TEMPLATE 4: ACTION PLAN

Case number: 2018PL316958

Name Organisation under review: SGH Warsaw School of Economics

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SUBMISSION DATE: 17/07/2018

1. ORGANISATIONAL INFORMATION

Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD students either full-time or part-time involved in research	*1,279*
Of whom are international (i.e. foreign nationality)	*10*
Of whom are externally funded (i.e. for whom the organisation is host organisation)	*4*
Of whom are women	*574*
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	*287*
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	*270*
Of whom are stage R1 = in most organisations corresponding with doctoral level	*722*
Total number of students (if relevant)	*17,159*
Total number of staff (including management, administrative, teaching and research staff)	*2019*
RESEARCH FUNDING (figures for most recent fiscal year: 2017)	**€**
Total annual organisational budget	*2,609,466*
Annual organisational direct government funding (designated for research)	*11,137*
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	*2,160,836*
Annual funding from private, non-government sources, designated for research	*197,391*
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	

SGH Warsaw School of Economics (est. 1906) is ranked Poland's top research university in economics, with the grade of excellency awarded by Ministry of Science and Higher Education. Its research activity concentrates in five units: Collegium of Economic Analysis, Socio-Economics, World Economy, Business Administration, Management and Finance. SGH's researchers are engaged in projects financed by national bodies such as National Science Centre and National Centre for Research and Development as well as international research grants within EU programs, Visegrad Fund and others. As the only university in Poland SGH is a member of Global Alliance in Management Education (CEMS MIM).

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Thematic heading of the C&C	STRENGTHS and WEAKNESSES
Ethical and professional aspects	Ethical and professional aspects are one of the areas of SGH's functioning assessed as the best ones. In particular, surveys conducted among SGH academic staff and PhD students showed that the vast majority (95%) perceive the university as a place that creates the opportunity to be guided by the freedom of speech and of selection of research methods in their scientific activities. This also applies to the observance of fundamental ethical standards, principles and practices, as well as respect for intellectual property rights. However, the high assessment of fundamental ethical aspects is accompanied by the lack of internal codes of ethics (in particular, the Code of Academic and Research Ethics) in the form of uniform documents.
	The principles of respect for intellectual property rights and common data ownership in the case of research conducted with scientific supervisors and other scientists at SGH are well known. Provisions (national, sectoral and institutional) regulating the conditions of training or work, including requirements and conditions on the part of all sponsors or funders, regardless of the nature of the contract, are also complied with. The working conditions at SGH are in line with national regulations, including the necessary precautions taken in the field of health and safety at work. The rules of conducting scientific research commit SGH employees to disseminate their results.
	The weakest aspect of the university in this dimension is the limited knowledge of strategic goals of SGH (which can be related to the lack of university strategy and incidental existence of strategies at lower levels of the organization). No body dedicated to equality issues exists as well, which means the issue of occurrence of discrimination at the university (or lack of it) is not verified (this is also indicated by the inconclusiveness of the questionnaire survey on the issue of gender equality). In addition, detailed issues require further, continuous work, which is partly due to changing internal and external conditions (e.g. GDPR). This applies, among others, to information security issues, digitization of the results of R&D works (including publications), copyright, application of anti-plagiarism systems, as well as current knowledge about the system of research funding mechanisms.
Recruitment and selection	The fundamental weakness of the recruitment process is currently the limited scope of its basis in the university regulations. This problem also results in the lack of detailed criteria for recruitment and evaluation of candidates, the rules of conducting the recruitment process (including the appointment of selection committees) or its transparency. As a result, the character of recruitment

Thematic heading of the C&C	STRENGTHS and WEAKNESSES
	processes is shaped, at least in part, by customary factors and discretionary decisions of the deans. The questionnaire survey indicated that the SGH academic environment gives lower scores to the structuring the recruitment process itself (appointing selection committees, transparency of the process) rather than the issue of including (or not) individual criteria for the evaluation of candidates. Nevertheless, within the latter, the issue of taking into account 'less standard/formal' aspects of the career path – informal qualifications or achievements within the varied career path – is relatively less appreciated. Nearly 2/3 of employees and PhD students surveyed gave positive assessment to the following issues: defining basic qualifications for individual positions, ensuring clearly defined standards in the recruitment process and admitting scientists to work through the use of transparent recruitment procedures tailored to the type of position offered and ensuring proper evaluation of candidates' academic and professional qualifications, including mobility as a contribution to professional development and a clear definition of rules and guidelines for the recruitment and employment of researchers holding PhD. It should also be noted that at SGH there is no document specifying the model and guidelines for outlining, benchmarking and modelling the career path of young researchers. A comparison of this fact with a relatively positive assessment of the transparency of the recruitment process most probably results from clear regulations at the national level (e.g. concerning the maximum period of employment as an assistant professor without habilitation) on one hand, and from informal norms that have been developed in the SGH academic community, on the other. It should be noted that the majority of questions related to recruitment was difficult to assess for the respondents – the answer 'hard to say' accounted for 15% to 29%. On the one hand, this may be related to the lack of contact with the process of the majority of people (apart from newly hired employees and members of selection committees), and, on the other, with the low degree of formalization of the rules mentioned. Areas to be given more attention in the future are the selection of selection committee members with regard to competence and representation of various experience and qualifications, as well as informing candidates about the recruitment process, selection criteria, the number of available positions, prospects for professional development and the strengths and weaknesses of their applications.
Working conditions	Working conditions, at the general level, are relatively the worst assessed aspect of work at the university, which may partly result from system-wide reasons (not fully satisfactory level of remuneration and social conditions of work). Nevertheless, researchers at SGH are professionally treated at every career level

