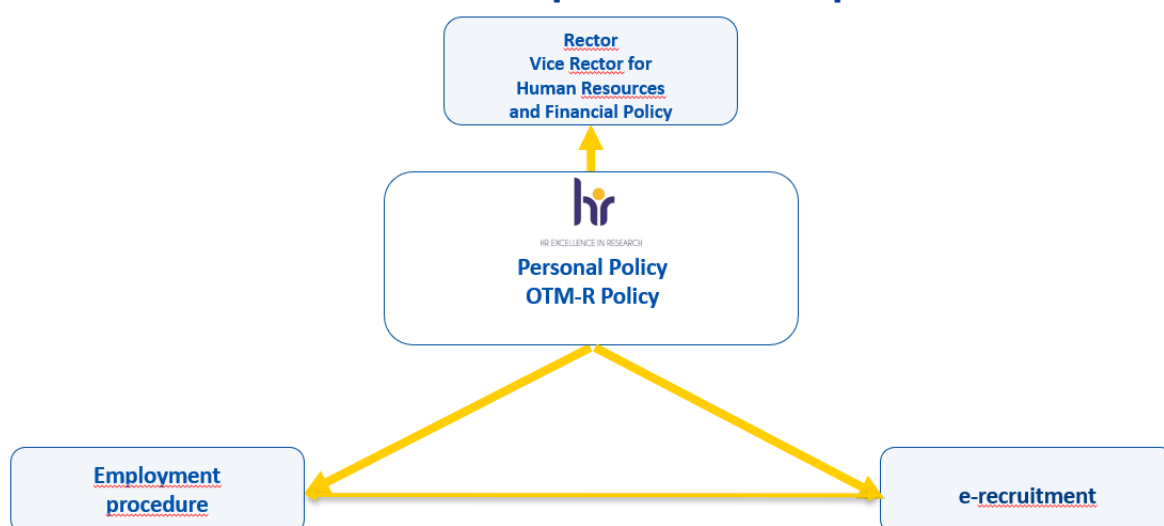
**Documentation Management and IT Support Section** – The responsibilities of the Section include supervising the proper execution of clerical activities and implementing new solutions for managing personnel documentation, as well as providing IT support related to reporting and data management under the care of the Department of Personnel Affairs (DSP), in particular:

1. Advising, training, and supervising staff on the proper management of documentation in accordance with applicable clerical regulations;
2. Coordinating the proper organization of documentation within the Department's sections and ensuring timely transfer to the NCU Archives;
3. Implementing efficient solutions to streamline the flow of personnel documentation, including process mapping for IT systems;
4. Coordinating the preparation of reports and compiling summary reports on employment at the Toruń campus;
5. Maintaining and improving the HR and payroll system.

In the current Rectorate term (2024–2028), the Rector has also appointed a Vice-Rector for Human Resources and Financial Policy, to whom this unit directly reports. By centralizing these functions and establishing clear leadership, NCU enhances efficiency, consistency, and transparency across the entire recruitment process, reinforcing the University's commitment to merit-based selection, equal opportunity, and full implementation of OTM-R principles.

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

## How NCU ensures the implementation process?



Policy for Polish nationals is available:

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

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

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

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

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

The most important strengths of implemented policy:

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



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

## 2.2.1 Remarks

### Summary: NCU's Engagement in Recruitment and Selection of Academic Staff

NCU demonstrates a high level of commitment to the recruitment and selection of academic staff, ensuring that all processes are professional, transparent, and merit-based. The University integrates the principles of the EC Charter and Code, as well as the OTM-R policy, directly into its recruitment strategy and operational procedures, providing a structured and supportive framework for researchers at every stage of their careers.

#### Strengths:

- **Professional Recognition:** Recruitment processes at NCU are directly linked to the recognition of researchers as professionals, with positions, qualifications, and responsibilities clearly defined in accordance with the Act on Higher Education and Science.
- **Transparent and Accessible Procedures:** Open positions are widely published using local, national, and European platforms (NCU website, Ministry of Education and Science website, BIP, Euraxess), with application procedures and guides available in both Polish and English.

- **Merit-based Recruitment:** Each job offer includes detailed qualification criteria corresponding to the research area, ensuring objective evaluation and equal opportunities for all applicants regardless of nationality or background.
- **Integrated e-Recruitment System:** The bilingual e-recruitment platform standardizes procedures, maintains consistent documentation, facilitates objective assessment, and ensures compliance with OTM-R principles.
- **Centralized and Coordinated HR Support:** The creation of the Department of Personnel Affairs, comprising the Recruitment and Development Section, Personnel Section, and Documentation Management and IT Support Section, ensures efficiency, consistency, and adherence to data protection standards.
- **Leadership and Oversight:** Direct reporting to the Vice-Rector for Human Resources and Financial Policy, along with coordination by the Independent HR Supervisor for academic teachers, strengthens governance and alignment with institutional strategy.
- **Candidate Guidance and Support:** Guides and handbooks are available from the application stage, including information for doctoral students, onboarding, evaluation, and professional development, ensuring clarity of rights and responsibilities from the outset.

Area for improvement: In response to the identified need for a centralized information resource, NCU is currently updating a dedicated webpage that will consolidate all relevant information, guidelines, templates, and FAQs related to recruitment, onboarding, and professional development. This initiative reflects the University's commitment to improving accessibility and ensuring that both candidates and employees—including international researchers and new staff—have clear, easy-to-navigate resources to support their engagement with HR processes. The development of this centralized platform demonstrates ongoing progress in enhancing transparency and information availability across the University.



## 2.3. Working conditions

Pursuant to the provisions of the *Law on Higher Education and Science* of 20 July 2018, the employment of academic teachers at Polish universities is carried out on the basis of transparent, statutory rules ensuring equal access, stability and continuity of academic careers. The Act regulates, among other matters, the types of academic positions, qualification requirements, procedures for recruitment, and the principles governing fixed-term and indefinite-term employment contracts.

In accordance with these regulations, Nicolaus Copernicus University in Toruń applies standardized and lawful recruitment procedures that ensure fairness, openness, and compliance with national legal standards. Employment decisions are made with full respect for academic autonomy and the principles set out in the Act, including merit-based evaluation, academic freedom, and the development of stable career paths.

We would also like to emphasize that **Nicolaus Copernicus University in Toruń is a stable and reliable employer**, consistently providing safe working conditions, long-term employment opportunities, and a supportive institutional environment for both scientific development and teaching activities. The University is committed to maintaining transparent employment practices and to fostering professional growth for all members of its academic community.

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

Nicolaus Copernicus University (NCU) actively promotes employee wellbeing and social support through the **University Centre for Support and Personal Development (UOWRO)**, working in close coordination with the **Social Affairs Section** on the Toruń campus. Together, these units provide comprehensive assistance covering psychological, social, and physical wellbeing, ensuring a safe, inclusive, and supportive environment for all staff and PhD students.

Regarding rules: WORKING CONDITIONS, VALUE OF MOBILITY, RESEARCH ENVIRONMENT

UOWRO organizes diverse initiatives aimed at enhancing mental health, personal development, and workplace satisfaction. Examples of these initiatives include:

- **“Czuj się bezpiecznie!” webinar** with the Rector’s Plenipotentiary for Safety, focused on personal safety, emergency behavior, and support for individuals exposed to threats.
- **Webinar on the new anti-mobbing policy**, which addresses harassment, unequal treatment, and other undesirable behaviors, explaining available support and protection mechanisms for staff and students.
- **“Czuj się swobodnie!” campaign** promoting diversity and inclusion, fostering an environment where everyone feels respected, accepted, and able to fully participate in academic and professional life.
- **PoKOIk śmiechu – group coaching sessions**, a series of six workshops designed to strengthen workplace wellbeing and resilience.



- **“Rusz się! przy biurku” campaign**, focusing on physical activity, exercises at the workstation, breathing techniques, and relaxation to support employees’ physical health.
- **Development workshops**, such as “Provocative Approach to Employee Wellbeing,” providing practical coaching and strategies for personal and professional growth.
- **Mental Health Campaign “NIE ZNIKAJ”**, aimed at raising awareness of mental health, preventive practices, and available support resources, implemented in collaboration with the Student and PhD Councils and external foundations.

The **Social Affairs Section** complements these activities by managing the University’s social support system, including:

1. Administration of social benefits in accordance with the University Social Benefits Regulations.
2. Monitoring and supporting repayment of housing loans funded from the University Social Fund (UFŚS), including collaboration in recovery processes.
3. Provision of services and supplies financed from UFŚS.
4. Organization and promotion of employee wellbeing initiatives, in close cooperation with UOWRO.
5. Administrative support for the Social Committee and management of statutory programs such as **Lex Kamilek**.

Together, UOWRO and the Social Affairs Section provide a **holistic framework** for employee support, combining social, psychological, and professional development activities. Their coordinated approach ensures high accessibility, transparency, and inclusiveness, addressing both preventive and reactive needs. The expansion of these programs demonstrates NCU’s commitment to fostering wellbeing, safety, diversity, and equality in the workplace, making these units a central pillar of the University’s human resources and ethical strategy.

The Copernican Integration Centre which operates in accordance with the values promoted by the **Human Resources Strategy for Researchers (HRS4R)**, supporting an open, inclusive and internationally oriented academic environment at Nicolaus Copernicus University in Toruń. Its mission is to strengthen integration within the University community, enhance multicultural cooperation, and provide comprehensive support to students, doctoral candidates, researchers, and staff—particularly those arriving from abroad. Key activities of the Center include:

- **Organizing animation and educational initiatives** aimed at integrating the local community with members of the University, with particular emphasis on the University’s international community.
- **Developing and coordinating integration activities** for students, doctoral candidates, and staff, fostering a welcoming and collaborative environment aligned with HRS4R principles of inclusiveness and equal treatment.
- **Cooperating with University units and administrative offices** in implementing integration and multicultural initiatives that support openness, diversity, and institutional cohesion.
- **Running the International Point**, dedicated to assisting international students, researchers, and staff in matters related to their stay in Toruń and at the University, ensuring an accessible and supportive environment for incoming talent.
- **Providing organizational support to the Rector’s plenipotentiaries**, contributing to transparent and efficient governance structures.

- **Collaborating with public institutions, NGOs, and businesses**, including the City of Toruń and the Kuyavian-Pomeranian Regional Government, to enhance integration and community-building efforts.
- **Supporting the services of the YUFE University Clinics**, contributing to the development of a high-quality, researcher-friendly ecosystem across the European university alliance.
- **Organizing and maintaining a dedicated “Room of Many Cultures”**, offering a quiet and inclusive space for students, doctoral candidates, and staff.
- **Implementing the Uni-Me Mentoring Programme**, which supports students in planning individualized learning pathways, including international components and community engagement, in line with HRS4R’s emphasis on researcher development and career guidance.
- **Applying for European Union funding and other financial resources** to support integration and multicultural projects, ensuring sustainable development of activities aligned with European standards.

Activities of the International Point

### **1. Support in organizing the stay of students, doctoral candidates, and staff with regard to formal obligations after arrival in Poland, including:**

- Providing information and assistance in completing applications and preparing documents concerning:
  - **Registration of residence** and accommodation in dormitories (rules, regulations, practical information);
  - **Legalization of stay** – costs, application procedures, addresses, required documents (where to obtain them);
  - **Health insurance and medical matters** (NFZ, rules for concluding insurance agreements, also for holders of the Pole’s Card) – costs, addresses, next steps after signing the agreement, where to seek medical assistance;
  - **Opening a bank account** (requirements);
  - **Using Polish SIM cards**;
  - **Tax regulations for students and doctoral candidates** (statements for PIT, etc.);
  - **Obtaining a trusted profile (Profil Zaufany)**;
  - Acquiring necessary information from offices and other institutions (support with translation into Polish);
  - **Arranging occupational health examinations** for international employees;
  - **Assistance with consular matters** – e.g., addresses of embassies and offices, contact with the Border Guard.

### **2. Assistance with adaptation after arrival in Toruń, including:**

- Supporting the development and organization of the **Orientation Week** for full-cycle students; cooperation with the Erasmus+ team;
- Cooperation with dean’s offices, doctoral schools, and the HR Department in onboarding processes;
- Support with using **USOSweb**;
- Explaining the operation of **student ID cards**, applicable discounts, and the location of University units on the Toruń and Bydgoszcz campuses.

### **3. Guidance and ongoing information regarding the University's organizational structure and functioning within NCU, including:**

- Providing information and directing individuals to appropriate units in matters related to mobility and research grants, YUFE, Yerun, IDUB, the Alumni Programme, Euraxess Poland, language courses, and microcredentials;
- Assistance with processing **business trips**, including planning domestic and international travel;
- Providing information about available **scholarships** (social, Rector's, IDUB, disability-related, doctoral);
- Updating information on the **International Point website**;
- Assistance with completing necessary steps before leaving the University: departure clearance forms, returning University property, settling obligations with NCU and government offices, terminating NFZ agreements, etc.

### **4. Organizing Expert Duty Hours and providing support to other University units in serving international members of the NCU community.**

### **5. Coordinating document circulation related to the implementation of International Point tasks and collaborating on projects within its scope, including:**

- Assisting in documenting project activities;
- Organizing the information campaign and official opening of the Point;
- Participating in training related to the operation of the Point;
- Monitoring opportunities to expand onboarding activities through participation in projects.

### **6. Providing information on socio-cultural activities, including:**

- Open events organized by the cities of Toruń and Bydgoszcz;
- Integration events organized by the University;
- Cooperation with **Welcome Café, University Centre of Sport, ACKiS "Od Nowa"**, and other University units.

### **NCU continues participation in the Yong Universities for the Future of Europe Association.**

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

The activities fit to individual staff development needs at all career levels and facilitate: building and fostering a professional and personal network within the YUFE Alliance and beyond; improvement of transferable and practicable skills relevant for current activities and professional career development; exchange of experience and good practice among YUFE partners; familiarity with working in a different national context in terms of culture, rules and regulations.

## Value Added of YUFE Participation to Working Conditions at NCU

Nicolaus Copernicus University (NCU) actively leverages its participation in the **Young Universities for the Future of Europe (YUFE) Alliance** (<https://yufe.umk.pl/en/news/>) to enhance working conditions, professional development, and staff wellbeing. YUFE, an alliance of ten young research-intensive universities and two non-academic partners, provides NCU staff with unique opportunities to engage in international collaboration, exchange best practices, and access targeted development programmes that directly support the University's commitment to high-quality working conditions.

Participation in YUFE allows NCU to strengthen **research leadership, recognition, and staff support systems**. The YUFE Recognition and Rewards webinars, for instance, provide insights into European universities' career models, including tenure track systems, faculty-specific policies, and recognition frameworks for professional service staff. By learning how peer institutions acknowledge societal engagement, interdisciplinary contributions, and team leadership, NCU can adopt best practices that promote fairness, transparency, and merit-based recognition, which are crucial elements of modern working conditions.

YUFE also supports **staff wellbeing and inclusive workplace practices**. Webinars on topics such as building psychologically safe academic cultures, responding to hate speech, and supporting early-career researchers offer practical guidance to foster healthier and more inclusive work environments. These initiatives reinforce NCU's ongoing commitment to employee wellbeing, psychological safety, and diversity.

A cornerstone of YUFE engagement is the **Research Leadership Programme**, designed for researchers and research managers overseeing teams. By participating in this programme, NCU staff can:

- Apply leadership theory in practice and improve team management skills.
- Promote effective communication, performance, and collaboration within research teams.
- Build networks across European institutions to share experiences and good practices.
- Integrate Equality, Diversity, and Inclusion principles into team leadership.
- Develop self-reflection and agency as leaders, contributing to overall staff satisfaction and a positive working environment.

