



HR Excellence in Research

HR Strategy for Researchers



Lodz University of Technology

Lodz, March 2016

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1. Introduction.

The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers are two documents that provide guidelines in regard to good practice in recruitment and appointment/employment of researchers by research units (including in higher education).

The European Charter for Researchers states the rights and responsibilities of researchers, institutions which employ them and organizations which provide research funds. They address, among others, working conditions and professional development of researchers (including research guidance and supervision of young researchers) and mobility.

The Code of Conduct for the Recruitment of Researchers specifies procedures for recruitment of researchers to ensure equal opportunity for all researchers, transparency, proper information on recruitment competitions, non-discrimination (e.g. on the grounds of age, origin, language). *The Code* also discusses possibilities of professional development at every career stage and other procedures related to recruitment process.

Having regard for the benefits arising from the implementation of *the European Charter for Researchers* and *the Code of Conduct for the Recruitment of Researchers* the European Commission awards *HR Excellence in Research* to institutions which have implemented the principles laid down in *the Charter* and *the Code*.

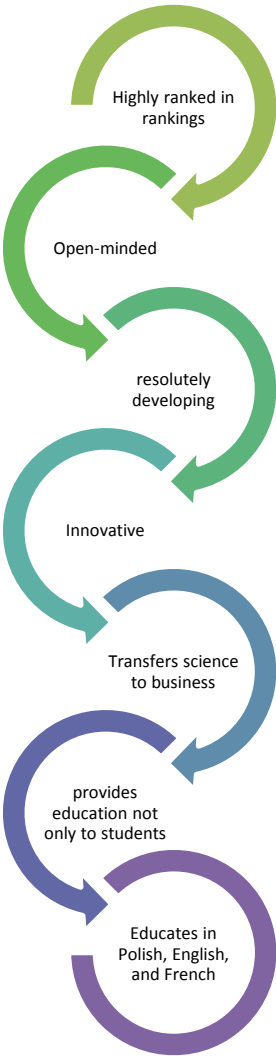
Lodz University of Technology, recognizing the significance of *the Charter* and *the Code* for ensuring high quality of working environment and research, and appreciating the professional contribution of researchers, has decided to commence the process of incorporation of the provisions of *the Code* and *the Charter* into its internal regulations, procedures and practices so that it would become an attractive employer internationally and would gain competitive advantage in the European Research Area.

Acting on behalf of the academic community of Lodz University of Technology engaged in the conduct of research of the best global standard, the governors of Lodz University of Technology have decided to undertake a number of actions in regard to its *HR Strategy for Researchers* in order to implement the stipulations of the *European Charter for Researchers* and *the Code of Conduct for the Recruitment of Researchers*.

2. About Lodz University of Technology.

Lodz University of Technology (TUL) is an autonomous public higher education institution established in 1945. Today, it is the fourth best technical university in Poland, the most important one in the region of Lodz, educating 20 000 students in 39 fields of study. Lodz University of Technology employs nearly 1 400 academic staff (including 245 professors).

The principal tasks of Lodz University of Technology include not only education of students to prepare them for their future careers but also the conduct of high quality research: basic, applied and developmental as well as provision of research services and training and promotion of research staff.



The University conducts research in many scientific disciplines and specializations in the area of technical, exact and social sciences as well as interdisciplinary research.