Thematic heading of the C&C	STRENGTHS and WEAKNESSES
	(from R1 to R4), their working conditions are flexible on the one hand, and on the other, employment is stable and gives a sense of security, including disabled people. Researchers are adequately protected in terms of intellectual property rights. The authorities election system and university management system also ensure the representativeness of individual subgroups of the environment and taking into account their individual and collective interests as professionals. Problems related to working conditions include: lack of transparency regarding information on the remuneration system for employees at various career levels, both at the recruitment and employment stages; insufficient use of tools to support the career development of researchers (including through career advice); insufficient provision of scientific supervision for young employees; included in the remuneration and evaluation systems of time employees devoted to the training of beginning researchers by staff with a higher degree; creating a stimulating research environment by providing the appropriate equipment and facilities; no procedures for internal complaints.
Training and development	Also this dimension of HR policy reflects the regularities described so far: high evaluation of ethical aspects or equality in access to tools supporting professional development, which, however, coincides with signals of inadequate information or deficiencies in active support offered by the university to researchers and PhD students. In particular, regarding the relationship between younger and more experienced employees of the university (or the university itself) as well as between subordinates and supervisors, the assessment is not unambiguous. On the one hand, vast majority of SGH employees and PhD students perceive the role of more experienced employees as supervisors, mentors to be compliant with the highest professional standards, and there are no problems of active abuse of the superior relation (e.g. in the co-authorship of publications), but on the other the lack of good practices in this field, as well as in the context of active support for young researchers at a systemic level (including lack of a guide to the development of scientific careers) is often pointed out. In addition, also in this case the conducted diagnosis indicated specific issues that require improvement, such as the need to increase the efficiency (i.e. shorten the time) of procedures related with international mobility of employees and PhD students as well as outdated regulations regarding university assistance in this area.

3. ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):
http://uczelnia.sgh.waw.pl/en/hrs4r/Pages/documents.aspx

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

Proposed ACTIONS (A)	GAP Principle(s)	Timing at least by year's quarter/sem.	Responsible Unit	Indicator(s) (I) / Target(s) (T)
A1: Drawing up the University's Strategy, including the application of the HRS4R and OTM-R policy principles.	**(-/+)** 4. Professional attitude	Q4 2018	Vice Rector for Research and Management	**IA1**: Acceptance of the University's Strategy in Resolution of SGH Senate. **TA1**: Improved by 10 pp., up to maximum of 25% of the total answers 'Rather disagree' and 'Strongly disagree' to question 4 (concerning the scientists' knowledge of the strategic goals of SGH in the area of R&D) in 2020 repeated survey.
A2: Drawing up regulations for the implementation of R&D projects at SGH.	**(-/+)** 5. Contractual and legal obligations **(+/-)** 6. Accountability	Q4 2018	Project Support Office	**IA2:** Issuing SGH Rector's Regulation. **TA2:** Researchers implementing R&D projects are familiar with the rules for their implementation and their results.
A3: Drawing up rules and procedures for committing and performing the duties of project managers in terms of financial management.	**(-/+)** 5. Contractual and legal obligations	Q4 2018	Chancellor	**IA3:** Issuing SGH Rector's Regulation. **TA3:** Project managers know their duties in terms of financial management.
A4: Drawing up rules for periodic assessment of Collegia members, including their R&D activities.	**(+/-)** 11. Evaluation/ appraisal systems	Q4 2018	Research Support Office	**IA4:** To promulgate a Resolution by SGH Senate. **TA4:** Academics are evaluated according to transparent rules that they are familiar with.