Beyond leadership, YUFE provides a **broad range of staff development opportunities**, including courses on Open Science practices, HR management, coaching, and professional development tools. Participation in these activities allows NCU employees to expand their skills, adopt innovative approaches, and strengthen professional networks across Europe, enhancing both personal growth and institutional capacity.

Overall, YUFE membership contributes significantly to NCU's working conditions by promoting **professional recognition, continuous learning, wellbeing, and inclusion**. The alliance enables NCU staff to access international resources, benchmark against peer institutions, and integrate innovative practices that foster a supportive, transparent, and merit-based working environment. This collaboration reflects NCU's strategic commitment to staff development, career progression, and the creation of a modern, healthy, and inclusive academic workplace.

## Public Engagement at Nicolaus Copernicus University

Nicolaus Copernicus University (NCU) actively promotes public engagement through its **network of Student Advisory Services**, which exemplifies the University's commitment to connecting academic expertise with societal needs. As part of the **Young Universities for the Future of Europe (YUFE) consortium**, NCU contributes to a European University model that is open, inclusive, and socially responsible. A key goal is strengthening relationships between academic communities and the cities and regions in which universities operate.

The Student Advisory Services ([https://poradnie.umk.pl/pages/main\\_page/?lang=en](https://poradnie.umk.pl/pages/main_page/?lang=en)) enable students, under the supervision of academic staff, to share knowledge and provide evidence-based guidance to local residents. These services are freely accessible: members of the public select a topic of interest and submit a request via a simple online form. This interaction promotes knowledge transfer, fosters community trust, and allows residents to benefit directly from the University's expertise.

By engaging students and researchers in real-world problem-solving, NCU enhances the **visibility and societal impact** of its academic activities. The initiative supports lifelong learning, strengthens academic-community ties, and demonstrates how higher education can contribute to social development. Through such programs, NCU embeds public engagement into its institutional culture, aligning academic excellence with community service and regional development.

## Regarding rule: PARTICIPATION IN DECISION-MAKING BODIES

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

**Area for improvement:** Preparation of a Unified Platform Integrating Data on Working Conditions

**Remarks:** Nicolaus Copernicus University (NCU) has made substantial progress in enhancing working conditions, wellbeing services, inclusiveness, mobility opportunities, and research-supportive environments. The coordinated work of the University Centre for Support and Personal Development (UOWRO) and the Social Affairs Section has significantly strengthened preventive and responsive support systems, ensuring psychological, social, and physical care

for employees and PhD students. Likewise, participation in the Young Universities for the Future of Europe (YUFE) Alliance has enriched professional development pathways and expanded opportunities for networking, mobility, leadership development, and cross-institutional exchange of best practices.

NCU also promotes an open governance model aligned with the principle of participation in decision-making bodies. Researchers from R1 to R4, PhD students, administrative staff, and equality officers contribute to strategic regulations and institutional policies, ensuring transparency and stakeholder engagement. Public engagement initiatives—such as the Student Advisory Services network—further underline NCU’s commitment to strengthening relationships between academia and societal partners, supporting regional development and visibility of university expertise.

### 2.3.1. Remarks

Nicolaus Copernicus University (NCU) demonstrates a comprehensive and structured approach to strengthening working conditions, wellbeing, inclusiveness, and professional development within the institution. The coordinated actions of the University Centre for Support and Personal Development (UOWRO) and the Social Affairs Section constitute an integrated support system that effectively addresses psychological, social, and physical needs of employees and PhD candidates. These units ensure the availability of preventive and intervention-based services, contributing to a safe, diverse, and supportive workplace environment.

NCU’s engagement in the Young Universities for the Future of Europe (YUFE) Alliance significantly reinforces its capacity to offer high-quality development opportunities to academic and administrative staff. Participation in YUFE enhances staff mobility, strengthens leadership competencies, supports recognition and rewards practices, and promotes open, inclusive, and psychologically safe academic cultures. These activities bring added value to the University's working conditions by integrating European best practices and fostering international cooperation.

Furthermore, the University upholds an open governance model grounded in dialogue and participation. Researchers across all career stages (R1–R4), PhD students, administrative staff, and equality representatives actively contribute to the development of institutional policies and strategic regulations. Such involvement ensures transparency, inclusiveness, and shared responsibility in decision-making processes. Initiatives like the creation of the Gender Equality Plan exemplify meaningful researcher engagement in shaping key institutional frameworks.

NCU’s public engagement efforts, particularly through the Student Advisory Services, highlight the University’s commitment to societal interaction and the dissemination of academic expertise. These initiatives strengthen relationships with local communities, promote knowledge transfer, and reinforce the University’s role as a socially responsible institution.

Despite these achievements, the University identifies the need to further enhance coordination and accessibility of information related to working conditions. Developing an integrated, unified platform that consolidates data on wellbeing services, mobility opportunities, research support, administrative procedures, and employment-related regulations would significantly improve transparency and user experience. Such a platform would facilitate easier navigation

of resources, ensure consistency of information, and support more efficient institutional communication. This improvement aligns with NCU's ongoing commitment to creating a modern, researcher-friendly environment that prioritizes both wellbeing and professional development.

## 2.4. Research careers and talent development

Training and development is an area which has been strongly boosted since NCU became a Research University. Detailed information can be found here: <https://idub.umk.pl/en/initiatives/employees/trainings/>.

A comprehensive professional training and employee evaluation system has been implemented, fully aligned with NCU's human resources policy, University Strategy, and the principles of the **Human Resources Strategy for Researchers (HRS4R)**. The system addresses the specific needs of different staff groups—including researchers, administrative employees, and expert support units—and covers a wide range of thematic areas relevant to professional development. These include:

- acquisition and management of research grants,
- legal and financial competences,
- transversal and soft skills such as teamwork, change management, and team leadership.

A dedicated training package is also being developed for managerial staff, focusing on **process management, leadership**, and other key competences required for effective governance and organisational development.

- In support of these actions, a **new employee evaluation system** has been designed, operating on a **four-year assessment cycle**. Its implementation is supported by **four HR experts** and consists of two evaluation paths:

- for non-academic employees:  
<https://www.umk.pl/pracownicy/hr/hrnienauczycieli/ocena/>
- for academic teachers:  
<https://www.umk.pl/pracownicy/hr/hr-nauczycieli/ocena/>

Each evaluation incorporates an individualised data set tailored to the employee's **employment group, position, and career stage**. This ensures a personalised, fair, and development-oriented assessment process—fully in line with **HRS4R principles on transparent appraisal, career progression, and recognition of diverse career paths**.

### Soft Skills Training Programme

Between 2020 and 2024, Nicolaus Copernicus University implemented an extensive and evolving soft skills training programme that has become a key component of the University's strategy for supporting modern research careers and strengthening the institutional environment in line with the Human Resources Strategy for Researchers (HRS4R). Delivered during an exceptionally dynamic period marked by the COVID-19 pandemic, changing work patterns, and new expectations in higher education, the programme provided researchers and staff with a comprehensive set of interpersonal, organisational, and communication competencies essential for effectiveness in academia, research, and university administration.

Soft skills have become a fundamental element of researcher development across all career stages (R1–R4). Recognising this, NCU designed its training offer based on identified needs of academic, research, and administrative staff, ensuring alignment with job roles, unit-specific



tasks, and expectations of internal and external stakeholders. This needs-driven and strategic approach reflects HRS4R principles regarding equal access to development, quality training opportunities, and the creation of supportive working conditions.

### **Supporting Research Careers Through Soft Skills Development**

Soft skills training plays a crucial role in enhancing the professional functioning of researchers. Workshops on presenting research results to diverse audiences, preparing successful Horizon Europe proposals, or competing effectively in MSCA calls were tailored specifically for academic staff and research support personnel. Delivered by international experts from Ireland and Israel, these sessions equipped researchers with the ability to communicate science to varied communities, navigate European funding systems, and collaborate effectively in multicultural research teams.

For early-stage researchers (R1), such training strengthens confidence, fosters independence, and supports career planning by building essential competencies for grant acquisition and networking. For R2–R3 researchers, it enhances leadership, communication, and project management skills necessary to supervise students, coordinate research tasks, and operate within international research environments. For senior researchers (R4), the training reinforces strategic leadership, supports team management, and aligns personal competencies with organisational development goals.

### **Strengthening Organizational Effectiveness and Leadership in Academia**

By developing soft skills across the institution, the University simultaneously strengthens organisational effectiveness. Training in constructive feedback delivery, conflict resolution, decision-making, emotional intelligence, and change management has been particularly valuable for departmental heads, principal investigators, and research team leaders. Improved interpersonal and supervisory skills contribute directly to a healthy research environment, supporting one of the core HRS4R principles: ensuring that researchers work within supportive, well-managed, and transparent structures.

Furthermore, training programmes on negotiation, team management, leadership strengthening, and university management have helped create a more coordinated and professional management culture. These trainings reinforce NCU's commitment to developing leaders who can support researchers' growth, foster collaboration, and maintain psychological safety within research groups.

### **Enhancing Wellbeing and Preventing Burnout**

The programme also addresses wellbeing—an increasingly important dimension of the research profession. Stress management, mobbing awareness and prevention, voice emission, and work-life balance workshops respond to the heightened psychological demands placed on university staff, especially during and after the pandemic. These activities contribute to reducing burnout risks, increasing job satisfaction, and promoting a healthy, inclusive academic environment—factors that have a direct influence on research productivity, retention, and long-term career sustainability.

## Improving Stakeholder Relations and Public Engagement

Training in assertiveness, empathy, communication flexibility, and handling difficult clients has strengthened the quality of interactions with students, external partners, and the broader community. These competencies support researchers in their roles as educators, project coordinators, and representatives of the University in national and international collaborations.

## Inclusive, Accessible, and Multilingual Training Offer

NCU ensured broad accessibility to training by offering sessions in both Polish and English, in in-person and online formats, thereby ensuring equal development opportunities for all staff, including international researchers. This inclusive approach supports HRS4R's emphasis on non-discrimination and equitable access to training.

## Scale and Participation

Over the five years, participation remained high and consistent:

- **2020:** 438 participants (44 trainings)
- **2021:** 186 participants (29 trainings)
- **2022:** 380 participants (27 trainings, including 43 in language courses)
- **2023:** 186 participants (14 trainings)
- **2024:** 207 participants (15 trainings)
- **2025:** data to be added in early 2026

The scale of engagement demonstrates the University's commitment to long-term capacity building and continuous improvement of staff competences.

The *Module4NCU* project represents a cornerstone of Nicolaus Copernicus University's long-term strategy to strengthen research careers, enhance staff competences, and create a supportive and future-oriented working environment. Implemented between 2024 and 2026, the initiative directly contributes to the University's commitment to excellence in human resources for researchers and aligns with the principles of the Human Resources Strategy for Researchers (HRS4R), particularly those concerning **Working Conditions, Training and Development, Value of Mobility, and Research Environment**. Its comprehensive design supports academic teachers, researchers, and doctoral candidates (R1), reinforcing NCU's institutional capacity to nurture talent and sustain high-quality research and teaching.

At its core, Module4NCU focuses on strengthening **three major competence areas essential for modern academic and research work**:

1. **Teaching competences,**
  2. **Digital skills, and**
  3. **Green transformation competences,**
- while simultaneously creating new pathways for mobility and exchange of professional experience. These axes respond directly to current European academic priorities, including the digital transition, sustainability, quality teaching, and internationalisation of academic careers.

### **First Edition (Modules 1–3): Structured Development for Modern Research Careers**

The first edition of the project demonstrated strong engagement, with **102 participants** completing a robust development cycle consisting of **82 training days** and an additional **30 days of English language courses** delivered across two groups. The scope and depth of this edition reflect NCU's commitment to providing structured, high-level professional development tailored to diverse research career needs.

The training modules were designed not merely as isolated workshops but as integrated learning pathways that enable researchers and academic teachers to acquire and consolidate skills essential for effective research, teaching, and international collaboration. Advanced training in pedagogy supports researchers in their dual roles as educators and mentors. Digital competence modules address research data management, digital teaching tools, and the broader transition to technology-enhanced academia. Training related to the green transformation prepares researchers to incorporate sustainability principles into their projects, laboratories, and research agendas—an area gaining increasing importance in European funding frameworks.

### **Module 4 – Mobility: Expanding Horizons and Strengthening International Research Careers**

Module 4 adds a critical dimension to the project by offering **international mobility opportunities** for staff wishing to strengthen competences abroad in teaching, digital technologies, or sustainability. By the end of November, **44 participants** submitted applications for funded mobility, demonstrating a strong appetite for international experience. Mobility supports the HRS4R principle that international exposure is essential for professional growth, bringing innovation, intercultural competence, and new research perspectives back to NCU.

For researchers at early career stages (R1 and R2), mobility fosters independence, enhances employability, expands international networks, and strengthens applications for European funding. For more advanced researchers (R3–R4), mobility supports leadership development, strategic partnerships, and greater visibility in global scientific communities.

### **Second Edition: Continued Growth and Inclusion of Early-Stage Researchers**

The second edition of Module4NCU attracted **101 applications**, including **7 doctoral candidates**, signalling consistent interest and confirming that the project meets real developmental needs across the academic community. The participation of doctoral candidates demonstrates effective integration of early-stage researchers into institutional development strategies—an important aspect of HRS4R, which emphasises support for R1 researchers and proactive career guidance from the outset of their academic journey.

Integration with University Strategy: Competences for Economy 4.0 (2024–2029)

Module4NCU is embedded within the broader **Integrated Programme for Strengthening Key Competences for the Economy 4.0 (2024–2029)**, ensuring long-term sustainability and continuity of support. By aligning its goals with national and European strategic priorities, NCU positions itself as an institution ready to meet rapidly evolving socio-economic challenges and to equip researchers with the skills necessary for future scientific and technological ecosystems.

Module4NCU significantly enhances Nicolaus Copernicus University’s capacity to provide modern, competitive, and supportive working and development conditions for researchers. Through comprehensive training programmes, mobility opportunities, and inclusion of doctoral candidates, the project strengthens the entire research career pipeline—from R1 through R4—while embedding NCU’s commitment to HRS4R principles in practice. It represents a forward-looking, systemic approach to human capital development, fostering a culture of continuous learning, innovation, and international collaboration.

The **Integrated Programme for Supporting Key Competences for the Economy 4.0** is a **long-term strategic initiative** at NCU, implemented between **2024 and 2029**. Its primary goal is to align the University’s educational offer with the evolving needs of a modern, innovation-driven economy. This is achieved through the creation of new study programmes—**Veterinary Analytics, Renewable Energy Sources, and Dental Medicine**—and the enhancement of existing ones, including **Biology, Computer Science, Logistics, Management, Economics, and Digital Economy**. All programme updates are carried out in close cooperation with socio-economic partners. The programme directly supports HRS4R principles related to **Training and Development, Working Conditions, and Research Environment** by:

- Providing structured, forward-looking professional development opportunities for academic teachers.
- Strengthening digital literacy and sustainability competences—skills essential for modern academic and research careers.
- Enhancing cooperation between the University and external partners, aligning academic activities with real-world needs.
- Ensuring continuous improvement of teaching quality, thereby supporting career progression and skills development across all researcher profiles (R1–R4).

The project aims to support the development of a healthy, economically advanced society, characterised by strong collaboration between academia and external stakeholders and by a commitment to sustainable development.