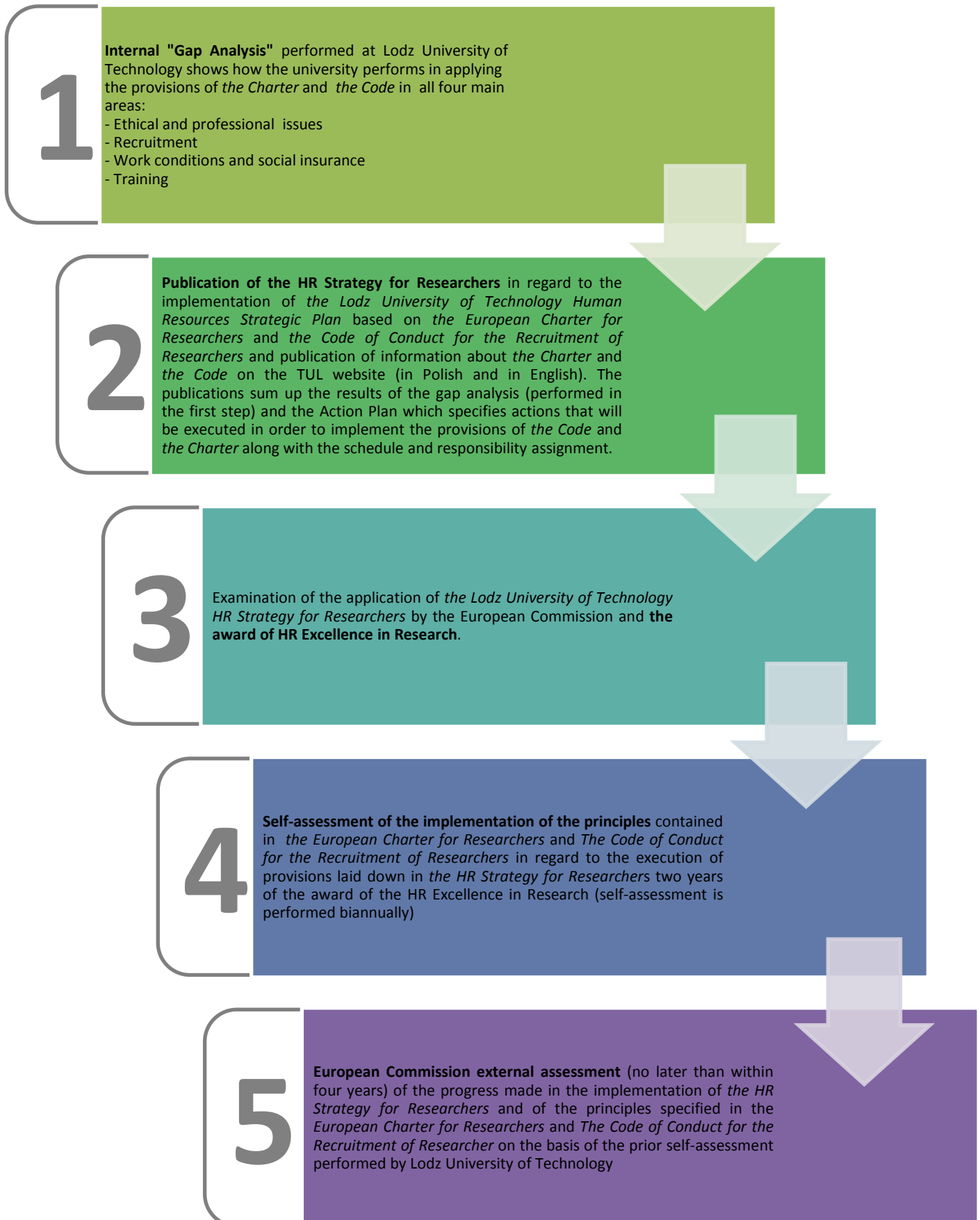
Nine of the faculties of Lodz University of Technology are actively engaged in research activities. They are the Faculty of Mechanical Engineering; Electrical, Electronic, Computer and Control Engineering; Chemistry; Material Technology and Textile Design; Biotechnology and Food Sciences; Civil Engineering, Architecture and Environmental Engineering; Technical Physics, Information Technology and Applied Mathematics; Organization and Management; Process and Environmental Engineering and the Institute of Papermaking and Printing.

All research at Lodz University of Technology is of the best quality and is conducted in adherence to the principles of the freedom of science, education and broad-mindedness.

Lodz University of Technology aspires to be an innovative research university of world renown. Its strategic objectives which reflect the principles laid down in *the Code* and *the Charter* are, among others: ‘Competent research staff and world-class research’ and ‘Robust cooperation with the

environment’. The implementation of *the HR Strategy for Researchers* is one of the priority activities undertaken with a view to improving the working environment and research. The efforts are also well-aligned with the System of Quality Assurance which is currently under implementation at Lodz University of Technology.

3. Five-step implementation process of the *HR Strategy for Researchers*.



4. Methodology.

Methodology of the performance of *the Gap Analysis*

Lodz University of Technology started to implement the principles of the *European Charter for Researchers* and *The Code of Conduct for the Recruitment of Researcher* by signing the *declaration of commitment* in 2012. First, the University undertook internal activities to review the legal environment in which the University operates inclusive of national legal requirements, internal regulations of the University, procedures and good practice used at the University in regard to the implementation of the provisions of *the Charter* and *the Code*.