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A5: Update of the Rector's Regulation No. 61 of October 23, 2013 on the introduction of the SGH Organizational Regulations, extending the competence of the Career Center and relations with graduates with career advisory for researchers.	**(--)** 30. Access to career advice	Q4 2018	Rector	**IA5:** Issuing SGH Rector's Regulation. **TA5:** Researchers at every stage of their scientific career have the opportunity for professional development.
A6: Update of the Regulations for the management of copyright, related rights and industrial property rights and the principles of their commercialization (Resolution No. 76 of 27/03/2013 and Resolution No. 344 of 24/06/2015).	**(+/-)** 1. Research freedom **(+/-)** 31. Intellectual property rights	Q4 2018	Centre for Entrepreneurship and Technology Transfer	**IA6:** To promulgate two Resolutions by SGH Senate. **TA6:** Improved by 10 pp., up to maximum of 25% of the total answers 'Difficult to say', 'Rather disagree' and 'Strongly disagree' to question 31 (concerning providing researchers with the proper protection of their intellectual property rights) in 2020 repeated survey.
A7: Organization of meetings for new research workers and PhD students (open to all interested) on the possibility of dissemination, popularization and promotion of R&D results.	**(+/-)** 8. Dissemination, exploitation of results **(-/+)** 9. Public engagement	As of Q4 2018	Centre for Entrepreneurship and Technology Transfer	**IA7.1:** At least one meeting a year. **IA7.2:** Participation of at least 70% of new employees and PhD students. **TA7:** New employees and PhD students are familiar with the principles of dissemination and promotion of R&D results.
A8: Drawing up regulations for resolving conflicts between employees.	**(-/+)** 34. Complaints/ appeals	Q4 2018	HR Support Office	**IA8.1:** Issuing SGH Rector's Regulation. **IA8.2:** Creation of a Register of Complaints. **TA8**: SGH Warsaw School of Economics has procedures for resolving employee conflicts. The procedures are communicated to researchers.

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A9: Update of Rector's Regulation No. 29 of June 7, 2013 regarding the submission of applications for the launch of the publication process in the SGH Publishing House, consisting in the introduction of anti-plagiarism solutions (information system) to verify the originality of scientific studies.	**(-/+)** 3. Professional responsibility	Q4 2018	Publishing House	**IA9:** Issuing SGH Rector's Regulation. **TA9:** SGH Publishing House possesses and applies anti-plagiarism solutions (IT system) to verify the originality of all newly developed scientific papers.
A10: Launching a dedicated website containing information on mechanisms for raising funds for scientific activities.	**(-/+)** 4. Professional attitude	Q4 2018	Research Support Office	**IA10:** Dedicated subpage at the university website. **TA10:** Improved by 10 pp., up to maximum of 25% of the total answers 'Rather disagree' and 'Strongly disagree' to question 4 (concerning scientists' knowledge of mechanisms of raising funds for scientific activities) in 2020 repeated survey.
A11: Information campaign (newsletter, e-mailing) and development of instructions for researchers on how to use the reviewers selection support system.	**(-/+)** 3. Professional responsibility	Q4 2018	Research Support Office	**IA11:** Sending a newsletter and e-mail messages to all researchers at the university. **TA11:** At every stage of their academic career, researchers at SGH are able to use IT databases to support the selection of reviewers.
A12: Creation of a position for professional development of scientists in order to actively support scientists and PhD students in planning and pursuing their scientific career path, prepare tools purchase/creation proposals and undertake initiatives supporting this development.	**(-/+)** 28. Career development	Q1 2019	Vice Rector for Research and Management	**IA12.1:** Issuing Rector's Regulation amending adjusting SGH Organizational Rules. **IA12.2:** One position for professional development of researchers created. **TA12:** Improved by 10 pp., up to maximum of 19% of the total answers 'Rather disagree' and 'Strongly disagree' to question 28 (concerning a specific career

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				development strategy for researchers as part of the SGH human resources management policy) in 2020 repeated survey.
A13: Drawing up the Rector's Regulation on the criteria and procedure for allocation and settlement of funds for participation in scientific conferences (financed from funds at the disposal of the Rector or the authorities of the Collegia). These funds could be used to finance participation in conferences in emergency situations (lack of resources for new employees or employees returning after a long break).	**(-/+)** 8. Dissemination, exploitation of results	Q1 2019	Vice Rector for Research and Management	**IA13:** Issuing SGH Rector's Regulation. **TA13:** All researchers are familiar with the criteria and procedures of allocation and settlement of funds for participation in scientific conferences; this will allow for better dissemination of research results of SGH researchers at home and abroad.
A14: Drawing up the Code of Academic and Research Ethics, including the Best Practices Catalog in apprenticeship model and the Best Practices Catalog supervisor-subordinate relations.	**(+/-)** 1. Research freedom **(-/+)** 2. Ethical principles **(-/+)** 3. Professional responsibility **(-/+)** 28. Career development **(-/+)** 32. Co-authorship **(--)** 37. Supervision and managerial duties	Q1 2019	Research Support Office	**IA14.1:** Code of Academic and Research Ethics published on the university website. **IA14.2:** Percentage of complaints related to violation of ethical principles and restriction of freedom of research in the Register of Complaints. **TA14:** SGH researchers know and adhere to recognized ethical practices, enjoy freedom of expression and apply good practices in apprenticeship model and supervisor-subordinate relationships.
A15: Posting a set of national rules dedicated to ethical issues in the area of R&D on the website.	**(-/+)** 3. Professional responsibility	Q1 2019	Research Support Office	**IA15:** Dedicated subpage on the university's website. **TA15:** Researchers and PhD students at SGH have easy access to a set of current national rules dedicated to ethical issues in the area of R&D.