#### Task 10 – Development and Training of Academic Staff

A key component of the project involves **training 220 academic teachers** responsible for delivering courses within the supported study programmes. Task 10 includes:

- **Mandatory training**, designed to enhance:
  - **Digital competences,**
  - **Green transformation and sustainability skills,**  
supporting staff in meeting new technological and environmental demands.
- **Optional training**, tailored directly by faculties, addressing a broader range of competences relevant to specific disciplinary or pedagogical needs.

This comprehensive training structure empowers academic staff to implement innovative teaching methods, integrate emerging technologies into education, and align curricula with market and societal expectations.

Overall, the programme represents a significant investment in human capital, strengthening NCU's capacity to offer high-quality, future-oriented education while fostering an innovative, supportive, and development-oriented academic environment consistent with the HRS4R framework.

### **“Evaluation 2021” E-Learning Training**

The e-learning programme “*Evaluation 2021*”, completed by **1,158 participants**, has become a foundational element of Nicolaus Copernicus University's approach to building a coherent, transparent, and development-oriented evaluation culture, fully aligned with the Human Resources Strategy for Researchers (HRS4R). Designed for both employees undergoing evaluation and those responsible for conducting assessments, the training has played a crucial role in strengthening fairness, clarity, and professionalism across the periodic evaluation system. With **1,146 completed evaluations** out of the 1,158 planned in the 2021–2024 cycle, the high participation rate underscores the effectiveness and institutional relevance of the programme.

Although the training primarily targeted non-academic staff, it also included academic leaders—such as Deans and research supervisors—reflecting NCU's commitment to ensuring consistency in people-management practices across academic and administrative structures. This inclusive design has had a meaningful impact on the development and support of research careers, particularly by improving managerial skills, clarifying expectations, and enabling development-oriented evaluation practices for researchers at all stages (R1–R4).

The programme's central objective was to deepen participants' understanding of the **purpose and strategic value of periodic evaluation**, shifting it from a procedural requirement to a constructive tool that supports professional growth, motivation, and long-term career planning. By contextualizing evaluation as an instrument for identifying strengths, addressing challenges, and planning development paths, the training directly contributes to the HRS4R standard of supporting researchers' career trajectories through regular, structured feedback.

A core outcome of the training was enhanced **knowledge of rules, procedures, and institutional standards**. Participants learned how to correctly prepare for evaluation, complete required documentation, and conduct assessment interviews in accordance with NCU regulations. For academic leaders, this uniformity ensures that researchers receive consistent and transparent messaging regarding expectations, performance criteria, and development goals—an essential aspect of building trust and supporting merit-based career progression.

The course placed strong emphasis on **communication and interpersonal skills**, recognising that evaluation interviews significantly shape employee experience, workplace relationships, and career development. Participants learned strategies for giving balanced feedback, addressing sensitive situations, and engaging in dialogue that promotes mutual understanding. For researchers—especially early-career (R1/R2)—this creates a safer and more supportive environment in which they can openly discuss aspirations, clarify roles, and receive guidance essential to their professional advancement.

By strengthening **managerial and supervisory competencies**, including diagnostic skills, motivation techniques, and goal-setting approaches, the training contributes to improving the quality of leadership across research units. Better-prepared supervisors are more capable of identifying the developmental needs of researchers, supporting their acquisition of new

competencies, and linking individual goals with departmental or institutional research priorities. This aligns with European standards for modern academic leadership and responsible research management.

The programme also promotes **fairness, equal treatment, and transparency**, reducing the risk of bias, inconsistent assessment, or subjective decisions. By standardizing criteria and increasing the evaluators' awareness of potential evaluation errors, the training fosters an institutional culture where researchers perceive the evaluation system as reliable and equitable—an important factor influencing motivation and job satisfaction.

Finally, the training enhances **organizational readiness and procedural clarity**, ensuring that both employees and supervisors understand evaluation timelines, responsibilities, possible outcomes, and avenues for appeal. This clear framework reduces uncertainty and reinforces the predictability of career-related procedures.

Overall, “*Evaluation 2021*” has significantly strengthened NCU’s commitment to HRS4R by enhancing managerial professionalism, supporting transparent career development, and fostering a culture of constructive feedback. It aligns institutional practices with European HR excellence standards and contributes to building an inclusive, development-oriented environment in which researchers can thrive at all career stages.

## **Training                      on                      Conducting                      Evaluation                      Interviews**

At Nicolaus Copernicus University, training on conducting evaluation interviews for managerial staff constitutes a key element of the University’s long-term strategy to strengthen research careers, improve leadership competencies, and ensure fair and transparent performance management aligned with the principles of the Human Resources Strategy for Researchers (HRS4R). Between 2021 and 2024, a total of **43 training sessions** were delivered to academic and non-academic managerial staff, including Deans, heads of units, laboratory managers, and administrative supervisors. Throughout this period, **273 participants**—comprising both academic (NA) and non-academic staff (NNA)—benefited from these structured development activities. Training participation has been stable and broad-based, which demonstrates the University’s continuous investment in leadership and career development.

These sessions play a crucial role in enhancing the quality of supervision and career guidance available to researchers across all stages (R1–R4). Evaluation interviews, when conducted competently, become not only a formal requirement but an essential tool supporting career progression, individual development planning, and constructive communication between supervisors and junior researchers. For early-career researchers (R1 and R2), a well-administered evaluation process provides clarity regarding expectations, strengths, opportunities for development, and potential pathways for advancement. For more advanced researchers (R3–R4), professionally conducted interviews reinforce a culture of accountability, clarify leadership responsibilities, and support long-term career planning.

The training programme significantly contributes to **improving managerial competencies** among those who are directly responsible for guiding and assessing researchers. Participants learn to base their evaluations on measurable evidence rather than subjective judgments, which

directly supports the HRS4R principle of transparency in the appraisal of researchers. They also develop the ability to provide balanced, motivating feedback that promotes individual growth rather than discouragement. The programme places strong emphasis on effective two-way communication, active listening, and recognising both strengths and developmental needs—skills that are essential for high-quality mentorship and supervision.

A major benefit of these trainings is the **standardisation of evaluation procedures** across the University. By equipping managers with shared guidelines and unified language around performance assessment, the programme helps eliminate interpretative inconsistencies and ensures that researchers are evaluated according to equal, clearly communicated criteria. This coherence strengthens trust in institutional processes and directly aligns with European expectations regarding objectivity, fairness, and clarity in research career evaluation.

The training further supports NCU's performance management system by enhancing managers' ability to identify research potential and challenges within their teams. Supervisors learn to set realistic, development-oriented goals with employees, supporting individual research agendas, teaching responsibilities, and mobility aspirations. This creates an environment where evaluation interviews function as strategic tools for talent development, aligning researcher competencies with institutional goals and European standards for research excellence.

Crucially, the programme helps **reduce conflicts and misunderstandings** that may arise from unclear or inconsistent evaluation practices. Transparent communication, professional handling of difficult situations, and an emphasis on respect and fairness contribute to a psychologically safe working environment—an important dimension of the HRS4R framework.

By reinforcing the purpose and structure of the University's employee evaluation system, the training supports proper implementation of formal evaluation cycles, documentation processes, and career-related HR decisions. As a result, the evaluation process becomes more development-oriented, structured, and consistent across faculties and units.

Ultimately, these trainings significantly contribute to the **development of an organisational culture grounded in feedback, openness, and continuous improvement**. They promote an academic environment where researchers at all stages receive the guidance, support, and constructive feedback necessary for career development. By equipping academic leaders with the tools to conduct meaningful evaluation conversations, NCU strengthens the entire support system for research careers and ensures that its internal processes fully align with HRS4R principles of fairness, transparency, and career develop

#### 2.4.1 Remarks

Nicolaus Copernicus University has developed a particularly strong and coherent system for supporting research careers, which stands out as one of the institution's most mature areas within the HRS4R framework. Over recent years, the University has invested significantly in creating an environment where researchers at all stages—R1 through R4—can access high-quality training, transparent evaluation procedures, and structured career development opportunities. This commitment is reflected in the breadth of programmes offered, the consistency of participation, and the strategic integration of training initiatives across the institution.

One of the University's most notable strengths is its ability to design training activities that are both comprehensive and carefully tailored to the evolving needs of the academic community. Whether addressing grant acquisition, research management, academic leadership, or transversal skills, NCU's training offer is closely aligned with the expectations placed on modern researchers. The institution's responsiveness is particularly visible in programmes developed for early-stage researchers, who benefit from a clear and accessible development pathway that supports their independence, international mobility, and gradual assumption of teaching or supervisory responsibilities.

NCU has also distinguished itself through the introduction of a modern, standardised evaluation system that promotes clarity, equal treatment, and development-oriented assessment. The extensive e-learning programme "Evaluation 2021," along with specialised training for managers conducting evaluation interviews, has strengthened institutional capacity to ensure transparent and fair appraisal processes. These activities have contributed to a noticeable professionalisation of academic leadership and reinforced trust in the University's career progression mechanisms.

A further strength lies in the University's long-standing commitment to soft skills development, including communication, team management, conflict resolution, and stress management. These competences are increasingly recognised as essential components of the research profession, and NCU's investment in this area has substantially contributed to creating a healthier, more collaborative, and more resilient academic environment. The availability of training in both Polish and English, as well as in online and in-person formats, demonstrates an inclusive approach that ensures equal access for national and international staff.

The University's strategic initiatives—particularly the Module4NCU project and the Integrated Programme for Supporting Key Competences for the Economy 4.0—underline a long-term commitment to human capital development. These initiatives not only enhance teaching capacities and digital and green competences but also embed mobility and international collaboration into career development structures. They represent forward-looking investments that align closely with European priorities and contribute to strengthening the overall research environment at NCU.

Taken together, these efforts reflect an institution that understands the complex and evolving nature of research careers and actively cultivates the conditions necessary for researchers to thrive. NCU's integrated approach to training, evaluation, and leadership development has created a coherent and supportive system that stands in strong alignment with HRS4R principles, positioning the University as a robust and future-oriented academic employer.



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

Since 2018, Nicolaus Copernicus University (NCU) has undergone a **milestone transformation** in implementing the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. The University has steadily progressed toward the goals outlined in the Interim Report, while deepening and extending them with more robust evaluation, monitoring, and career support systems. These developments have strengthened NCU's position as a Research University fully aligned with the Human Resources Strategy for Researchers (HRS4R).

A cornerstone of these changes is the **comprehensive HR policy**, which integrates recruitment, employment, evaluation, and research career support into institutional strategy. Recruitment now follows Open, Transparent, and Merit-based Recruitment (OTM-R) principles through a fully implemented e-recruitment system in Polish and English, ensuring equal access, merit-based assessment, and clear documentation at all career stages. Employment regulations, evaluation cycles, and career development processes are transparent and development-oriented, supporting researchers from early-stage (R1) to senior (R4) roles.

NCU has strengthened **ethical and governance structures** through dedicated Deputy Rectors for Equal Treatment, Student and Doctoral Student Safety, Education and Student Affairs at the Collegium Medicum, and the Academic Ombudsman. These roles, alongside the Rector's Plenipotentiaries and the Gender Equality Plan (GEP 2022–2026), ensure non-discrimination, conflict resolution, and ethical oversight across the University. Communication and dissemination strategies have been enhanced to raise awareness and ensure accessibility of information regarding rights, responsibilities, and institutional procedures.

The University has also advanced **research integrity and open science practices**. Secure data management and institutional repositories, such as the NCU Repository, support open access publishing as standard practice, while the Centre for Academic Entrepreneurship and Technology Transfer (CPATT) provides guidance on intellectual property protection, commercialization, and partner engagement. These measures promote transparency, professional accountability, and compliance with European research standards.

**Training and professional development** are central to NCU's strategy. The University offers a structured, needs-driven system addressing academic, research, administrative, and managerial staff. Initiatives include Module4NCU, which provides doctoral candidates (R1) and academic staff with training in teaching, digital competences, and green transformation, alongside mobility opportunities. Soft skills training (2020–2024), leadership and evaluation interview training for managerial staff, and e-learning programmes such as "Evaluation 2021" strengthen competencies in communication, research management, grant acquisition, and career planning. These activities are bilingual, accessible, and designed to support professional growth across all career stages.

Participation in international networks, such as YUFE, expands opportunities for mobility, leadership development, and cross-cultural collaboration. NCU also integrates **wellbeing and work-life balance** initiatives into training and employee surveys, addressing mental health, stress management, and psychological safety—essential factors for sustainable research careers.

**Short- and medium-term priorities have evolved** to deepen institutionalization, enhance ethical oversight and equality, improve communication and awareness, embed researcher wellbeing into evaluation systems, and consolidate open science and IP practices. While the core objectives remain consistent, these refinements reflect a **systemic, integrated, and sustainable model** for supporting research careers, fostering transparent career paths, and cultivating an inclusive, development-oriented academic environment.

Overall, NCU demonstrates a strong, mature, and strategically integrated approach to researcher support. Through comprehensive training, evaluation, leadership development, and international collaboration, the University ensures a high-quality, future-oriented environment fully aligned with HRS4R standards.

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

Yes, several significant changes in the circumstances in which Nicolaus Copernicus University (NCU) operates have had a direct and positive impact on its HR strategy, shaping both its short- and medium-term priorities. These changes reflect the evolving institutional, national, and international context, and they have reinforced NCU's commitment to aligning human resources management with the principles of the Human Resources Strategy for Researchers (HRS4R).

A major factor has been NCU's recognition as a **Research University in 2018** by the Ministry of Higher Education, ranking among the top ten universities in Poland. This recognition brought additional funding and opportunities, enabling the University to strengthen its strategic focus on the 4I framework: **Internationalisation, Interdisciplinarity, Innovation, and Integrity**. Internationalisation has been supported through the creation of five Centers of Excellence, expanded mobility programmes for students, doctoral candidates, post-doctoral researchers, and senior academics, and the development of institutional support for managing international collaborations with leading research institutions. Interdisciplinarity has been promoted through new study programmes taught in English and the establishment of interdisciplinary research initiatives. Innovation has been fostered by introducing dedicated TRIZ methodology training, enhancing mobility in knowledge transfer, and supporting applied research initiatives. Integrity has been reinforced through clear career paths, sustainable development initiatives, and the implementation of HR Excellence in Research regulations, ensuring that recruitment, evaluation, and professional development practices are fair, transparent, and merit-based.

The **2024 appointment of a new Board of Rectors** has also influenced HR strategy, as the new leadership has initiated organizational reforms aimed at strengthening governance, operational efficiency, and alignment of HR policy with institutional strategy. This has included greater central oversight of recruitment, evaluation, professional development, and international cooperation.

Another important contextual change is the **strategic implementation of the Information Security Policy** at NCU. Recognizing that information—including research data, personal records, and intellectual property—is a critical institutional asset, the University has systematically strengthened governance, risk management, and compliance procedures. These measures ensure secure management of sensitive data while supporting research excellence, trust, and international collaborations, all of which have implications for HR practices, particularly in staff training, data handling responsibilities, and compliance awareness.

Finally, the **preparation and updating of key internal regulations**—including the Statute, Organizational Regulations, Work Regulations, and Remuneration Regulations—has provided a structured, transparent, and inclusive framework for HR management. The consultative revision process ensures alignment with national legislation, best practices in higher education, and HRS4R standards. These updates clarify career pathways, employment conditions, evaluation procedures, and professional development opportunities, directly influencing the University's HR strategy and its ability to support researchers' careers effectively.

In summary, these evolving circumstances—Research University status, leadership changes, enhanced information security, and updated internal regulations—have collectively

strengthened NCU's HR strategy. They have allowed the University to deepen its commitment to transparency, fairness, professional development, internationalisation, and innovation, ensuring that HR policies remain responsive, strategically aligned, and supportive of research careers at all stages.