The activities were performed concurrently with the active **participation of representatives of Lodz University of Technology in the 4th Cohort of the Institutional HR Strategy Group**. The experience concerning the implementation of *the Charter* and *the Code* and the process leading to the award of the HR Excellence in Research gained during the 4th Cohort turned out to be very useful in undertaking subsequent activities at Lodz University of Technology. Specific examples of implementation activities presented during the Mutual Learning Seminars by leading higher education institutions which had already been awarded the HR Excellence in Research proved particularly valuable.

The activities leading to the implementation of *the Charter* and *the Code* included a review of regulations (internal and external) and good practice used at the University. To ensure possibly the most comprehensive and efficient performance of *the Gap Analysis*, **the beginning of the work took a series of individual consultations with researchers**, followed by the university administrative units (15 units of central administration) prepared a list of rules and practices of their areas of the University operations.

In the following stage, researchers from the academic community Lodz University of Technology were involved:

Systemic consultations included representatives of:

- Senate Committee on Science, Promotion and International Relations (11 members),
- Senate Committee on Staff Development, Awards and Recognitions (12 members),
- Rector's Committee on Good Academic Practice (8 members),
- Doctoral Students Government (11 members).

As a result of these activities, a comprehensive Gap Analysis was completed. The task was coordinated by the Office of University Development and Human Resources which reports to the Vice Rector University Development. The analysis consists of two parts. The first part was prepared on the basis of a standard template which included 40 principles

of *the Charter* and *the Code*. The second part took the form of a summary result matrix which illustrated the competences of particular units of the University in the areas included in *the Charter* and *the Code* and identified the extent to which the standards specified in the 40 principles had been met. The analysis showed that 24 principles of *the Charter* and *the Code* are met at the university and do not require any specific action, while other 16 principles are filled only partially.

Methodology of the Lodz University of Technology Policy for Development Human Resources and Action Plan 2016-2018

Since the very onset of the document development proposals of actions were frequently consulted with scientific employees during individual meetings and consultations (these included meetings with experienced scholars as well as with the younger members of the research community).

The results of *the Gap Analysis* constituted the input to the efforts leading to the development of *the Lodz University of Technology Policy for Development Human Resources and the Action Plan 2016-2018*. The five main actions were proposed on their basis. These actions were found by the University to fill in those 16 identified gaps and as the most relevant to ensure the most suitable work conditions for researchers. They were also found to correspond with the University strategic development plan. The five areas of action are included in *Lodz University of Technology Policy for Development Human Resources and Action Plan 2016-2018*.

To ensure possibly the largest participation of researchers in the development of *the Lodz University of Technology Policy for Development Human Resources and Action Plan 2016-2018*, the proposals of both documents were presented to:

- the Senate, consisting of representatives of researchers (50 members of Senate, originating, inter alia, from every nine faculties of the University).

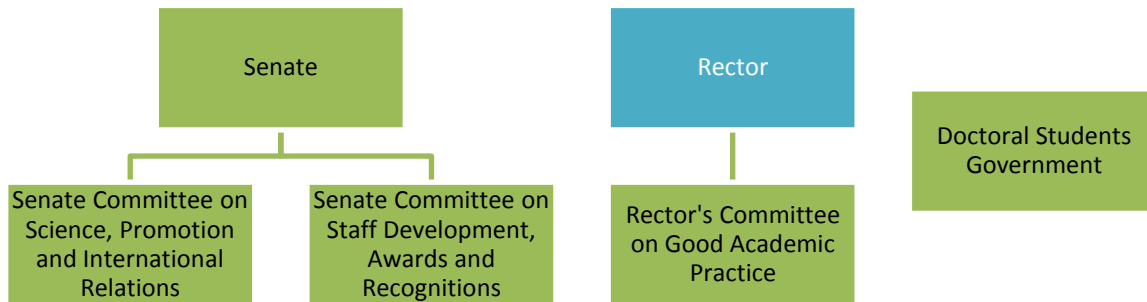
The following statutory bodies, representing the academic staff of the University, were involved in the detailed works:

- Senate Committee on Science, Promotion and International Relations (11 members),
- Senate Committee on Staff Development, Awards and Recognitions (12 members),
- Rector's Committee on Good Academic Practice (8 members),
- Doctoral Students Government (11 members).