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A16: Update of Resolution No. 258 of the SGH Senate of May 30, 2007 - Conditions and procedures for sending employees, PhD students and SGH students abroad for scientific, teaching and training purposes. Amendment of the resolution is aimed at simplifying and speeding up the procedure.	**(-/+)** 29. Value of mobility **(-/+)** 39. Access to scientific training and the possibility of continuous professional development	Q1 2019	International Centre	**IA16:** To promulgate a Resolution by SGH Senate. **TA16.1:** SGH researchers at every stage of their professional career have the opportunity of continuous professional development, including abroad. **TA16.2:** Mobility procedures are transparent and allow for a quick circulation of necessary travel documents.
A17: Drawing up a copyright management guide and its dissemination among researchers and PhD students.	**(-/+)** 1. Research freedom **(-/+)** 2. Ethical principles **(-/+)** 3. Professional responsibility	Q1 2019	Centre for Open Education	**IA17:** A document published on the university website and attached to email messages. **TA17:** Researchers and PhD students are provided with a set of information on copyright management.
A18: Sending out information regarding information security policy to employees and PhD students (as well as SGH students). The gap should be partially closed thanks to the training on GDPR conducted in June 2018, however further activities are necessary in areas other than personal data protection.	**(-/+)** 7. Good practice in research	Q1 2019 (repeated in Q1 2020)	Chancellor	**IA18:** Sending out information in the form of an attachment to an e-mail message. **TA18.1:** Increased awareness of the academic environment in the field of data security policy. **TA18.2:** Improved by 12 pp., up to maximum of 15% of the total answers 'Difficult to say' (no increase in negative answers share) to question 7b (concerning data protection procedures used) in 2020 repeated survey.
A19: Drawing up an annual plan of dissemination and promotion of R&D results - both events organized at the university and the	**(-/+)** 9. Public engagement	As of Q1 2019	Research Support Office	**IA19.1:** Subpage with the annual activity plan at the university's website (updated annually).

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participation of the university in third-party events (e.g. Science Festival).				**IA19.2:** At least one event quarterly organized at SGH. **IA19.3:** SGH participation in at least one third-party event per year. **TA19:** Improved by 10 pp., up to maximum of 30% of the total negative and 'Difficult to say' answers to question 9 (whether the results of scientific research are popularized and promoted among the general academic society) in 2020 repeated survey.
A20: Appointment of an academic ombudsman.	**(-/+)** 34. Complaints/appeals	Q2 2019	Rector	**IA20:** Issuing Rector's Regulation amending adjusting SGH Organizational Rules. **IA8.2:** Creation of a Register of Complaints. **TA20:** Improved by 22 pp., up to maximum of 25% of the total negative and 'Difficult to say' answers to question 34 (concerning regarding appropriate procedures and appointing an impartial person as an ombudsman who deals with complaints and appeals) in 2020 repeated survey.
A21: Appointment of a plenipotentiary for equality, whose tasks would include ongoing diagnosis of discrimination issue (not only gender), support for victims and support of university authorities in solving possible problems at the system level.	**(-/+)** 10. Non-discrimination **(-/+)** 27. Gender balance	Q2 2019	Rector	**IA21:** Issuing Rector's Regulation amending adjusting SGH Organizational Rules. **TA21.1:** Improved by 9 pp., up to maximum of 25% of the total negative and 'Difficult to say' answers to question 27 (concerning ensuring a representative gender balance at all levels) in 2020 repeated survey. **TA21.2:** SGH Researchers and PhD students feel protected against discrimination based on gender, age, ethnic, national or social origin, religion or faith, etc.

Proposed ACTIONS (A)	GAP Principle(s)	Timing at least by year's quarter/sem.	Responsible Unit	Indicator(s) (I) / Target(s) (T)
A22: Drawing up a career development guide – a compilation of useful information on career paths, financing mechanisms for teaching, scientific and disseminating activities, opportunities to improve competences at the university and outside (e.g. through commercialization) and university units offering support to employees.	**(-/+)** 28. Career development **(-/+)** 40. Supervision	Q2 2019	Vice Rector for Research and Management	**IA22:** A guide published on the university website. **TA22:** Improved by 9 pp., up to maximum of 20% of the total negative and 'Difficult to say' answers to question 28 (concerning application of career development strategies for researchers at every stage of their career) in 2020 repeated survey.
A23: Update of the set of information for all researchers (R1-R4) regarding the possibilities of conducting scientific research financed from the budget subsidy published in the form of an electronic guidebook.	**(-/+)** 4. Professional attitude **(-/+)** 23. Research environment	Q2 2019	Vice Rector for Research and Management	**IA23:** Guidebook for researchers (R1-R4) on the possibilities of conducting scientific research published on the university website. **TA23.1:** Improved by 10 pp., up to maximum of 25% of the total negative and 'Difficult to say' answers to question 4 (regarding scientists' knowledge of SGH strategic goals in the R&D area and research functioning mechanisms) in 2020 repeated survey. **TA23.2:** Improved by 12 pp., up to maximum of 25% of the total negative and 'Difficult to say' answers to question 23 (concerning providing researchers with a stimulating environment for research and scientific training) in 2020 repeated survey.
A24: Conducting an information campaign on the developed and implemented Code of Academic and Research Ethics.	**(+/-)** 1. Research freedom	Q2 2019	Research Support Office	**IA24:** Sending a newsletter and e-mail messages to all university employees and PhD students. **TA24:** SGH researchers know and adhere to recognized ethical practices, enjoy freedom of expression.