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

Yes, several strategic decisions currently underway at Nicolaus Copernicus University (NCU) are expected to directly influence the HR action plan and its alignment with HRS4R principles.

Firstly, the **ongoing organizational reforms led by the new Board of Rectors (2024)** aim to strengthen institutional governance, operational efficiency, and strategic coherence across all faculties and units. These reforms include enhanced central oversight of recruitment, professional development, and career evaluation processes, which will impact HR actions related to staff development, leadership training, and transparent career progression.

Secondly, the **implementation of the Information Security Policy** constitutes a strategic priority with implications for HR. Ensuring the confidentiality, integrity, and availability of research and personal data requires systematic governance, staff training, and compliance monitoring. As a result, HR action plans will need to incorporate targeted training for researchers and administrative personnel, revisions to data-handling responsibilities, and awareness campaigns, ensuring all staff are equipped to operate within secure and compliant frameworks.

Thirdly, **amendments to key internal regulations**—including the Statute, Organizational Regulations, Work Regulations, and Remuneration Regulations—are being prepared through structured, consultative processes. These updates are designed to clarify employment conditions, standardize evaluation procedures, and strengthen professional development pathways. Once implemented, they will influence HR priorities, particularly in the areas of recruitment, appraisal, career support, and staff recognition.

Finally, ongoing **internationalization and research excellence initiatives**, such as the development of interdisciplinary programmes, enhanced mobility opportunities, and the promotion of Research University priorities (4I: Internationalisation, Interdisciplinarity, Innovation, Integrity), will further shape HR strategies. The action plan will need to ensure that training, career support, and recruitment policies are aligned with these strategic directions, fostering international collaboration, researcher mobility, and innovation-oriented professional development.

In summary, these strategic decisions collectively reinforce NCU's commitment to transparent, merit-based, and development-oriented HR management. The HR action plan will be adjusted to reflect these changes, ensuring continued alignment with HRS4R standards and the evolving institutional, legal, and international context.

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

Nicolaus Copernicus University (NCU) has made substantial progress in implementing the Open, Transparent, and Merit-based Recruitment (OTM-R) principles, embedding them into institutional HR policy, recruitment processes, and career development frameworks for researchers at all stages (R1–R4).

The University has **established a comprehensive e-recruitment system**, fully accessible in Polish and English, which standardizes all stages of the recruitment process—from job posting to candidate evaluation and final hiring decisions. This system ensures transparency by publishing all vacancies in local, national, and European channels, including Euraxess, the Ministry of Education and Science platform, and the NCU website. Detailed procedural manuals, templates, and evaluation forms provide clear guidance for both applicants and HR staff, contributing to a fair and consistent selection process.

NCU's recruitment and selection procedures are **fully aligned with merit-based principles**. Candidates are assessed solely on qualifications, skills, and relevant achievements, while mechanisms are in place to guarantee equal opportunities regardless of nationality, gender, or background. This approach applies equally to academic, non-academic, and research positions, supporting recognition of professional achievements and fostering career progression.

A key strength of NCU's OTM-R implementation is the **centralization of HR oversight through the Department of Personnel Affairs**, which manages recruitment, onboarding, professional development, employee evaluation, and administrative support. This centralized approach enhances coherence, reduces procedural inconsistencies across faculties, and ensures compliance with ethical and legal standards.

The University also actively supports **early-stage researchers (R1)** through transparent career paths, structured evaluation systems, and development opportunities embedded in programmes such as Module4NCU. This ensures that doctoral candidates and postdoctoral researchers have clear guidance on professional expectations, opportunities for skill acquisition, and access to international mobility, reinforcing the merit-based ethos of the institution.

**Gender equality and non-discrimination** are systematically integrated into the recruitment process, reflecting NCU's commitment to inclusiveness and fairness. The Gender Equality Plan, together with dedicated Deputy Rectors for Equal Treatment and the Academic Ombudsman, ensures that OTM-R principles are applied in practice, with continuous monitoring and support for candidates and staff.

NCU's participation in international networks, such as the YUFE Alliance, further strengthens OTM-R implementation by exposing staff and researchers to best practices in recruitment, transparency, and professional development at the European level.

### Strengths:

- **Professional Recognition:** Recruitment processes at NCU are directly linked to the recognition of researchers as professionals, with positions, qualifications, and

responsibilities clearly defined in accordance with the Act on Higher Education and Science.

- **Transparent and Accessible Procedures:** Open positions are widely published using local, national, and European platforms (NCU website, Ministry of Education and Science website, BIP, Euraxess), with application procedures and guides available in both Polish and English.
- **Merit-based Recruitment:** Each job offer includes detailed qualification criteria corresponding to the research area, ensuring objective evaluation and equal opportunities for all applicants regardless of nationality or background.
- **Integrated e-Recruitment System:** The bilingual e-recruitment platform standardizes procedures, maintains consistent documentation, facilitates objective assessment, and ensures compliance with OTM-R principles.
- **Centralized and Coordinated HR Support:** The creation of the Department of Personnel Affairs, comprising the Recruitment and Development Section, Personnel Section, and Documentation Management and IT Support Section, ensures efficiency, consistency, and adherence to data protection standards.
- **Leadership and Oversight:** Direct reporting to the Vice-Rector for Human Resources and Financial Policy, along with coordination by the Independent HR Supervisor for academic teachers, strengthens governance and alignment with institutional strategy.
- **Candidate Guidance and Support:** Guides and handbooks are available from the application stage, including information for doctoral students, onboarding, evaluation, and professional development, ensuring clarity of rights and responsibilities from the

## 7. Implementation

### 7.1. General overview of the implementation process

Since receiving Research University status in 2018, Nicolaus Copernicus University (NCU) has undertaken a comprehensive and institution-wide effort to implement the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (HRS4R). This process represents a long-term strategic commitment to improving research careers, strengthening professional development, enhancing transparency, and cultivating a supportive, ethical, and inclusive organisational culture across all academic and administrative units.

The implementation has been strongly supported by University leadership. The Rector, Vice-Rectors, and dedicated plenipotentiaries for Equal Treatment, Safety of Students and Doctoral Candidates, and Education at Collegium Medicum have provided consistent strategic oversight. The Board of Rectors (since 2024) ensures alignment of HR initiatives with national legislation, internal regulations, and European standards. Their engagement has been crucial in embedding HRS4R principles within University strategy, strengthening awareness, and ensuring compliance across the institution.

The implementation process has followed a phased, structured approach, addressing multiple dimensions of academic life:

- **Recruitment and Selection (OTM-R):** Introduction of a bilingual e-recruitment platform; standardisation of procedures; full transparency of competitions; centralisation of HR processes under the Department of Personnel Affairs, including recruitment, onboarding, employee evaluation, and staff development.
- **Career Development:** Clear career paths for researchers at all stages, particularly R1; implementation of structured development programmes such as Module4NCU and international mobility initiatives.
- **Training and Development:** Since 2020, an extensive University-wide soft skills programme and advanced research competence training (grant writing, Horizon Europe, project management, leadership). Module4NCU (2024–2026) further strengthened professional development in teaching, digital skills, and green competences, supported by mobility windows.
- **Evaluation Systems:** Introduction of a four-year evaluation cycle supported by HR experts and the “Evaluation 2021” e-learning programme (1,100 participants). Training for Deans, laboratory managers, and supervisors on conducting developmental interviews strengthened fairness, transparency, and mentoring capacity.
- **Equality, Ethics, and Wellbeing:** Implementation of the Gender Equality Plan (2022–2026); strengthening the roles of the Academic Ombudsman and Equal Treatment Plenipotentiaries; faculty-level Ethics Committees; and improved processes for research integrity, IP protection, and Open Access. Wellbeing initiatives—including mental health programmes, anti-discrimination training, and physical wellbeing activities—have supported safe, inclusive working conditions.
- **Communication and Engagement:** Regular workshops, multilingual resources, and strengthened dissemination have increased awareness and participation across the research community. Membership in European alliances such as YUFE supports benchmarking and alignment with international best practices.



The implementation process is deeply embedded in the University's governing documents. Updates to the Statute, Organizational Regulations, Work Regulations, Remuneration Policy, and strategic programmes (e.g., Integrated Programme for Key Competences for the Economy 4.0) ensure that HRS4R is not an isolated initiative but a structural component of long-term development.

In summary, the HRS4R implementation at NCU is a **milestone achievement**, characterized by leadership commitment, strategic planning, and comprehensive engagement across all units. It integrates recruitment, career development, training, evaluation, equality, ethics, and wellbeing into a coherent institutional framework. Through structured policies, transparent processes, and inclusive initiatives, the University has fostered an environment where researchers can thrive, with robust support for early-stage researchers, leadership development, and international collaboration. The initiative has spread across faculties and administrative units, ensuring that HRS4R principles are fully embedded into NCU's organizational culture, operational procedures, and long-term strategy for research excellence.

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

HRS4R implementation at NCU is coordinated by the **HR Excellence in Research Task Force Group**, established by Rector's Regulation No. 214/2020. The group is currently chaired by the **Head of the Personnel Affairs Department**, following institutional restructuring in 2024.

The Task Force brings together key stakeholders from decision-making, research, and administrative areas:

- Vice-Rector for Research (R3),
- Head of the Science Office,
- Deputy Head of the Science Office and International Projects (Collegium Medicum),
- Deputy Head of Personnel Affairs,
- Deputy Head of the University IT Centre (UCI) and a representative of PhD researchers (R2),
- Academic staff representatives (R2–R3).

The group reflects gender balance and ensures representation from different research career stages. It acts both as a decision-support body and an operational working group, ensuring that all aspects of the Charter and Code are covered.

The Task Force maintains direct reporting lines to the Rector and Board of Rectors. Regular consultations with Deans and Heads of Units strengthen institutional coherence. Daily coordination between the Head of Personnel Affairs and other administrative units ensures rapid information flow, effective monitoring, and operational alignment.

The establishment of a **University Think Tank**, together with multi-level monitoring tools, supports systematic supervision, risk mitigation, and continuous improvement.

Overall, the Task Force ensures that **HRS4R implementation at NCU is integrated, participatory, and responsive**, linking strategic leadership with operational execution, and embedding the principles of the Charter and Code deeply into the University's research and organizational culture.

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

NCU places strong emphasis on engaging the research community in decision-making, consistent with Strategy Objective IV.4: *Strengthen identification and build lasting ties within the University community*. Researchers from all career stages are involved through:

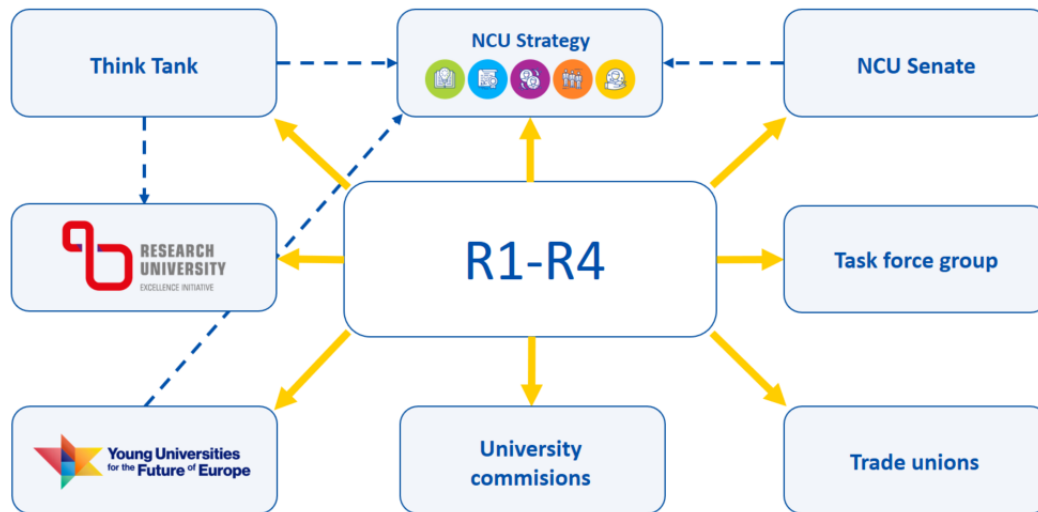
- the **Academic Excellence System (AES)**, which evaluates teaching quality, working conditions, development opportunities, and organisational processes;
- regular **employee satisfaction surveys**, assessing leadership, cooperation, communication, working conditions, and development prospects;
- surveys on **training and development needs**, implemented since 2018 and feeding directly into the Action Plan;
- faculty-level quality assurance committees integrated with AES;
- participatory governance involving representatives of all staff groups in advisory and decision-making bodies.

The AES ensures continuous feedback from stakeholders, covering:

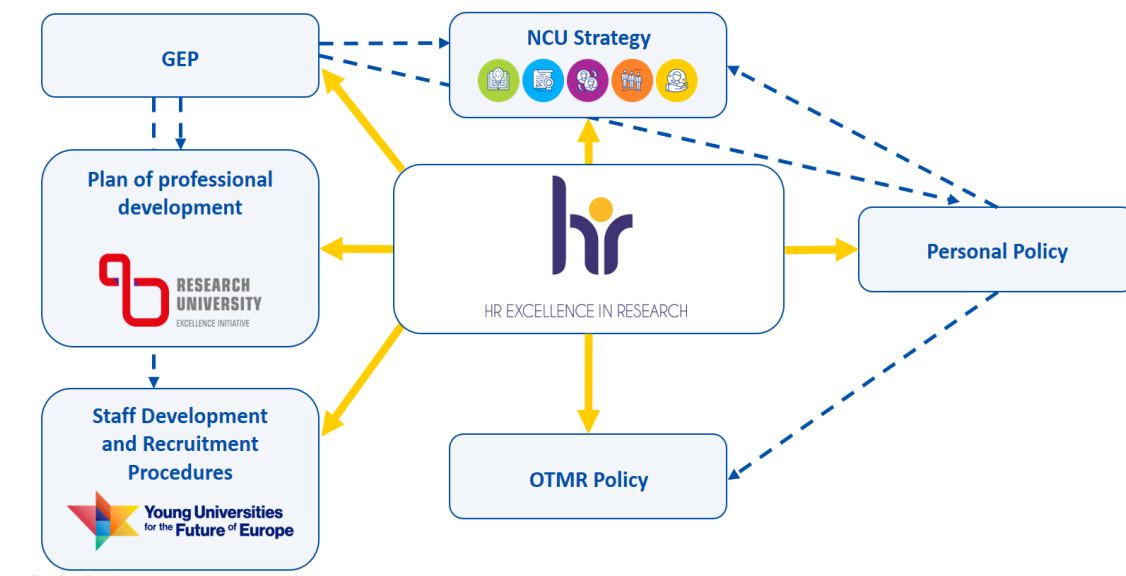
- learning outcomes and curriculum quality,
- teaching conditions,
- professional development of academic and non-academic staff,
- cooperation with external stakeholders,
- work organisation and working conditions,
- monitoring of graduate careers.

Through measurement, analysis, reporting, and improvement cycles, the system provides robust evidence for policy adjustments and supports transparent, inclusive decision-making.

## Researchers and their role in the implementation process



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



Nicolaus Copernicus University (NCU) is committed to sustainably developing an **open and inclusive organisational culture** that reflects the University's international aspirations. In such a culture, **objective assessment, trust, mutual support, and community integrity** serve as key factors in attracting the best talent and strengthening ties with the University. NCU recognizes that its community is stronger when representatives of all employee groups are actively involved in decision-making processes and when every employee has the opportunity to provide input on matters that affect them.