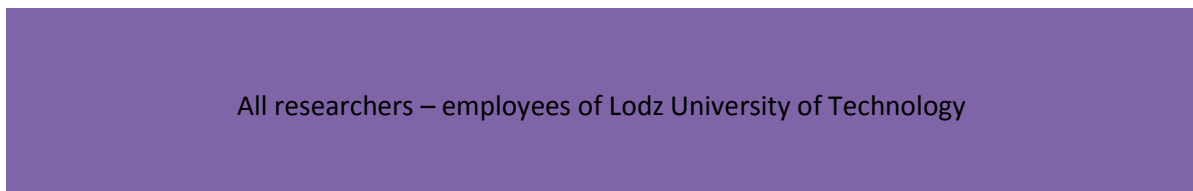
During the last phase of work, within the **open consultation**, proposed documents of *the Lodz University of Technology Policy for Development Human Resources and Action Plan 2016-2018* were handed to all academics of the University – 1362 employees working at all nine faculties of the Lodz University of Technology.

Presentation of the bodies involved in the development of the *Gap Analysis, Action Plan and Lodz University of Technology Policy for Development Human Resources*

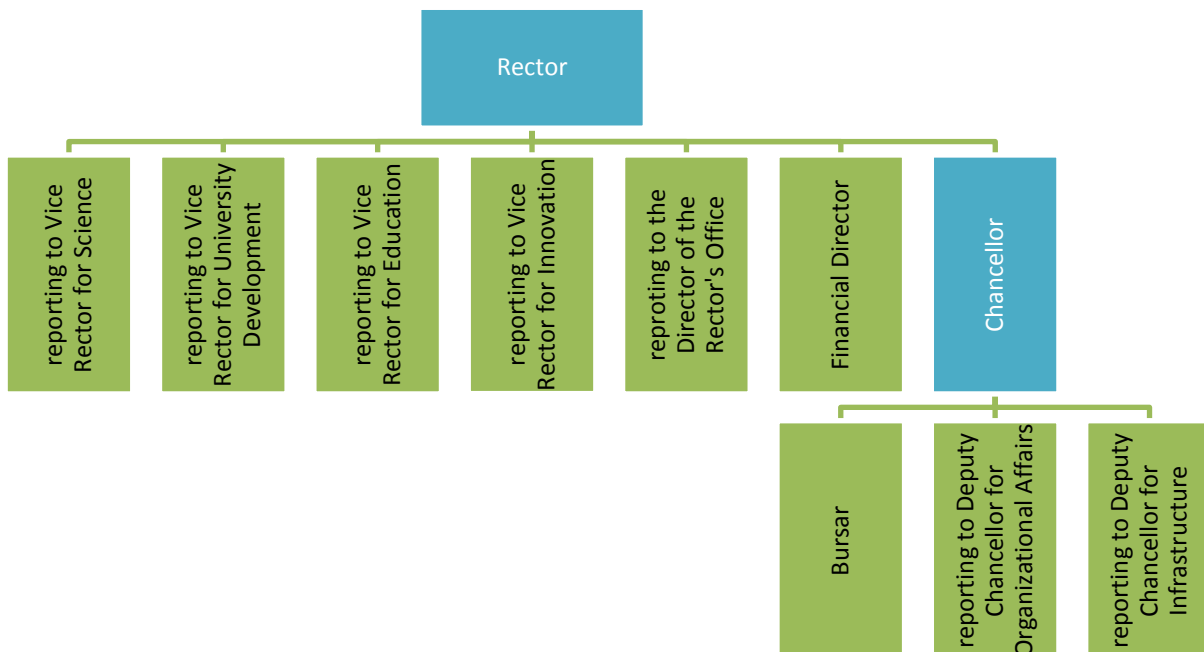
Bodies representing researchers:



Open consultations:



Administrative offices:



Considering the size of the University: nine faculties and a large number of employees (nearly 1400 academic staff), it was necessary to rely on the committees representing scholars during the consultation stage in order to ensure effectiveness of the entire process. In the last stage of the work, the developed **documents** *Lodz University of Technology Policy for Development Human Resources and Action Plan 2016-2018* **were submitted to all employees of Lodz University of Technology for open consultation.** The proposed actions were also approved by the University top governing body – the Rector, and were presented to the members of the Senate during one of its meetings. Both the Rector and the Senate have mandates to represent researchers because they are elected from amongst the academic staff in University-wide elections. **Therefore, it needs to be emphasized that the research community of Lodz University of Technology had very strong representation in the process of the determination of the strategic directions.**