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A25: Drawing up the Instruction for spending and expenditure control as well as circulation of financial and accounting documents in projects and making this instruction available on the university website for all researchers (R1-R4).	**(+/-)** 6. Accountability	Q2 2019	Bursar's Office	**IA25:** Dedicated subpage at the university website. **TA25:** All researchers (R1-R4) have access to current procedures regarding the spending and expenditure control as well as circulation of financial and accounting documents in projects.
A26: Update of Rector's Order No. 43 of 20 September 2010 on the University's help for employees raising their professional qualifications, taking into account the possibilities of financing external trainings, including the online ones.	**(+/-)** 38. Continuing Professional Development	Q2 2019	Centre for Open Education	**IA26:** Issuing SGH Rector's Regulation. **TA26:** Providing researchers with necessary professional support to raise their professional qualifications at all stages of their careers.
A27: Drawing up standards of digital collection, storage and archiving as well as sharing of R&D results, including through SGH Repository.	**(-/+)** 7. Good practice in research	Q2 2019	Information Technology Centre	**IA27:** Issuing SGH Rector's Regulation. **TA27:** Researchers apply the principles of good practice in scientific research, being fully aware of the protection of personal data.
A28: Drawing up the operation principles of the SGH Publishing House. At present, there is no adequate legal act.	**(-/+)** 3. Professional responsibility	Q2 2019	Publishing House	**IA28:** Issuing SGH Rector's Regulation. **TA28:** Researchers and PhD students know the operation principles of the SGH Publishing House.
A29: Amending the University's Statute by adding provisions for parity in the committees and other university bodies.	**(+/-)** 10. Non-discrimination **(-/+)** 27. Gender balance	Q3 2019	Vice Rector for Research and Management	**IA29.1:** To promulgate a Resolution by SGH Senate. **IA29.2:** Percentage of women in the committees and other university bodies monitored in the OTM-R Annual Report.

Proposed ACTIONS (A)	GAP Principle(s)	Timing at least by year's quarter/sem.	Responsible Unit	Indicator(s) (I) / Target(s) (T)
				TA29: When determining the composition of committees and other university bodies, the principles of parity are taken into account.
A30: Development of regulations on the allocation of funds for the maintenance and development of the University's research potential.	(-/+) 4.Professional attitude (+/-) 6. Accountability (-/+) 23. Research environment (-/+) 28. Career development	Q4 2019	Vice Rector for Research and Management / Research Support Office	**IA30:** Issuing SGH Rector's Regulation. **TA30:** Reduction up to maximum of 25% of the total negative and 'Difficult to say' answers to questions 4, 6, 23 and 28 in 2020 repeated survey.
A31: Development of good practices taking into account the gender balance (and other parities) in committees and other university bodies.	(-/+) 10. Non-discrimination (-/+) 27. Gender balance	Q4 2019	Rector	**IA31:** Issuing Rector's Regulation amending adjusting SGH Organizational Rules. **TA31:** Compliance (100%) of committees compositions with recommendations contained in good practices, from the moment the catalogue is published.
A32: Update of the Senate Resolution No. 149 of 7 June 2017 on the directions of HR policy regarding academic teachers. The purpose of the update is to indicate the desired career path of people holding a PhD degree, from the moment of recruitment.	(+/-) 21. Postdoctoral appointments	Q4 2019	Rector	**IA32:** To promulgate a Resolution by SGH Senate. **TA32:** PhD degree holders employed at SGH know the requirements for recruitment, as well as the goals and principles of assessing their activities and career opportunities in the long term.
A33: Drawing up of SGH's research policy.	(-/+) 4.Professional attitude (-/+) 23. Research environment	Q4 2019	Vice Rector for Research and Management	**IA33:** To promulgate a Resolution by SGH Senate. **TA33.1:** Establishment of operational rules implementing the SGH research policy to create a motivating research environment. **TA33.2:** Reduction up to maximum of 25% of the total negative and 'Difficult to say'