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

At Nicolaus Copernicus University (NCU) in Toruń, the alignment of organisational policies with the Human Resources Strategy for Researchers (HRS4R) is embedded in both strategic planning and operational practices, ensuring that HRS4R principles are fully recognised as part of the overarching HR policy and institutional research strategy. The University has adopted a multi-level, integrated approach that combines top-level engagement, structured evaluation systems, training and development initiatives, and continuous monitoring mechanisms to ensure compliance and coherence across all staff groups and research career stages.

NCU's commitment to HRS4R begins at the governance level. The Rector and Vice-Rector for Research are actively involved in overseeing the implementation of HRS4R principles, supported by the HR Excellence in Research Task Force Group, established by Rector's Regulation no. 214/2020. This group brings together representatives from key decision-making and operational units, including the Vice-Rector for Research, heads of the Science Office, personnel management, and representatives of researchers at all career stages (R1–R4). Through regular reporting, twice-yearly meetings with the Board of Rectors, Deans, and Heads of Units, and daily collaboration with administrative departments, the Task Force ensures that HRS4R principles are operationalised across all levels of the University and that information flows effectively between decision-makers and research teams.

A central mechanism supporting HRS4R alignment is NCU's **multi-path employee evaluation system**, which has been carefully designed to account for the developmental stage of the researcher, their disciplinary field, and their employment group (research-only, teaching-research, or teaching-focused). The system includes a four-year cycle of evaluations, supported by dedicated HR experts and reinforced through the "Evaluation 2021" e-learning programme, which trained over 1,100 participants, including academic leaders and non-academic staff. The evaluation process ensures that each researcher receives a development-oriented assessment, tailored to their role and career stage, promoting transparent, fair, and merit-based recognition of achievements. Early-stage researchers (R1–R2) benefit from guidance that strengthens independence, clarifies expectations, and supports career planning, while advanced researchers (R3–R4) receive structured feedback aligned with strategic leadership, team management, and international collaboration objectives.

NCU's **training and professional development ecosystem** further reinforces HRS4R alignment. Initiatives such as Module4NCU and the soft skills programme provide structured learning opportunities for academic staff and doctoral candidates, covering teaching competences, digital skills, green transformation, grant acquisition, leadership, and career planning. These programmes integrate mobility opportunities, enabling researchers to gain international exposure, intercultural competence, and professional networks—all central to the European Charter for Researchers. Targeted training for managerial staff, including conducting evaluation interviews, conflict resolution, and leadership development, ensures that supervisors are equipped to mentor researchers effectively and apply HRS4R principles consistently in their daily practice.

Organisational policies are also aligned with HRS4R through integration with broader University strategies. Internal regulations—including the Statute, Organisational Regulations, Work Regulations, and Remuneration Regulations—have been updated to reflect principles of

fair recruitment, equal treatment, transparency, and researcher development. Quality assurance mechanisms, such as the Academic Excellence System (AES) and employee satisfaction surveys, provide ongoing feedback on working conditions, training needs, and institutional practices, enabling continuous improvement in alignment with HRS4R standards.

In summary, NCU ensures alignment of organisational policies with HRS4R by embedding its principles in strategic governance, staff evaluation, professional development, and quality assurance systems. Through sustained engagement of senior leadership, structured operational frameworks, and continuous monitoring, HRS4R functions as a guiding framework for the University's human resources policy, fully integrated into the institution's research strategy and everyday management of academic and research careers.

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

At Nicolaus Copernicus University (NCU), the implementation of proposed HRS4R actions will be ensured through a structured, multi-level governance and operational framework, combining leadership engagement, targeted coordination, and continuous monitoring. Central to this process is the HR Excellence in Research Task Force Group, which coordinates all HRS4R-related activities. Chaired by the Head of the Personnel Affairs Department, the Task Force includes representatives from senior management (Vice-Rector for Research, heads of Science Office and International Projects, Deputy Heads of Personnel Affairs and UCI), as well as researchers representing all career stages (R1–R4). This composition guarantees that each action is addressed by both decision-makers and operational stakeholders, ensuring alignment with strategic objectives and day-to-day feasibility.

The recent restructuring of NCU's organizational framework has strengthened operational efficiency by centralizing human resources management under the Personnel Affairs Department. This change ensures clear responsibilities, streamlines communication, and facilitates consistent implementation of HR and HRS4R-related measures across all faculties and units. It also provides a single point of contact for coordination, reporting, and monitoring, improving accountability and reducing delays in decision-making.

The Task Force functions as the operational hub, developing implementation plans, monitoring progress, and reporting regularly to the Rector and Board of Rectors. Twice-yearly meetings with the Board of Rectors, Deans, Heads of Disciplines, and Heads of Units ensure that all stakeholders are informed and that strategic oversight is maintained. Additionally, the Head of the Personnel Affairs Department maintains regular contact with administrative units and department heads, ensuring that each planned measure is communicated, understood, and integrated into daily operations.

Institutional mechanisms such as the multi-path academic evaluation system, which is sensitive to career stage, disciplinary field, and employment group, embed HRS4R principles directly into practice. Complementary training programmes, including Module4NCU, soft skills initiatives, and managerial workshops on conducting evaluation interviews, equip researchers, supervisors, and administrative staff with the competencies necessary to operationalize these principles effectively.

Implementation is further supported through monitoring and feedback mechanisms, including employee satisfaction surveys and dedicated questionnaires on researcher development needs. Data collected informs continuous improvement and prioritisation, ensuring that actions remain relevant and impactful. Clear communication, inclusive consultation, and active participation of all stakeholders foster accountability and strengthen institutional ownership.

By combining leadership commitment, organizational restructuring, structured coordination, operational embedding, and evidence-based monitoring, NCU ensures that proposed HRS4R actions are systematically implemented, evaluated, and refined over time.

#### 7.6. How will you monitor progress?

At Nicolaus Copernicus University (NCU), the monitoring of progress in the implementation of HRS4R actions is embedded within the University's established governance and control framework. The University operates a comprehensive **management control system** which ensures that all tasks undertaken by academic and administrative units are systematically supervised, tracked, and reported. Each unit is required to provide periodic updates on the implementation of its responsibilities, including HRS4R-related measures, which are consolidated and analyzed at the central level.

Progress monitoring is further reinforced through **annual audits and inspections** conducted by the University's Department of Internal Audit and Control. These audits assess compliance with strategic objectives, procedural correctness, and effectiveness of implemented measures. Importantly, the annual audit plans are not limited to routine evaluations; they are also **expanded to cover specific actions indicated by the Rector**, allowing the University to address emerging priorities or identified areas for improvement in a timely manner.

In addition to internal audits, the HR Excellence in Research Task Force, chaired by the Head of the Personnel Affairs Department, systematically reviews the status of each HRS4R action. Progress reports are submitted regularly to the Rector and the Board of Rectors, ensuring oversight at the highest institutional level. These reports include both quantitative and qualitative indicators, such as participation in training programs, completion of evaluation cycles, uptake of mobility opportunities, and feedback from surveys targeting staff and researchers.

This integrated approach allows NCU to maintain **continuous, evidence-based monitoring**, ensuring that all HRS4R initiatives remain on schedule, aligned with strategic objectives, and responsive to evolving institutional needs. The combination of unit-level reporting, centralized consolidation, and independent auditing guarantees transparency, accountability, and the possibility of timely corrective actions whenever required.

Overall, the University's robust control mechanisms, complemented by annual internal audits and targeted Rector-initiated checks, provide a **structured and reliable timeline for monitoring progress**, ensuring that the HRS4R implementation is systematically tracked, evaluated, and continuously improved.

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

At Nicolaus Copernicus University (NCU), the measurement of progress in the implementation of HRS4R is closely linked to a comprehensive system of **indicators defined for each action** in the Action Plan. These indicators serve as practical tools to monitor the level of progress and provide tangible evidence of implementation. All indicators have been carefully designed to align with the University's Vision and Strategy, as well as with key strategic documents that embed the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. This ensures that monitoring activities deliver **real added value** for the functioning and management of NCU.

The implementation process engages all offices and actors across both the Rectorate and Faculty levels, ensuring that **every unit and key stakeholder participates** in linking HR processes to the principles of HRS4R. Each indicator and its associated target value have been **thoroughly discussed and planned** within the relevant Working Groups, with attention to selecting goals that are feasible, measurable, and sustainable over time. This careful planning ensures that the indicators reflect meaningful progress and are tailored to the appropriate target groups.

At the institutional level, the **Rector, Vice-Rector for Research, and the Chancellor** ensure that information on HRS4R implementation is widely disseminated across the University community. Regular plenary meetings with the Board of Rectors, faculty representatives, Deans, and Heads of Administrative Units provide opportunities to share progress, highlight achievements, and address emerging challenges.

The **HR Excellence in Research Task Force Group** plays a central role in reviewing the effectiveness of each indicator, discussing potential difficulties, and proposing corrective actions where necessary. The active involvement of the **Vice-Rector for Research and the Head of the Personnel Affairs Department** facilitates timely decision-making and rapid responses to any implementation issues. Communication processes, coordinated by the Head of the Personnel Affairs Department, ensure that all relevant actors are informed, engaged, and accountable for the achievement of targets.

Through this structured approach, NCU ensures that progress is **measured systematically, transparently, and continuously**, providing a clear and reliable basis for the next external assessment and reinforcing the University's commitment to fully implementing the principles of HRS4R.

## 8. Additional remarks/comments about the proposed implementation process

The proposed implementation process at Nicolaus Copernicus University (NCU) demonstrates a mature, well-structured, and strategically embedded approach to realizing the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of



Researchers. The University has successfully transformed HRS4R from a compliance exercise into an integral component of its organisational philosophy, long-term strategy, and everyday academic practice.

A distinctive strength of the process is its systemic character. Rather than focusing on isolated interventions, NCU has developed a coherent framework that links governance, recruitment, evaluation, career development, equality, ethics, and working conditions into a single institutional architecture. This ensures that all actions reinforce one another and collectively contribute to building a supportive and competitive research environment. The integration of HRS4R principles into central documents—such as the Statute, Work Regulations, Remuneration Rules, and the Academic Excellence System—illustrates the University's commitment to making the strategy sustainable and future-proof.

The involvement of high-level leadership is a notable advantage. The Rector, Vice-Rector for Research, Board of Rectors, and Heads of key administrative units maintain consistent oversight of the process, ensuring its visibility, relevance, and alignment with institutional priorities. Their engagement has fostered a culture in which research excellence, transparent recruitment, ethical conduct, and wellbeing are recognized as strategic values shared across all faculties and administrative structures. At the same time, participatory governance—demonstrated by the presence of researchers from all career stages (R1–R4) in decision-making processes—ensures that implementation is grounded in real needs and practical knowledge.

The University's approach to communication and engagement with the research community stands out as particularly robust. Regular surveys, consultation mechanisms, and quality assurance procedures allow NCU to capture the perspectives of staff, doctoral candidates, and students, ensuring iterative refinement of HR policies. This responsiveness is further strengthened by the Academic Excellence System (AES), which provides a structured method for evaluating work organisation, teaching quality, and overall satisfaction. The combination of AES data with insights from dedicated surveys on researchers' development needs creates a strong evidence base for decision-making.

Another essential strength of the implementation process is the emphasis placed on continuous development. Programmes such as Module4NCU, soft-skills training, leadership development, and mobility opportunities reflect the University's commitment to empowering researchers at every career level. This aligns directly with European standards regarding training, development, and mobility, while also responding to evolving demands in digitalisation, internationalisation, and green transformation. The restructuring of the Personnel Affairs Department and the introduction of clear, multi-path evaluation processes add further professionalisation and transparency to HR operations.

Monitoring mechanisms are comprehensive and embedded in the University's internal control architecture. Annual audits, unit-level reporting, Task Force reviews, and Rector-initiated checks ensure that progress is continuously verified and that challenges are addressed promptly. The establishment of performance indicators for each action in the Action Plan provides a clear roadmap for the upcoming assessment cycle and demonstrates the University's readiness for long-term strategic planning.

Overall, the proposed implementation process is marked by clarity, coherence, and institutional ownership. NCU has built an ecosystem where HRS4R principles are not only formally adopted but actively practiced, monitored, and continuously improved. The integration of leadership,



stakeholder participation, structured evaluation, and evidence-based monitoring creates favourable conditions for the effective continuation of HRS4R implementation. With these foundations in place, the University is well positioned to sustain high standards of research quality, support academic careers at all stages, and continue its development as an open, inclusive, and internationally oriented research institution.

## 9. Actions

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

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

		side, and take care of minimising number of acts of unwanted/discriminating behaviour and maximizing number of situation in which every NCU community member is well-informed on his/hers rights and duties. The activity on the non-discrimination includes also training for employees. Coherence with the Strategy: IV.1, IV.2, IV.3, IV.4, IV.5
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Action 3	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Implement a human resources policy based on the principles of equality and prevent all forms of discrimination and mobbing.</p> <ul style="list-style-type: none"> <li>Rising awareness on non-discrimination issues.</li> </ul>	2. Ethical principles 3. Professional responsibility 4. Professional attitude 5. Contractual and legal obligations 10. Non discrimination 24. Working conditions 25. Stability and permanence of employment 39. Access to research training and continuous development	2026 appropriately to the needs	Deputy Rector for Equal Treatment	<p>Target: R1-R4 and ERS, administrative Staff, community of NCU.</p> <p>Indicator 1: inclusive and equal language in strategic documents, internal regulations and dissemination and communication – internal regulation</p> <p>Indicator 2: awareness among researchers, ERS, administrative Staff and community of NCU by popularization of Law, given information how to deal with discriminating behaviour and the whom report unwanted acts of behaviour – workshop for the management board – the highest level (10 people), continuous workshops for employees and students.</p>
	Current Status	Remarks		
	IN PROGRESS	<p>Every new strategic document and internal regulation is being checked by the Deputy Rector on the consistency with inclusive and equal language. NCU is a strong part within YUFE Alliance as far as glossary and dictionary in the field of equal treatment is considered. Monitoring includes searching for examples which may need to be taken into account as far as equality procedures are considered from the one side, and take care of minimising number of acts of unwanted/discriminating behaviour and maximizing number of situation in which every NCU community member is well-informed on his/hers rights and duties. The activity on the non-discrimination includes also training for employees.</p> <p>Coherence with the Strategy: IV.5.1, IV.5.4</p>		

Action 4	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
Implement a human resources policy based on the principles of equality and prevent all forms of discrimination and mobbing. <ul style="list-style-type: none"> <li>Gender Equality Plan</li> </ul>	2. Ethical principles 4. Professional attitude 10. Non discrimination 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code) 23. Research environment 24. Working conditions 26. Funding and salaries 27. Gender balance 28. Career development 34. Complains/appeals 35. Participation in decision-making bodies	IV q. 2021	Deputy Rector for Equal Treatment	Target: R1-R4, ESR, administrative staff, community of NCU Indicator: implementation of GEP as an internal rule .
	Current Status	Remarks		
	Completed	Working group for creating of GEP has been established. It consist of representatives of R2-R4 and administrative staff. The project has already been proposed in October 2021 to the Board of Rectors by the Deputy Rector for Equal Treatment. The main fields have been discussed with the Independent Supervisor for Human Resources Management. The document have already been implemented and is available <a href="https://www.umk.pl/en/university/excellence-in-research/internal-regulations/Gender-Equality-Plan-ZR-30-2022-Annex.pdf">https://www.umk.pl/en/university/excellence-in-research/internal-regulations/Gender-Equality-Plan-ZR-30-2022-Annex.pdf</a> Coherence with the Strategy: IV.5.1, IV.5.4		