In conclusion, the following groups were involved in the process of developing and consulting the *Internal Gap Analysis; Lodz University of Technology Policy for Development of Human Resources and Action Plan 2016-2018* during all stages of their preparation:

Representatives of each of the groups within the academic community

- professors
- holders of the higher doctorate degree
- PhD holders
- PhD candidates

Representatives of each of the University's faculties

- Faculty of Mechanical Engineering
- Faculty of Electrical, Electronic, Computer and Control Engineering
- Faculty of Chemistry
- Faculty of Material Technology and Textile Design
- Faculty of Biotechnology and Food Sciences
- Faculty of Civil Engineering, Architecture and Environmental Engineering
- Faculty of Technical Physics, Information Technology and Applied Mathematics
- Faculty of Organization and Management
- Faculty of Process and Environmental Engineering

Women and men

5. Lodz University of Technology Policy for Development Human Resources based on the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.



Providing attractive work environment for Lodz University of Technology researchers is one of the tenets of the University's mission which is realized by conducting research and development projects and by education and development of researchers in accordance with the principles of scientific and creative freedom and in adherence to academic values.

The University's employees constitute its greatest asset, build its strength and its standing in the academic community.

Highly qualified human resources for science and research sector are the basis for the continual development of science and technological progress, whereas ensuring that scholars are provided with comfortable and sound work conditions is conducive to the achievement of those objectives.

Ideas, research concepts or any creative action can only be performed with the active participation of the human being; therefore, each employee is important in the structure of the organization as each enriches the organization with their particular knowledge and experience.

Lodz University of Technology provides its research staff with suitable environment for the creation, transmission, exchange and dissemination of knowledge and fosters development of its researchers' careers. The University governors, having regard for contemporary challenges, appreciate the necessity of providing an environment conducive to scientific research. Building strong research teams and conducting research of the highest standard in the University's capacity and in adherence to the best global standards is one of the primary goals determining the strategic direction of the University's development.

Given the above and with a view to ensuring further dynamic development, Lodz University of Technology undertakes strategic actions arising from the implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers in the following areas:

1. Implementation of best practices in the recruitment of staff.

Implementation of best practices in the recruitment is supposed to promote and facilitate the process of employment of the most competent academic staff by Lodz University of Technology – creating employment opportunities for competent and ambitious staff while keeping in line with the principles of equal opportunity, recognition of qualifications, non-discrimination as well as openness, efficiency and transparency of the entire recruitment process.

2. Encouraging mobility.

Lodz University of Technology encourages various forms of mobility (geographic, internal and external, intersectoral – including among industries as well as between private and public sectors) and emphasizes the importance of mobility and its contribution to the University's development as a vital tool of acquiring, extending and exchange of scientific knowledge of its employees – researchers and their professional development at each stage of the researcher's professional career.

3. Promotion and dissemination of research results.

The University continually endeavours to popularize research results by undertaking numerous and varied actions which lead to the cohesive and informed achievement of particular directions and objectives at the same time continually reinforcing its efforts to disseminate knowledge and research outcomes.

4. Career advice for doctoral students.

Lodz University of Technology, aiming for the development of the competences and skills of its research staff, supports young researchers in planning their careers simultaneously raising their awareness as to the advantages and disadvantages of the

career path they have chosen and of the importance of such decisions. Access to career advice services lends support to such activities as it gives an opportunity to expand one's skills and advance one's qualifications.

5. Targeted training courses in commercialization and knowledge transfer.

As crucial activities in the process of development of knowledge-based economy, commercialization and technology transfer are carried out at Lodz University of Technology through active cooperation with industry and other sectors of the economy. The University, being aware of the benefits of cooperation with the economy in ensuring technological progress and improvement of the society's quality of life, supports researchers in learning skills and practical knowledge in the area of knowledge transfer and commercialization. Trainings for scholars also provide a platform for experience and good practice exchange and an opportunity to get to know the academic community as regards the search for sources of long-term competitive leverage and enhancement of the University's capacity for growth.