Proposed ACTIONS (A)	GAP Principle(s)	Timing at least by year's quarter/sem.	Responsible Unit	Indicator(s) (I) / Target(s) (T)
				answers to questions 4 and 23 in 2020 repeated survey.
A34: Drawing up and implementation of SGH Rector's Regulation concerning detailed rules of the recruitment process in accordance with OTM-R best practices.	**(--)** 12. Recruitment **(--)** 13. Recruitment (Code) **(--)** 14. Selection (Code) **(--)** 15. Transparency (Code) **(--)** 16. Judging merit (Code) **(--)** 17. Variations in the chronological order of CVs (Code) **(--)** 18. Recognition of mobility experience (Code) **(--)** 19. Recognition of qualifications (Code) **(--)** 20. Seniority (Code) **(--)** 26. Funding and salaries (Code)	Q4 2019	HR Support Office	**IA34.1:** Issuing SGH Rector's Regulation. **IA34.2:** Publication of OTM-R policy in Polish and English online – link to the website. **IA34.3:** Percentage of external applicants (not monitored currently). **IA34.4:** Percentage of foreign applicants (not monitored currently). **IA34.5:** Percentage of applicants from under-represented groups (identified by the equality plenipotentiary) (currently not monitored). **IA34.6:** Percentage of employees, who have not graduated from SGH. **IA34.7:** Current internal job advertisements guide. **IA34.8:** Internal guidelines regarding the appointment of committees, their activities in the assessment of candidates for all types of positions. **IA34.9:** The ratio of the number of complaints to the number of applicants who have not been finally employed. **IA34.10:** Number of additional tools used to publish job advertisements. **IA34.11**: Percentage of the number of complaints in a Register of Complaints due to administrative burden of recruitment procedures.

Proposed ACTIONS (A)	GAP Principle(s)	Timing at least by year's quarter/sem.	Responsible Unit	Indicator(s) (I) / Target(s) (T)
				TA34.1: OTM-R policy is published online and supported by e-recruitment tools. **TA34.2:** The principles of the recruitment process at SGH are consistent with the HRS4R Strategy and OTM-R policy – at the organizational, process and monitoring level. **TA34.3:** All job adverts are posted on EURAXESS.
A35: Drawing up regulations for the remuneration of researchers, which would specify the rules for remunerating researchers. It will regulate both the process of setting the level of remuneration for newly employed persons as well as changing the remuneration level of people already employed.	(--) 26. Funding and salaries	Q4 2019	HR Support Office	**IA35:** Issuing SGH Rector's Regulation. **TA35:** All researchers (R1-R4) have access to information on the remuneration policy and the level of remuneration at individual positions.
A36: Organization of e-learning trainings for all researchers (R1-R4), as well as central and collegial administration in the field of financing science.	(+/-) 6. Accountability	As of Q4 2019	Centre for Open Education	**IA36:** Training at least once a year, obligatory for all new researchers and PhD students, voluntary for others. **TA36:** All SGH researchers (R1-R4) have the opportunity to update their knowledge of the principles of financing science.

Proposed ACTIONS (A)	GAP Principle(s)	Timing at least by year's quarter/sem.	Responsible Unit	Indicator(s) (I) / Target(s) (T)
A37: Drawing up a strategy to improve social work conditions.	**(-/+)** 24. Working conditions	Q4 2019	Chancellor	**IA37.1:** Strategy published on the university website. **IA37.2:** Percentage of complaints related to inflexible working conditions in the Register of Complaints. **TA37:** All scientists, including the disabled, are provided with decent and flexible working conditions.
A38: Conducting an information campaign among PhD students and scientific supervisors in the field of good practices in apprenticeship model (adapted to the new institutional conditions of education at the level of the third cycle).	**(-/+)** 36. Relation with supervisors	As of Q4 2019	Promotion and Admissions Office	**IA38:** Sending a newsletter and e-mail messages to all university employees and PhD students at least once a year. **TA38:** All academics and PhD students are notified of good practices and apply them within the apprenticeship-model.
A39: Organization of trainings for committee members in the field of good practices used in recruitment processes.	**(--)** 14. Selection	As of Q1 2020	HR Support Office	**IA39:** At least one meeting a year. **TA39:** At least 90% of the selection committee members who participated in training during the two years preceding the recruitment process.
A40: Establishing a quality control system based on summary reports submitted to the SGH Rector by Deans of Collegia, which will include selection committee reports and feedback on the process obtained from applicants through structured interviews with candidates who have been recruited.	**(--)** 15. Transparency	As of Q1 2020	Vice Rector for Research and Management	**IA40:** An Annual OTM-R Report, with information that allows quick aggregation, determination of the values of indicators describing the recruitment process, and assessment of OTM-R system. **TA40:** Having a complete database on the recruitment process, allowing to determine the values of indicators allowing to evaluate the OTM-R policy.

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan (max 1000 words).