Action 5	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Implement a professional and proactive personnel policy, including planning, improvement, evaluation and professional promotion process.</p> <ul style="list-style-type: none"> <li>Enhance the professionalism of academic staff recruitment based on reliable verification of competencies, open and transparent criteria of the HR Excellence in Research standard, and taking into account the specificity and development programmes of disciplines transparent – implementation of the OTM-R policy</li> </ul>	12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code) 19. Recognition of qualifications (Code) 23. Research environment 24. Working conditions 35. Participation in decision-making bodies	IV q. 2021	Independent Supervisor for Human Resources Management	<p>Target: employees and researchers interested in working at NCU, administrative staff and researchers from recruitment committees .</p> <ul style="list-style-type: none"> <li>Indicators: 100% external researchers interested in working at NCU get transparent, open and merit based information.</li> <li>100% of recruitment processes for researchers is based on OTM-R policy</li> <li>100% of administrative staff and researchers involved in the recruitment process proceed accordingly with the OTM-R procedure.</li> </ul>
	Current Status	Remarks		
	COMPLETED	<p>The Nicolaus Copernicus University serves people and develops thanks to them. It is a communal and friendly environment for scientific, artistic and medical development as well as for education and transmission of universal values.</p> <p>The University employs persons with recognised achievements as well as young scientists by creating the best conditions for the development of their research and creative activity. The University builds broad and lasting partnerships in the international academic community and focuses on developing top talent. These</p>		

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

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

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

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

		development, ethical and professional aspects emphasizing the level of alignment between the local/new national and EC context in terms of regulations. Coherence with the Strategy: V.1.1, V.1.5, V.3.5
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Action 10	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Strengthen identification and build lasting ties within the University Community, promote openness and collaboration as key values of the NCU inclusive organisational culture based on multidirectional communication. Systematically develop the competencies of employees.</p> <ul style="list-style-type: none"> <li>Qualitative and quantitative analysis "Personal and professional development of researchers at NCU"</li> </ul>	23. Research environment 24. Working conditions 28. Career development 35. Participation in decision-making bodies 36. Relations with supervisors 38. Continuing Professional Development 39. Access to research training and continuous development	II q. 2018	Vice-Rector for Research	Target: R1-R4 Indicator: 450 responses, obtained 479 responses. Information on researchers' needs as a starting point in creating the strategy for the personal and professional development. Indicator 2: important knowledge for the Research University goals as far as Integrity, Innovation and Interdisciplinary is considered.
	Current Status	Remarks		
	COMPLETED	Representatives of R1-R4, doctoral candidates and administrative support staff was involved in the research. Research University Goals available <a href="https://idub.umk.pl/en/idub-programme/">https://idub.umk.pl/en/idub-programme/</a> Coherence with the Strategy: I.2, IV.2, IV.5		

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



Action 12	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Implement a professional and proactive personnel policy, including planning, improvement, evaluation and professional promotion process. Systematically develop the competencies of employees. Coordinate and make coherent all forms and programmes of development support, taking into account the objectives of the University, the needs diagnosis, and the segmentation of stakeholders.</p> <p>Develop the competencies of the university community members in entrepreneurship and innovation. Support innovation and innovation oriented activities of the University staff through mentoring, networking and other activating forms.</p> <ul style="list-style-type: none"> <li>IPR support and service</li> </ul>	2. Ethical principles 3. Professional responsibility 23. Research environment 31. Intellectual Property Rights	permanent	Centre for Academic Entrepreneurship and Technology Transfer	Target: R1-R4, students. Indicator: Implementation of the internal regulation on the IPR; specialist dedicated to individual support of R1-R4. The exact indicator accordingly with the Strategy is to be specified in 2023 after analysis.
	Current Status	Remarks		
	IN PROGRESS	NCU's robust approach to intellectual property protection and commercialization represents a major organisational strength. Through the Centre for Academic Entrepreneurship and Technology Transfer (CPATT), researchers receive comprehensive support at every stage—from identifying commercially promising results and securing legal protection, to analyzing market potential and selecting the optimal commercialization strategy. CPATT facilitates connections with business partners, guides negotiations, and ensures that agreements respect both researchers' and the University's interests. By monitoring implementation and managing revenue distribution transparently, NCU provides a secure, well-structured, and supportive framework that maximizes the impact of research while safeguarding intellectual property and fostering innovation. To facilitate collaboration with external partners, the CPATT website also features detailed information on potential areas of cooperation drawn from various units across the University. These include the Faculty of Physics, Astronomy and Applied Informatics; the Faculty of Chemistry; the Faculty of Fine Arts; the Centre for Research on Conservation and Cultural Heritage; the Collegium Medicum; the Faculty of Law and Administration; the Centre for Statistical Analyses; and the Interdisciplinary Centre for Modern Technologies. By presenting the research capabilities and expertise of these units, CPATT supports transparent, effective, and well-aligned cooperation with the economic environment. In addition, CPATT has prepared a comprehensive catalogue of the services it provides, complete with estimated delivery times,		

		pricing, and detailed descriptions. This overview ensures full transparency for researchers and external partners and helps them select the support best suited to their needs. The catalogue covers a wide range of specialised services, including: prior art searches; patent clearance (freedom-to-operate) analyses; Patent Landscape analyses; IP monitoring; IP audits; the development of IP protection strategies; the preparation and provision of patent documentation; assessments of commercialization potential; the formulation of commercialization strategies; technology valuation; market analysis; brokerage services; and innovation assessment reports. By systematising these services and clearly defining their scope, timelines, and costs, CPATT strengthens the accessibility, predictability, and professional quality of support offered to the University's research community as well as its external stakeholders. Coherence with the Strategy: III.1, III.3, IV.1, IV.2
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Action 13	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Implement a professional and proactive personnel policy, including planning, improvement, evaluation and professional promotion process. Systematically develop the competencies of employees. Coordinate and make coherent all forms and programmes of development support, taking into account the objectives of the University, the needs diagnosis, and the segmentation of stakeholders.</p> <p>Develop the competencies of the university community members in entrepreneurship and innovation. Support innovation and innovation oriented activities of the University staff through mentoring, networking and other activating forms.</p> <ul style="list-style-type: none"> <li>Academic Entrepreneurship</li> <li>Academic Incubator</li> </ul>	2. Ethical principles 3. Professional responsibility 9. Public engagement 24. Working conditions	annual action	Center for Academic Entrepreneurship and Technology Transfer	Target: R1-R4, economic environment, business environment. Indicator: Establishing the Centre for Academic Entrepreneurship and Technology Transfer with the focus on connecting science and business environment, wide spreading good practices S2B, presenting economic trends, innovations and IP protection.
	Current Status	Remarks		
	COMPLETED	FPA 2021 (completed action example): 5 presentations/panels and power speech about: mRNA platform in vaccination, trends in future industry, S2B – how it works at new University of Science and Technology in Bydgoszcz, patent or not – discussion moderated by Patent Office of the Republic of Poland, strategy of IP protection in companies – business and universities' approach (comparison and consequences). Coherence with the Strategy: III.1, III.3, IV.1, IV.2		

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

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

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

Action 17	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Implement a professional and proactive personnel policy, including planning, improvement, evaluation and professional promotion process. Systematically develop the competencies of employees. Coordinate and make coherent all forms and programmes of development support, taking into account the objectives of the University, the needs diagnosis, and the segmentation of stakeholders.</p> <p>Improve the competencies of the research staff and doctoral students in organising and conducting scientific and publishing activities through tailored training and dissemination of good practices.</p> <p>Develop the competencies of the university community members in entrepreneurship and innovation. Support innovation and innovation oriented activities of the University staff through mentoring, networking and other activating forms.</p> <ul style="list-style-type: none"> <li>• INNStart Club</li> </ul>	4. Professional attitude 7. Good practice in research 8. Dissemination, exploitation of results 23. Research environment 24. Working conditions 28. Career development 30. Access to career advice 31. Intellectual Property Rights 38. Continuing Professional Development	IV q. 2025	Centre for Academic Entrepreneurship and Technology Transfer	Target: PhD students, ESR. Indicator: programme of the INNStart Club which includes strengthening motivation, sharing knowledge and experiences between students, innovator and entrepreneurship.
	Current Status	Remarks		
	IN PROGRESS	<p>Entrepreneurship and Innovation competencies FOR STUDENTS:            It's a series of 24 dynamic workshops where you'll gain practical knowledge and experience in developing entrepreneurial skills. Here you'll meet like-minded people – open, creative, and focused on cooperation and growth. There's no room for boring theory – we focus on action, exercises, and challenges that will help you discover your strengths, look at everyday problems with fresh eyes, and gain the courage to bring your own ideas to life.</p> <p>We meet every Thursday, 1:00–2:30 PM            Copernican Integration Center, Nicolaus Copernicus University</p> <p>Startupownia is organized by the Center for Academic Entrepreneurship and Technology Transfer (CPATT) at NCU as part of</p>		

		Team 4 activities. Goal: innovation and cooperation with the socio-economic environment.
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Action 18	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Implement a professional and proactive personnel policy, including planning, improvement, evaluation and professional promotion process. Systematically develop the competencies of employees. Coordinate and make coherent all forms and programmes of development support, taking into account the objectives of the University, the needs diagnosis, and the segmentation of stakeholders.</p> <p>Improve the competencies of the research staff and doctoral students in organising and conducting scientific and publishing activities through tailored training and dissemination of good practices.</p> <p>Implement than effective model to support female researchers in obtaining, managing and settling grants and conducting international scientific cooperation.</p> <ul style="list-style-type: none"> <li>• Debuts</li> </ul>	2. Ethical principles 3. Professional responsibility 4. Professional attitude 7. Good practice in research 10. Non discrimination 23. Research environment 24. Working conditions 27. Gender balance 28. Career development 30. Access to career advice 38. Continuing Professional Development 39. Access to research training and continuous development	IV q. 2025	IDUB	Targets: ESR, women - improving ESRs' activity who have not been managing their own research grant obtained from external funds within the last 5 years. Indicator: 120 beneficiaries
	Current Status	Remarks		
	IN PROGRESS	<p>The aim of the competition is to support the development of scientific activities in line with the four most important goals of the University as a research university (4x1 @ NCU), which are: internationalization, interdisciplinarity, innovation and integrity. They include all kinds of preliminary, exploratory and pilot research, queries, research internships, research trips, active participation in scientific conferences or consultation trips.</p> <p>The competition is aimed at university researchers who do not currently manage and in the last 5 years have not managed their research grant obtained from external funds.</p> <p>The amount of co-financing for one project awarded under the competition may not exceed PLN 50,000. The winners of the</p>		

		<p>competition receive financial support in the form of a grant for the implementation of the project submitted for the competition and the possibility of obtaining substantive support in the preparation of grant applications from internal experts.</p> <p><a href="https://www.umk.pl/en/research-uni/forms/application-debuts/">https://www.umk.pl/en/research-uni/forms/application-debuts/</a></p> <p>Detailed information on the results:  <a href="https://idub.umk.pl/en/initiatives/employees/competitions/debuts/">https://idub.umk.pl/en/initiatives/employees/competitions/debuts/</a></p> <p>Edition VII 04.03.2024. – 05.04.2024 r  Edition VI 04.09. – 03.10.2023  Edition V 13.02. – 12.03.2023  Edition IV 05.09.2022 r. – 03.10.2022  Edition III 14.02.2022 – 13.03.2022r.  Edition II 17.04.2020 – 01.06.2020r.  Edition I 23.12.2019 – 24.01.2020</p> <p>Coherence with the Strategy: I.5, IV.1-5</p>
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Action 19	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Implement a professional and proactive personnel policy, including planning, improvement, evaluation and professional promotion process. Systematically develop the competencies of employees. Coordinate and make coherent all forms and programmes of development support, taking into account the objectives of the University, the needs diagnosis, and the segmentation of stakeholders.</p> <p>Improve the competencies of the research staff and doctoral students in organising and conducting scientific and publishing activities through tailored training and dissemination of good practices.</p> <ul style="list-style-type: none"> <li>Expert Initiative</li> </ul>	2. Ethical principles 3. Professional responsibility 10. Non discrimination 23. Research environment 24. Working conditions 28. Career development 30. Access to career advice 31. Intellectual Property Rights 33. Teaching 36. Relations with supervisors 38. Continuing Professional Development 39. Access to research training and continuous development	since 2020	IDUB	Target: R1-R4, ESR. Indicator: every year 21 experienced researchers ready to support researchers who hasn't been participating in the research project during last 5 years. strengthening the cooperation between experienced and less experienced researchers, improvement of researchers' activity in the field of research projects.
	Current Status	Remarks		
	IN PROGRESS	<p>The aim of the programme <b>Excellence Initiative – Expert</b> is to create a system of substantive support provided by more experienced researchers to academic teachers and doctoral candidates of the University who prepare applications for scientific grants from external funds and to provide mentoring at the initial stage of grant implementation.</p> <p>There are two types of competitions under the EI-Expert program:</p> <p>Competition – Call for applications for expert support</p> <p>Competition – Call for applications for expert support</p>		

		<p>Competition – selection of experts</p> <p>Competition – selection of experts</p> <p><u>The pool of experts available:</u>  <a href="https://idub.umk.pl/en/initiatives/employees/competitions/ei-expert/">https://idub.umk.pl/en/initiatives/employees/competitions/ei-expert/</a></p> <p>Coherence with the Strategy: IV.2.5, IV.4.3</p>
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Action 20	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
Strengthen the University's position through outstanding scientific achievements that address the challenges of the future, a talented and motivated staff and strong partnership in the international academic space. IDUB – The impact of university activities on the development of world science and research cooperation with renowned universities.	2. Ethical principles 3. Professional responsibility 4. Professional attitude 7. Good practice in research 8. Dissemination, exploitation of results 11. Evaluation/appraisal systems 23. Research environment 24. Working conditions 28. Career development 29. Value of mobility 31. Intellectual Property Rights 32. Co-authorship 35. Participation in decision-making bodies	yearly 2020 – 2026	Vice-Rector for Research	Target: R1-R4. Indicator: obtain the research University status and remain focus on raising visibility and performance of researchers.
	Current Status	Remarks		
	IN PROGRESS	<p>The "<b>Excellence Initiative – Research University</b>" programme aims to select and support the best Polish universities, which will be able to compete successfully with foreign institutions in the coming years. Research universities will receive a 10% higher subsidy in 2020-2026 for activities improving the quality of research and education. The programme is one of the essential measures undertaken as part of the reform of higher education and science in Poland. The implementation of the plans submitted by the universities within the framework of the competition will be subject to evaluation. A first mid-term evaluation will be carried out in 2023, and a final evaluation will be in 2026.</p> <p>Detailed goals in terms of raising the quality of research activity and the quality of education at the Nicolaus Copernicus University:</p> <ul style="list-style-type: none"> <li>- increasing the number of highly scored publications and the quality of research (especially publications in Q1 and Q2 journals from the Web of Science),</li> <li>- increasing the academic exchange (including medium-term internship) with the world's leading research centers,</li> </ul>		