6. Action Plan 2016-2018.

The internal *Gap Analysis* shows that most of the national legislation, internal regulations and practices at the Lodz University of Technology are in accordance with principles.

However, the 16 principles specified in *the European Charter for Researchers* and *the Code of Conduct for the Recruitment of Researchers* identified and deemed especially relevant during the performance of *the Gap Analysis* by Lodz University of Technology were grouped into the following five areas for which the following actions were determined:

Principles in the Charter and the Code	Name of action
10. Non-discrimination 12. Recruitment 13. Recruitment (the Code) 14. Selection (the Code) 15. Transparency (the Code) 16. Judging merit (the Code) 17. Variations in the chronological order of CVs (the Code) 18. Recognition of mobility experience(the Code) 19. Recognition of qualifications (the Code)	A.1. 1. Implementation of best practices in the recruitment of staff.
29. Value of mobility	A.2. Encouraging mobility.
8. Dissemination, exploitation of results 9. Public engagement	A.3. Promotion and dissemination of research results.
30. Access to career advice	A.4. Career advice for doctoral students.
31. Intellectual property rights 38. Continuing professional development 39. Access to research training and continuous development	A.5. Targeted training courses in commercialization and knowledge transfer.

7. Actions and performance measures.

A.1. Implementation of best practices in the recruitment of staff

The goal of the action is to establish clear and transparent principles of recruitment of research staff at Lodz University of Technology in an open recruitment process. As a result of the action best practices will be developed with regard to research, and research and teaching position opening announcements, recruitment committee procedures and principles of candidate selection.

Coordinating unit: Office of University Development and Human Resources

Performance measure:

- Development and implementation in practice of documentation describing best practices in recruitment.

Action schedule:

	2016												2017												2018	
	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	
A.1								X	X	X	X	X	X	X	X	X	X	X	X	X						

A.2. Encouraging mobility

A.2.1. Preparing procedures for industrial internship as an instrument encouraging mobility

The goal of the action is to create a mechanism that will facilitate undertaking industrial internships at enterprises by research and research and teaching staff. The resulting documentation will facilitate undertaking industrial internships by academic staff, which will lead to the enhancement of their competences and knowledge to meet the needs of industry and other branches of the economy.

Coordinating unit: Office of University Development and Human Resources

Performance measures:

- Trilateral agreement template (Lodz University of Technology - employee - enterprise providing internship opportunity) regulating terms and principles of industrial internships.
- Procedure regulating industrial internships.

Action schedule:

	2016												2017												2018	
	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	
A.2.1						X	X	X	X	X	X	X	X	X	X	X	X									

A.2.2. Preparing procedures for research internships as an instrument encouraging mobility

The goal of the action is to create a mechanism that will facilitate undertaking research internships at science and research institutions by research and research and teaching staff. The resulting documentation will facilitate enhancement of their competences, knowledge and capacity to work in a diverse environment as well as conduct research of the highest standard.

Coordinating unit: Office of University Development and Human Resources

Performance measures:

- Trilateral agreement template (Lodz University of Technology - employee - science and research institution providing internship opportunity) regulating terms and principles of research internships at science and research institutions.
- Procedure regulating research internships at science and research institutions.

Action schedule:

	2016												2017												2018	
	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	
A.2.2												X	X	X	X	X	X	X	X	X	X	X	X			

A.2.3 Intensifying the University's efforts in appointing scholars for the position of visiting professor

The goal of the action is to intensify efforts leading to the appointment of experienced scholars and renowned experts in their fields of specialization to work at Lodz University of Technology as visiting professors. Another goal of the action is to increase the pool of funds that will be used to maximize the number of visiting professors conducting research as well as participating in the process of research staff development (internationalization of research and teaching).

Coordinating unit: Office of Scientific Affairs

Performance measures:

- Development and implementation in practice of documentation describing procedures for the appointment of visiting professors at Lodz University of Technology.
- Allocation of funds for implementation.

Action schedule:

	2016												2017												2018	
	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	
A.2.3	X	X	X	X	X	X	X	X																		

A.3. Promotion and dissemination of research results

A.3.1. Using social networking services to promote results of TUL's research and to establish research cooperation.