SGH Warsaw School of Economics will implement the OTM-R policy as an integral part of our HRS4R Strategy based on links between the proposed actions (**A**), the OTM-R principles and indicators (**I**), which is presented in the table below:

OTM-R Principle(s)	Timing at least by year's quarter/ semester	Responsible Unit	Indicator(s) (I)/ Target(s) (T)
A34. Drawing up and implementation of SGH Rector's Regulation concerning detailed rules of the recruitment process. The Regulation will introduce a number of recruitment rules compliant with HRS4R and OTM-R both at the organizational level (rules for appointing committees), process (acceptable and necessary recruitment criteria, process transparency – including communication of remuneration principles) and monitoring (collecting documentation of recruitment processes).			
1. Have we published the OTM-R policy on the internet? (in mother tongue and in English)? 4. Do we make (enough) use of e-recruitment tools?	Q4 2019	HR Support Office	**IA34.1:** Issuing SGH Rector's Regulation concerning detailed rules of the recruitment process in accordance with OTM-R best practices. **IA34.2:** Publication of OTM-R policy in Polish and English online – link to the website. **TA34.1:** OTM-R policy is published online and supported by e-recruitment tools.
6. Does our current OTM-R policy encourage external candidates, especially from abroad, to apply for a job? 7. Is our current OTM-R policy in line with policies to attract researchers from abroad? 8. Is our current OTM-R policy in line with policies to attract underrepresented groups? 10. Do we have means to monitor whether the most suitable researchers apply?	Q4 2019	HR Support Office	**IA34.3:** Percentage of external applicants. **IA34.4:** Percentage of foreign applicants. **IA34.5:** Percentage of applicants from under-represented groups (identified by the equality plenipotentiary). **IA34.6:** Percentage of employees, who have not graduated from SGH. **TA34.2:** The principles of the recruitment process at SGH are consistent with the HRS4R Strategy and OTM-R policy – at the organizational, process and monitoring level.
11. Do we have clear guidelines or templates (e.g. EURAXESS) for advertising positions 12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? 13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience? 14. Do we make use of other job advertising tools? 15. Do we keep the administrative burden to a minimum for the candidate?			**IA34.7:** Current internal job advertisements guide. **IA34.10:** Number of additional tools used to publish job advertisements. **IA34.11**: Percentage of the number of complaints in a Register of Complaints due to administrative burden of recruitment procedures. **TA34.2:** Job advertisements contain necessary links to all elements and are published in EURAXESS, providing our research vacancies with a wider reception. **TA34.3:** All job advertisements are posted on EURAXESS.

OTM-R Principle(s)	Timing at least by year's quarter/ semester	Responsible Unit	Indicator(s) (I)/ Target(s) (T)
16. Do we have clear rules governing the appointment of selection committees? 17. Do we have clear rules governing the appointment of selection committees? 18. Are the committees sufficiently gender-balanced? 19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected.			**IA29.1:** To promulgate a Resolution by SGH Senate concerning ensuring parity in the committees and other university bodies. **IA29.2:** Percentage of women in the committees and other university bodies monitored in the OTM-R Annual Report. **IA31:** Issuing Rector's Regulation amending adjusting SGH Organizational Rules. **IA34.1:** Issuing SGH Rector's Regulation concerning detailed rules of the recruitment process in accordance with OTM-R best practices. **IA34.8:** Internal guidelines regarding the appointment of committees, their activities in the assessment of candidates for all types of positions. **TA29:** The compositions of the selection committees are determined on the basis of clear rules, including the principles of parity.
20. Do we inform all applicants at the end of the selection process? 21. Do we provide adequate feedback to interviewees? 22. Do we have an appropriate complaints mechanism in place?			**IA8.2:** Creation of a Register of Complaints. **IA34.9:** The ratio of the number of complaints to the number of applicants who have not been finally employed.
A39: Organization of trainings for committee members in the field of good practices used in recruitment processes.			
3. Is everyone involved in the OTM-R process adequately trained?	As of Q1 2020	HR Support Office	**IA39:** At least one meeting a year. **TA39:** At least 90% of the selection committee members who participated in training during the two years preceding the recruitment process.
A40: Establishing a quality control system based on summary reports submitted to the SGH Rector by Deans of Collegia, which will include selection committee reports and feedback on the process obtained from applicants through structured interviews with candidates who have been recruited.			
5. Do we have a quality control system for OTM-R in place? 23. Do we have a system in place to assess whether OTM-R delivers on its objectives?	As of Q1 2020	Vice Rector for Research and Management	**IA40:** An Annual OTM-R Report, with information that allows quick aggregation, determination of the values of indicators describing the recruitment process, and assessment of OTM-R system. **TA40:** Having a complete database on the recruitment process, allowing to determine the values of indicators allowing to evaluate the OTM-R policy.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website: ---

4. IMPLEMENTATION

General overview of the expected implementation process (max 100 words):