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

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



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

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

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

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

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

		<p>Publication costs (APC) in open publishing programs are covered from the funds of the Ministry of Science and Higher Education (in the case of national licenses) and from UMK funds.</p> <p>On the following pages you will find the most important information about publishers currently offering the OA model and links to pages containing more detailed information: <a href="https://www.bu.umk.pl/web/eng/open-publishing-programs">https://www.bu.umk.pl/web/eng/open-publishing-programs</a></p> <p>Coherence with Strategy: I.3.6</p>
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Action 28	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Implement a professional and proactive personnel policy, including planning, improvement, evaluation and professional promotion process. Systematically develop the competencies of employees. Coordinate and make coherent all forms and programmes of development support, taking into account the objectives of the University, the needs diagnosis, and the segmentation of stakeholders.</p> <p>Develop the competencies of the university community members in entrepreneurship and innovation. Support innovation and innovation oriented activities of the University staff through mentoring, networking and other activating forms.</p> <ul style="list-style-type: none"> <li>Data management</li> </ul>	3. Professional responsibility 7. Good practice in research 8. Dissemination, exploitation of results 38. Continuing Professional Development 39. Access to research training and continuous development	IV q. 2021	University Library	Target: R1-R4, PhD students. Indicator: organized workshop for R1-R4 on the research data management.
	Current Status	Remarks		
	COMPLETED	<a href="https://www.bu.umk.pl/-/szkolenie-z-zarzadzania-danymi-badawczy-1">https://www.bu.umk.pl/-/szkolenie-z-zarzadzania-danymi-badawczy-1</a>  <a href="https://www.bu.umk.pl/documents/10157/1185343/Data+Management+Plan/3a1aaa75-d055-4d06-9daf-dff916b61ac6">https://www.bu.umk.pl/documents/10157/1185343/Data+Management+Plan/3a1aaa75-d055-4d06-9daf-dff916b61ac6</a> Coherence with the Strategy: I.2.3, IV.2.3		



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

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

Action 31	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Improve the efficiency of the University's research activities by exploiting the opportunities under the IDUB programme, particularly for the sustainable development of scientific disciplines and the strengthening of priority research areas.</p> <p>Support the initiation and development of individual relations of academic staff and doctoral students with the staff of other academic units in Poland and abroad.</p> <ul style="list-style-type: none"> <li>Value of Mobility – postdoctoral fellows outgoing to foreign institutions</li> </ul>	23. Research environment 24. Working conditions 28. Career development 29. Value of mobility 38. Continuing Professional Development 39. Access to research training and continuous development	IV q. 2022	Vice-Rector for Research	Target: R2, R3, *R1, PhD students. Indicators: enable 20 young scientists employed at the Nicolaus Copernicus University in Toruń to gain international research experience by completing postdoctoral internship at recognized foreign scientific institutions (Mobility 4).
	Current Status	Remarks		
	EXTENDED	information on the results available: <a href="https://idub.umk.pl/en/initiatives/employees/competitions/mobilities-for-employees/">https://idub.umk.pl/en/initiatives/employees/competitions/mobilities-for-employees/</a> 10th edition 02.09.2024 – 30.09.2024 9th edition 19.02.2024 – 15.03.2024 8th edition 23.10.2023 – 20.11.2023 7th edition 20.03.2023 – 17.04.2023 6th edition 24.10.2022 – 21.11.2022 5th edition 28.03.2022 – 22.04.2022 4th edition 11.10.2021 – 10.11.2021 3rd edition 22.04.2021 – 24.05.2021 2nd edition 15.10.2020 – 12.11.2020 1st edition 03.01.2020 – 27.01.2020  Coherence with the Strategy: I.3.1, I.3.2, 1.3.4		

Action 32	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Improve the efficiency of the University's research activities by exploiting the opportunities under the IDUB programme, particularly for the sustainable development of scientific disciplines and the strengthening of priority research areas.</p> <p>Ensure the friendly organisation of academic staff visits and work from outside the University.</p> <ul style="list-style-type: none"> <li>Value of Mobility – postdoctoral fellows incoming to the NCU</li> </ul>	23. Research environment 24. Working conditions 28. Career development 29. Value of mobility 30. Access to career advice 38. Continuing Professional Development 39. Access to research training and continuous development	open	Vice-Rector for Research	Target: R2, R3, *R1, PhD students. Indicator: internationalise scientific research and/or education at the Nicolaus Copernicus University in Toruń through postdoctoral fellowships undertaken by 20 young scientists from abroad.
	Current Status	Remarks		
	EXTENDED	<a href="https://idub.umk.pl/en/competitions-announcements-and-results-2/competitions-for-employees/mobilities-for-employees/ZR.218.2020-staz.przyjazd-tlumaczenie.pdf (umk.pl)">https://idub.umk.pl/en/competitions-announcements-and-results-2/competitions-for-employees/mobilities-for-employees/ZR.218.2020-staz.przyjazd-tlumaczenie.pdf (umk.pl)</a>  information on the results available: <a href="https://idub.umk.pl/en/initiatives/employees/competitions/mobilities-for-employees/">https://idub.umk.pl/en/initiatives/employees/competitions/mobilities-for-employees/</a> 10th edition 02.09.2024 – 30.09.2024 9th edition 19.02.2024 – 15.03.2024 8th edition 23.10.2023 – 20.11.2023 7th edition 20.03.2023 – 17.04.2023 6th edition 24.10.2022 – 21.11.2022 5th edition 28.03.2022 – 22.04.2022 4th edition 11.10.2021 – 10.11.2021 3rd edition 22.04.2021 – 24.05.2021 2nd edition 15.10.2020 – 12.11.2020 1st edition 03.01.2020 – 27.01.2020  Coherence with the Strategy: I.3.1, I.3.2, 1.3.4		

Action 33	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
Value of Mobility – experienced scientist and research – teaching employees outgoing to foreign institutions	23. Research environment 24. Working conditions 28. Career development 29. Value of mobility 30. Access to career advice 33. Teaching 38. Continuing Professional Development 39. Access to research training and continuous development	open	Vice-Rector for Research	Target: R3, R4. Indicator: enable 50 experienced scientist employed at Nicolaus Copernicus University in Toruń to gain international research experience through short-term visits to recognize foreign scientific institutions.
	Current Status	Remarks		
	EXTENDED	<a href="https://idub.umk.pl/en/competitions-announcements-and-results-2/competitions-for-employees/mobilities-for-employees/">https://idub.umk.pl/en/competitions-announcements-and-results-2/competitions-for-employees/mobilities-for-employees/</a> <a href="https://idub.umk.pl/panel/wp-content/uploads/2022/08/ZR.215.2020-prof.wyjazd_EN.pdf">https://idub.umk.pl/panel/wp-content/uploads/2022/08/ZR.215.2020-prof.wyjazd_EN.pdf</a>  information on the results available: <a href="https://idub.umk.pl/en/initiatives/employees/competitions/mobilities-for-employees/">https://idub.umk.pl/en/initiatives/employees/competitions/mobilities-for-employees/</a> 10th edition 02.09.2024 – 30.09.2024 9th edition 19.02.2024 – 15.03.2024 8th edition 23.10.2023 – 20.11.2023 7th edition 20.03.2023 – 17.04.2023 6th edition 24.10.2022 – 21.11.2022 5th edition 28.03.2022 – 22.04.2022 4th edition 11.10.2021 – 10.11.2021 3rd edition 22.04.2021 – 24.05.2021 2nd edition 15.10.2020 – 12.11.2020 1st edition 03.01.2020 – 27.01.2020  Coherence with the Strategy: I.3.1, I.3.2, 1.3.4		

Action 34	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Improve the efficiency of the University's research activities by exploiting the opportunities under the IDUB programme, particularly for the sustainable development of scientific disciplines and the strengthening of priority research areas.</p> <p>Ensure the friendly organisation of academic staff visits and work from outside the University.</p> <ul style="list-style-type: none"> <li>Value of Mobility – professors incoming to the NCU</li> </ul>	23. Research environment 24. Working conditions 28. Career development 29. Value of mobility 30. Access to career advice 38. Continuing Professional Development 39. Access to research training and continuous development	open	Vice-Rector for Research	Target: R3-R4. Indicator: internationalise scientific research and/or education at the Nicolaus Copernicus University in Toruń through postdoctoral fellowships undertaken by 50 experienced scientists from abroad by carrying out short-term visits by outstanding scientists from abroad.
	Current Status	Remarks		
	In progress	<p><a href="https://idub.umk.pl/panel/wp-content/uploads/2022/08/ZR.217.2020-prof.przyjazd_%E2%80%94_tlumaczenie.pdf">Mobilities for employees - IDUB - Nicolaus Copernicus University in Toruń (umk.pl)</a>  <a href="https://idub.umk.pl/panel/wp-content/uploads/2022/08/ZR.217.2020-prof.przyjazd_%E2%80%94_tlumaczenie.pdf">https://idub.umk.pl/panel/wp-content/uploads/2022/08/ZR.217.2020-prof.przyjazd_%E2%80%94_tlumaczenie.pdf</a></p> <p><a href="https://idub.umk.pl/en/initiatives/employees/competitions/mobilities-for-employees/">information on the results available:</a>  <a href="https://idub.umk.pl/en/initiatives/employees/competitions/mobilities-for-employees/">https://idub.umk.pl/en/initiatives/employees/competitions/mobilities-for-employees/</a></p> <p>10th edition 02.09.2024 – 30.09.2024            9th edition 19.02.2024 – 15.03.2024            8th edition 23.10.2023 – 20.11.2023            7th edition 20.03.2023 – 17.04.2023            6th edition 24.10.2022 – 21.11.2022            5th edition 28.03.2022 – 22.04.2022            4th edition 11.10.2021 – 10.11.2021            3rd edition 22.04.2021 – 24.05.2021            2nd edition 15.10.2020 – 12.11.2020            1st edition 03.01.2020 – 27.01.2020</p> <p>Coherence with the Strategy: I.3.1, I.3.2, 1.3.4</p>		

Action 35	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Improve the efficiency of the University's research activities by exploiting the opportunities under the IDUB programme, particularly for the sustainable development of scientific disciplines and the strengthening of priority research areas.</p> <p>Ensure the friendly organisation of academic staff visits and work from outside the University.</p> <p>Strengthen the promotion of international offers, including short mobility forms, at the level of recruitment, degree programmes and doctoral schools.</p> <p>Value of Mobility – Mobility for doctoral students</p>	23. Research environment 24. Working conditions 28. Career development 29. Value of mobility 30. Access to career advice 38. Continuing Professional Development 39. Access to research training and continuous development	IV q. 2025	Vice-Rector for Research	Target: PhD students. Indicator: enable 240 mobilities for students and 180 mobilities for doctoral students of the University from outside Centres of Excellence and Emerging Fields to gain international research experience through short-term visits to recognized foreign scientific institutions.
	Current Status	Remarks		
	IN PROGRESS	<a href="#">Mobility for doctoral students - IDUB - Nicolaus Copernicus University in Toruń (umk.pl)</a> <a href="#">ZR.125-mobilnosci-doktorant 23.06.2022-Zarzadzenie-tlumaczenie.pdf (umk.pl)</a> Results available: <a href="https://idub.umk.pl/en/initiatives/students/competitions/mobility-for-students-smart/">https://idub.umk.pl/en/initiatives/students/competitions/mobility-for-students-smart/</a> Edition VI, SMART 2024 Edition V SMART 2024 Edition IV SMART 2023 Edition III SMART 2023 Edition II SMART 2022 Edition II SMART 2022 Edition I SMART 2022 Mobility for students 2020 Coherence with the Strategy: I.3.1, I.3.2, 1.3.4, II.4.4.		

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



		<p>improvement.</p> <p>DETAILED INFORMATION AVAILABLE:  <a href="https://idub.umk.pl/en/initiatives/employees/trainings/">https://idub.umk.pl/en/initiatives/employees/trainings/</a></p> <ul style="list-style-type: none"> <li>• <b>2020:</b> 438 participants (44 trainings)</li> <li>• <b>2021:</b> 186 participants (29 trainings)</li> <li>• <b>2022:</b> 380 participants (27 trainings, including 43 in language courses)</li> <li>• <b>2023:</b> 186 participants (14 trainings)</li> <li>• <b>2024:</b> 207 participants (15 trainings)</li> </ul> <p>Coherence with the Strategy: IV.1.1, IV.1.5, IV.2.5</p>
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Action 37	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
<p>Promote openness and collaboration as key values of the NCU inclusive organisational culture based on multidirectional communication.</p> <ul style="list-style-type: none"> <li>• NCU News – portal with news from NCU, focused on articles explaining researchers conducted at NCU.</li> </ul>	4. Professional attitude 7. Good practice in research 8. Dissemination, exploitation of results 9. Public engagement 10. Non discrimination 23. Research environment 24. Working conditions 28. Career development 30. Access to career advice 39. Access to research training and continuous development	IV q. 2020	Department of Promotion and Information, IT Centre, Centre of Foreign Languages, Institute of Information and Communication Research	<p>Target: R1-R4, PhD students, administrative staff, students, stakeholders, society</p> <p>Indicator: operating portal.</p> <p>Internal goal: higher level of knowledge of students, PhD students and staff about research conducted at the Nicolaus Copernicus University.</p> <p>External goal: image of Nicolaus Copernicus University as a research university.</p>
	Current Status	Remarks		

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

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

Action 40	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
Strengthening Anti-Mobbing, Equal Treatment and Preventive Mechanisms at Nicolaus Copernicus University	2. Ethical principles 10. Non discrimination 24. Working conditions	3.q 2025	Rector's Plenipotentiary for Anti-Mobbing Equal Treatment Officer	Target: society of NCU - communication Indicator: new internal regulations, posters in every building of NCU Workshops for employees: head of all departments, administrative units
	Current Status	Remarks		
	NEW	<p>Nicolaus Copernicus University has significantly strengthened its institutional framework for preventing mobbing, discrimination, and other forms of undesirable behaviour by introducing an updated comprehensive regulation: ORDER No. 145 of the Rector of Nicolaus Copernicus University in Toruń dated 29 August 2024: Anti-Mobbing, Equal Treatment, and Prevention of Other Undesirable Behaviors Policy.</p> <p>The updated policy provides a clear, transparent, and effective system of prevention, intervention, and support. It reinforces the University's commitment to creating a safe, respectful, and inclusive working and learning environment for all staff, students, and researchers.</p> <p>To ensure effective implementation, between August 2024 and June 2025 all heads of departments, administrative units and university authorities participated in workshops conducted by the Plenipotentiary. These trainings introduced the updated policy, clarified responsibilities, and strengthened leadership competences in responding to undesirable behaviours.</p> <p>The Plenipotentiary also meets regularly with the Vice-Rector for Human Resources and Financial Management, reviewing internal legal acts, recommending improvements, and initiating new regulations to help the University respond proactively to emerging challenges.</p>		

		Large B1-size informational posters were placed across all University buildings. These posters include photos of the responsible officers, a short description of their roles, and guidance on how to seek help. This measure improves accessibility for both staff and students, including international researchers and members of the academic community.
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Action 41	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
Strengthening Intellectual Property Protection and Commercialization Pathways at Nicolaus Copernicus University: commercialization pathway	3. Professional responsibility 7. good practice in research 8. Dissemination, exploitation of results 10. Non discrimination 23. Research environment 24. Working conditions 37. Supervision and managerial duties 38. Continuing Professional Development	III.q 2025	Centre for Academic Entrepreneurship and Technology Transfer (CPATT)	Indicator: secure, predictable and supportive ecosystem that maximizes the societal and economic impact of research outputs while safeguarding researchers' rights and intellectual contribution Target: NCU employees
	Current Status	Remarks		
	NEW	Nicolaus Copernicus University (NCU) has established a structured, transparent, and comprehensive pathway for the commercialization of research results supported by the Centre for Academic Entrepreneurship and Technology Transfer (CPATT). This process enables researchers to develop their innovative outcomes in a secure, strategically guided, and market-oriented manner.  NCU's comprehensive approach to intellectual property management and commercialization constitutes a significant institutional strength. The structured		

		<p>support provided by CPATT ensures that researchers can transform scientific findings into practical applications with confidence and clarity. Key advantages include:</p> <ul style="list-style-type: none"> <li>• comprehensive end-to-end support, from identifying results to monitoring agreements,</li> <li>• transparent and predictable processes that safeguard intellectual property,</li> <li>• professional guidance grounded in market, legal, and technological expertise,</li> <li>• strong integration of academic research with industry needs,</li> <li>• dedicated resources for innovation brokerage and technology transfer,</li> <li>• clear communication of available support for both researchers and external partners,</li> <li>• improved accessibility for international researchers thanks to systematic documentation and online resources.</li> </ul> <p>By offering a robust portfolio of services, including detailed service catalogues and clearly defined procedures, CPATT enhances trust, increases innovation capacity, and strengthens the University's role as an active contributor to regional and national knowledge transfer ecosystems.</p>
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Action 42	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
Centralization of Human Resources Functions to Enhance Recruitment, Evaluation, and Professional Development	1. Research freedom 3. Professional responsibility 10. Non discrimination 23. Research environment 24. Working conditions	I.q 2025	Rector and Vice Rector for HR and Financial Policy	Indicator: establishing the Department of Personnel Affairs Target: Employees of NCU
	Current Status	Remarks		
	NEW	<p>The establishment of the Department of Personnel Affairs represents a major organizational strength under HRS4R, as it:</p> <p>Provides a centralized, professional hub for HR processes, reducing fragmentation and inconsistencies,            Supports career progression and recognition of all researchers and staff,            Facilitates merit-based recruitment, evaluation, and development, ensuring alignment with European HR standards,            Promotes a transparent, equitable, and inclusive working environment, strengthening NCU's commitment to the European Charter for Researchers and Code of Conduct principles,            Enhances the University's capacity to monitor, report, and improve HR practices continuously, supporting both staff well-being and institutional excellence.            Through this action, NCU has embedded HRS4R principles into daily operational practice, creating a robust framework for managing human resources and supporting researchers across all career stages.</p>		



Action 43	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
Enhancing Working Conditions, Wellbeing, and Social Support for Academic and Administrative Staff	10. Non discrimination 23. Research environment 24. Working conditions 25. Stability and permanence of employment	IV.q 2025	University Centre for Support and Personal Development (UOWRO) Social Affairs Section of the Department of Personnel Affairs	Target: Employees of NCU Indicators: organization of key initiatives in the field of: preventive and educational programmes wellbeing and resilience support social and institutional support to provide a holistic framework for psychological, social, and professional support; strengthen a safe, inclusive, and ethical research environment, fostering mutual respect and adherence to anti-discrimination policies; enhance staff satisfaction, resilience, and professional development, contributing to retention and institutional excellence.
	Current Status	Remarks		
	NEW	NCU's coordinated approach to employee wellbeing represents a significant organisational strength under HRS4R, as it:  Provides a holistic framework for psychological, social, and professional support. Strengthens a safe, inclusive, and ethical research environment, fostering mutual respect and adherence to anti-discrimination policies.  Enhances staff satisfaction, resilience, and professional development, contributing to retention and institutional excellence.		

		<p>Ensures full compliance with European HR standards, supporting a research culture where wellbeing, equality, and professional growth are fully integrated into daily practice. Through these actions, NCU demonstrates a strong commitment to fostering wellbeing, diversity, and ethical conduct, making the University a supportive and attractive place for researchers and staff at all career stages.</p> <p>Organized actions until November 2025:</p> <p>Preventive and educational programs:  Webinars such as “Czuj się bezpiecznie!” on personal safety and emergency response.  Webinars on the new anti-mobbing policy, addressing harassment, unequal treatment, and other undesirable behaviors.  Campaigns promoting diversity and inclusion, e.g., “Czuj się swobodnie!”, fostering a respectful and participatory academic environment.</p> <p>Wellbeing and resilience support:</p> <p>PoKOIk śmiechu – a series of group coaching sessions to strengthen workplace resilience and mental wellbeing.  “Rusz się! przy biurku” – promoting physical activity, exercises at the workstation, and relaxation techniques.  Development workshops, including “Provocative Approach to Employee Wellbeing”, providing practical strategies for professional and personal growth.  Mental health awareness campaigns such as “NIE ZNIKAJ”, emphasizing preventive practices and access to support resources.</p> <p>Social and institutional support</p> <p>Administration of social benefits and housing loans under the University Social Benefits Regulations and the University Social Fund (UFŚS).  Coordination of statutory programs such as Lex Kamilek.  Organization and promotion of initiatives enhancing employee wellbeing, in close cooperation with UOWRO.</p>
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Action 44	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
Strengthening Working Conditions and Integration Support for International Researchers and Staff	10. Non discrimination 23. Research environment 24. Working conditions 25. Stability and permanence of employment 28. Career development 29. Value of mobility	IV.q 2023	Rector and Vice Rector for International Relations	Target: society of NCU Indicator: establishment of the Copernican Integration Center
	Current Status	Remarks		
	NEW	<p>The Centre strengthens the quality of the research and working environment by ensuring inclusive, supportive, and accessible conditions for individuals arriving from abroad, thereby enhancing the attractiveness of NCU as an international employer.</p> <p>1. Copernican Integration Centre – Comprehensive Support for Working Conditions</p> <p>The Centre contributes directly to improving working conditions by:</p> <p>Enhancing integration and community building, fostering an inclusive atmosphere for researchers from diverse cultural backgrounds.Coordinating multicultural initiatives in cooperation with administrative units, supporting equal treatment and a supportive research environment.</p> <p>Providing organisational support to Rector's plenipotentiaries, contributing to transparent, efficient governance aligned with HRS4R standards.</p> <p>Developing collaboration with the City of Toruń, regional government, NGOs, and institutions, ensuring broad support networks for international staff.</p>		

		<p>Supporting YUFE University Clinics, strengthening institutional capacity for high-quality, researcher-friendly services within the European alliance.</p> <p>Maintaining the “Room of Many Cultures”, an accessible, quiet, and inclusive space for staff, PhD candidates, and students—contributing to wellbeing and a sense of belonging.</p> <p>Coordinating the Uni-Me Mentoring Programme, enabling individualized development pathways, career guidance, and international learning opportunities.</p> <p>Through these activities, the Centre directly supports work–life balance, wellbeing, integration, and a healthy research environment—key elements of the HRS4R framework.</p>
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Action 45	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
Strengthening Working Conditions and Integration Support for International Researchers and Staff	10. Non discrimination 23. Research environment 24. Working conditions 25. Stability and permanence of employment 28. Career development 29. Value of mobility	IV.q 2025	Rector and Vice Rector for International Relations	Target: society of NCU + newcomers Indicator: establishment of the International Point
	Current Status	Remarks		
	NEW	The International Point operates as the University's central hub for all matters related to the arrival, stay, and integration of international researchers and staff. Its activities ensure clear procedures, accessibility of information, reduction of administrative barriers, and a positive onboarding experience, all of which are essential components of good working conditions.		

		<p>Support Provided by the International Point Includes:</p> <p>A. Assistance with administrative and legal requirements</p> <p>Registration of residence and accommodation.  Legalization of stay, including completion of applications and document preparation.  Health insurance (NFZ) procedures.  Opening bank accounts and obtaining a trusted profile (Profil Zaufany).  Assistance with consular matters, medical examinations, tax statements, and contacts with authorities.  This ensures that international staff and researchers can begin their work without unnecessary stress or administrative burden.</p> <p>B. Adaptation and onboarding support</p> <p>Organization of orientation activities and cooperation with Erasmus+, doctoral schools, HR units, and dean's offices.  Support with University IT systems (e.g., USOSweb).  Guidance on student/employee ID cards, campus navigation, and practical university matters.  This guarantees a smooth transition to working and research conditions at NCU.</p> <p>C. Information on research environment and development opportunities</p> <p>Direction to appropriate units handling mobility, grants, YUFE, YERUN, IDUB, language courses, microcredentials, and Alumni programmes.  Assistance with planning business trips and international mobility.  Information on scholarships and funding opportunities.</p>
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		<p>Support with clearance procedures before departure. This enhances transparency and accessibility of career development pathways, crucial under HRS4R.</p> <p>D. Community and socio-cultural engagement</p> <p>Providing up-to-date information about open cultural, sports, and integration events. Cooperation with Welcome Café, University Centre of Sport, ACKiS “Od Nowa”, and other units. Support for integration efforts that strengthen wellbeing and community belonging. These initiatives nurture a healthy, socially connected academic environment.</p>
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Action 46	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
Systemic enhancement of researcher training, skills development, and international mobility through the Module4NCU programme	<p>24. Working conditions</p> <p>28. Career development</p> <p>29. Value of mobility</p> <p>30. Access to career advice</p> <p>38. Continuing Professional Development</p>	IV.q 2026	Recruitment and Development Section of the Department of Personnel Affairs	<p>Target: R1-R4 +doctoral students</p> <p>Indicator: providing comprehensive training pathways aligned with European research trends (digitalisation, sustainability, pedagogical excellence). Integration of international mobility to strengthen career progression and internationalisation. Support for researchers at all stages, including doctoral candidates (R1). Alignment with institutional strategy, ensuring</p>

				<p>sustainability and systemic impact.</p> <p>Contribution to a modern, competitive, and supportive working environment, in line with HRS4R principles.</p>
	<b>Current Status</b>	<b>Remarks</b>		
	NEW	<p>Module4NCU offers a structured and comprehensive development pathway for academic teachers, researchers, and doctoral candidates (R1), strengthening three priority competence areas essential in contemporary academia:</p> <p>Teaching competences, Digital skills, and Green transformation competences, while also introducing international mobility opportunities that support career advancement and researcher independence.</p> <p>The first edition of Module4NCU delivered a large-scale, high-quality training cycle: 102 participants, 82 days of training, 30 additional days of English courses.</p> <p>The training was designed as an integrated learning pathway, not a collection of isolated workshops. Participants developed skills crucial for modern academic roles: Pedagogical and mentoring competences for effective teaching and supervision, Digital proficiency in research data management, e-learning, and digital research tools, Knowledge and competencies in sustainability and green transformation, increasingly required in European funding frameworks and modern laboratory work.</p>		

		<p>These modules contribute to HRS4R by ensuring that researchers at all stages receive continuous, structured, and relevant professional development opportunities aligned with European standards.</p> <p>2. Module 4 – International Mobility: Enhancing Global Research Careers</p> <p>Module 4 introduces international mobility to strengthen research competences abroad in the areas of teaching, digital technologies, and sustainability. By November, 44 mobility applications were submitted, confirming strong interest and relevance.</p> <p>Mobility directly supports the HRS4R principle that international exposure is essential for scientific excellence. It enhances:</p> <p>Research independence and employability of early-stage researchers (R1–R2),</p> <p>Leadership skills, partnership-building, and global visibility of established researchers (R3–R4),</p> <p>Intercultural competence and innovation transfer across the institution.</p> <p>Through mobility, NCU fosters an open, international research environment and strengthens its integration into European academic networks.</p> <p>3. Inclusion of Doctoral Candidates and Early-Career Researchers</p> <p>The second edition of Module4NCU attracted 101 applications, including 7 doctoral candidates, demonstrating demand and ensuring that training activities support researchers from the earliest stages of their careers.</p> <p>This aligns with Charter &amp; Code recommendations to integrate R1 researchers into institutional development strategies, offering them:</p> <p>access to high-quality training,</p> <p>career guidance,</p> <p>opportunities to develop transferable skills essential for competitive academic careers.</p> <p>Through Module4NCU, NCU demonstrates a strong institutional commitment to continuous training, development, and excellence in human resources for researchers, reinforcing a culture of learning, innovation, and international collaboration.</p>
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Action 47	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
Offering comprehensive, structured and long term training and development programme	24. Working conditions 28. Career development 29. Value of mobility 30. Access to career advice 38. Continuing Professional Development	IV.q 2029	Recruitment and Development Section of the Department of Personnel Affairs	Target: R1-R4 Indicator: 220 academic teachers
	Current Status	Remarks		
	NEW	<p>Integrated Programme for Supporting Key Competences for the Economy 4.0 (2024–2029) significantly strengthens the University's capacity to support the career development of researchers and academic teachers across all stages (R1–R4).</p> <p>The programme is designed to ensure that NCU's educational and research environment evolves in line with the dynamic needs of an innovation-driven society. It integrates new study programmes (Veterinary Analytics, Renewable Energy Sources, Dental Medicine) and upgrades existing ones through collaboration with socio-economic partners, ensuring that academic curricula and staff competences remain relevant to contemporary scientific, technological, and market challenges.</p> <p>This strategic initiative directly supports HRS4R principles by:</p> <p>Providing structured and continuous professional development pathways for academic teachers and researchers.</p> <p>Enhancing digital skills and sustainability competences, which are essential in modern research environments.</p>		

		<p>Strengthening cooperation with external stakeholders, integrating real-world experience and labour market needs into academic work.</p> <p>Supporting excellence in teaching, which also contributes to improved research practices and career advancement.</p> <p>Task 10 – Professional Development and Training of Academic Teachers</p> <p>A cornerstone of the programme is Task 10, dedicated to the systematic development of academic staff responsible for teaching in the supported programmes. It includes training for 220 academic teachers, allowing them to update and expand their skills in line with European standards.</p> <p>Training activities include:</p> <p>Mandatory Training</p> <p>Focusing on competences essential for contemporary research and education:</p> <p>Digital competences (e.g., digital tools, e-learning, data literacy),</p> <p>Green transformation and sustainability, supporting environmentally responsible research and teaching.</p> <p>These mandatory modules enhance academic staff readiness to implement innovative teaching methods, adopt digital technologies, and incorporate sustainability into research and education.</p> <p>Optional, Faculty-Based Training</p> <p>Designed and selected by faculties to address:</p> <p>Discipline-specific needs,</p> <p>Pedagogical innovations,</p> <p>Advanced scientific competences,</p> <p>Tailored professional development priorities.</p> <p>This ensures flexibility and responsiveness to varying disciplinary contexts, research modes, and career development needs.</p> <p>The integrated programme enhances not only skills development but also the broader research environment. By equipping researchers with cutting-edge competences, NCU creates a modern, supportive, and forward-looking working atmosphere. Improved teaching and research quality. Increased competitiveness of staff in international collaboration and funding schemes. Stronger alignment with</p>
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		European Research Area (ERA) expectations regarding lifelong learning and researcher development.
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Action 47	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
Offering comprehensive, structured and long term training and development programme	7. Good practice in research 10. Non discrimination 23. Research environment 24. Working conditions	I.q 2025	Rector and Vice Rector for Research	Target: R1-R4 Indicator: Establishment of the Research and Project Support Department
	Current Status	Remarks		
	NEW	Centralization of Research and Project Support Services to Enhance Researcher Assistance and Reinforce HRS4R Standards		

		<p>Creation of a Dedicated Research and Project Support Unit to Improve Research Conditions, Promote Transparent Processes, and Support the European Charter for Researchers</p> <p>Development of an Integrated Research and Project Support Department to Advance Responsible Research Management and Strengthen Support for Researchers at All Career Stages</p> <p>Establishment of a Comprehensive Research and Project Support Structure to Foster Researcher Well-being, Administrative Clarity, and Compliance with the Code of Conduct</p> <p>Formation of a Research and Project Support Department to Enhance Access to Funding, Improve Project Quality, and Embed HRS4R Values into Operational Practice</p>
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