The organizational structure of supporting and supervising the implementation process of the HRS4R strategy will reflect the three-level structure of work on this Action Plan, including: the Working Group, the Monitoring Group, and the Steering Committee. Implementation is directly supervised by Vice Rector for Research and Management. The HRS4R strategy will be included in the University's strategy. The implementation process involves representatives of researches of all levels (R1-R4) and all five SGH Collegia as well as administrative employees. A quality assessment system for the OTM-R policy will be created. The progress will be monitored using created indicator system.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Checklist	Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	The working subgroups that have been working on individual tasks within the Working Group so far will support the units responsible for the implementation of individual tasks (the members of the working groups are also the employees of these units, which will ensure ongoing contact at the operational level). Other working teams appointed at the university (e.g. Code of Ethics team) and Rector's committees will exchange information on the scope and progress of work. The strategy implementation coordinator will ensure proper communication between individual units and will inform the Monitoring Group about the progress of the adopted plan. Meetings of the latter will be held on average twice a quarter. At the highest level, meetings of the HRS4R Steering Committee, consisting of representatives of the university authorities, will be held once a quarter.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	The Working Group, Monitoring Group and Steering Committee members are representatives of researchers of all levels (R1-R4) and all five SGH Collegia, administrative employees and PhD students. All meetings of the working teams and the Monitoring Group will be held in an open formula, and information on topics, venue and time of meetings will be published in advance on the website devoted to the implementation of the HRS4R strategy at SGH. Two years after the original survey, it will be repeated (February-March 2020), while expressing views freely on issues related to the HRS4R strategy is going to be allowed within it as well. The repeated survey will also cover the evaluation of changes

Checklist	Detailed description and duly justification
	introduced as a result of the implementation of the strategy. There will also be a special open meeting dedicated to the presentation of the state of the process and public consultations.
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.	Drawing up of the university's strategy is one of the key activities undertaken as part of the implementation of HRS4R strategy. Drawing up of the university's strategy is being done by the Rector's Committee for the drawing up a draft strategy for the development of the Warsaw School of Economics (Rector's Decision No. 9 of 16 February 2017), whose members include: Vice Rector for Research and Management and SGH Chancellor, who are also members of the HRS4R Steering Committee. It means that HRS4R Strategy will be taken into account in the R&D strategy of the university.
How will you ensure that the proposed actions are implemented?	HRS4R Steering Committee is composed of university authorities – the Rector, two Vice-Rectors (incl. Vice Rector for Research and Management), Chancellor and Bursar. Thus all persons who are supervisors of researchers, administrative employees and who are responsible for the strategic, operational and financial aspects of the functioning of the university, are involved in the process. Quality control system for OTM-R system will also be established.
How will you monitor progress (timeline)?	The current work of the working subgroups of the Working Group will be reflected in short-term work reports submitted by the group coordinators. Before each meeting of the Monitoring Group, the Working Group will present the group with a summary of the work reports and, if necessary, update the HRS4R strategy implementation schedule.
	After holding the meetings, accepting the reports, and modifying the schedule (if necessary), the working groups or the Monitoring Group will forward them to the Steering Committee pointing out, if necessary, changes that need to me made to the strategy implementation plan at the content-related or organizational level.
	If necessary, the Working Group and the Monitoring Group, in cooperation with the Steering Committee, will work to increase support the activities, e.g. by expanding the Working Group.
How will you measure progress (indicators) in view of the next assessment?	The units of the university, responsible for the implementation of individual activities, will provide relevant documentation: texts of proposed/adopted legal acts, reports on information campaigns and electronic sources created, training schedules and attendance lists, documentation of recruitment procedures

Checklist	Detailed description and duly justification
	to individual working subgroups operating within the Working Group. The legal acts developed as part of the implementation of the planned activities will take into account the process of collecting information on regulated processes (e.g. about the composition of selection committees and the demographic structure of applicants) and assign responsibility for their collection and transfer to relevant university organizational units. The Working Group will report progress to the Monitoring Group in a synthetic form before each meeting.

Additional remarks/comments about the proposed implementation process:

The implementation process will also make use of channels of communication with SGH academic environment that were used in the process of on the development of the HRS4R strategy.
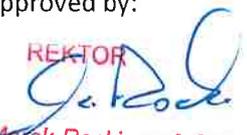
In particular, these are:
- dedicated subpage: www.sgh.waw.pl/hrs4r (in Polish)
  and www.sgh.waw.pl/hrs4r-en (in English);

- banner on the homepage of the university as well as posters promoting the principles of the Charter and the Code;

- articles in *Gazeta SGH* magazine (e.g. https://ssl-administracja.sgh.waw.pl/pl/dpir/gazeta/archiwum/Documents/342_wiosna_2018.pdf);

- information sent via e-mail, including the SGH Newsletter, on milestones achieved and planned events addressed to the whole SGH community (such as conducting a survey or presenting its results), encouraging active participation in them (the weekly SGH newsletter was used to this end as well as special e-mail messages from the university authorities).

12 July 2018, Warsaw

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Date and place

Approved by:

REKTOR

dr hab. Marek Rocki, prof. SGH