Popularization of *ResearchGate*, *Academia* and *LinkedIn* among TUL's research Staff and making them aware of the opportunity to create their user profiles and use them to establish research cooperation. The following activities promoting these services will be carried out in the information campaign: preparation of information to be posted TUL's main website and on individual websites of the University faculties, information send through the internal electronic mail system, an article in the *Życie Uczelni Quarterly* (University's in-house publication), design and dissemination of posters promoting the services at the University's faculties.

Coordinating unit: Office of Communications and Promotion

Performance measures:

- Carrying out the information campaign addressed to researchers making them aware of the opportunity to create user profiles in the networking services.
- Increased number of researchers using the networking services.

Action schedule:

	2016												2017												2018		
	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2		
A.3.1		X	X	X	X																						

A.3.2 Improving scientific information transfer.

Establishing a system to facilitate scientific information transfer from the faculties to the administrative unit of the University's central administration – Office of Communications and Promotion. Information on the research conducted at the University shall be captured in a more comprehensive manner in order to increase the reach of activities aimed at popularization of research conducted at the University.

Coordinating unit: Office of Communications and Promotion

Performance measure:

- The number of supplied and disseminated items of information about research conducted at the University

Action schedule:

	2016												2017												2018		
	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2		
A.3.2												X	X	X	X	X	X	X	X	X	X	X	X	X	X		

A.3.3. Design of an information booklet presenting scientific research and research cooperation of the University (in Polish and in English)

The booklet in two language versions will be a tool supporting promotion of research done at the University and, at the same time, a tool facilitating international scientific cooperation of the University and other institutions.

Coordinating unit: Office of Communications and Promotion

Performance measures:

- Development of the contents and graphic layout design of the booklet.
- The number of distributed booklets.

Action schedule:

	2016												2017												2018	
	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	
A.3.3			X	X	X	X	X	X	X	X	X															

A.3.4. Launching a popular science podcast on YouTube where TUL’s scholars will be explaining scientific phenomena

The goal of the action is to popularize science through presentation of scientific problems in an attractive form and conveying its tenets in an easy to follow way. Taking advantage of the Internet and the video-sharing website *YouTube* will allow to reach a large audience, especially, of young people who use these channels of communication on a daily basis.

Coordinating unit: Office of Communications and Promotion

Performance measures:

- Launching a podcast on the video-sharing website *YouTube*.
- The number of video podcasts per annum (once podcasting is fully operational).

Action schedule:

	2016												2017												2018	
	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	
A.3.4									X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			

A.3.5. Preparation and publication of a series of articles presenting and promoting TUL’s greatest scientific achievements in cooperation with a local newspaper

The series of articles “Innovations, the future, technologies” will be prepared with the aim of popularization of TUL’s scientific achievements and presentation of the University’s activity in particular to the region’s community. Articles on innovations and new technologies developed at TUL will also indirectly promote the University as an important component of the region’s life.

Coordinating unit: Office of Communications and Promotion

Performance measure:

- The number of articles in a series.

Action schedule:

	2016												2017												2018	
	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	
A.3.5								X	X	X	X															

A.4. Career advice for doctoral students

A.4.1 Implementation of a career service programme

Career advice, career coaching and career aptitude tests that allow to evaluate doctoral students' competences in the area of scientific and research career. The career service programme will be delivered by a professional career advisor employed by TUL's Careers Service Office

Coordinating unit: Department of Innovation and Cooperation with Business (Careers Service Office)

Performance measure:

- The number of persons who have taken advantage of the programme.

Action schedule:

	2016												2017												2018	
	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	
A.4.1		X	X	X	X	X	X	X	X	X	X	X	X	X												

A.4.2 Building a bank of postdoctoral career paths

Building a bank of postdoctoral professional development opportunities.

Coordinating unit: Department of Innovation and Cooperation with Business (Careers Service Office)

Performance measure:

- The number of records in the bank of opportunities.

Action schedule:

	2016												2017												2018	
	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	
A.4.2		X	X	X	X	X	X	X	X	X	X	X	X	X												

A.5. Targeted training courses in commercialization and knowledge transfer

Designing a plan of periodic training courses addressed to employees and doctoral students in technology commercialization, intellectual property protection and effective cooperation between science and business as well as counselling and guidance with regard to spin-off and spin-out startups.

Coordinating unit: Department of Innovation and Cooperation with Business (Technology Transfer Office)

Performance measures:

- Preparation of framework documentation containing a plan of the training courses.
- The number of training courses delivered.
- The number of participants in training courses.

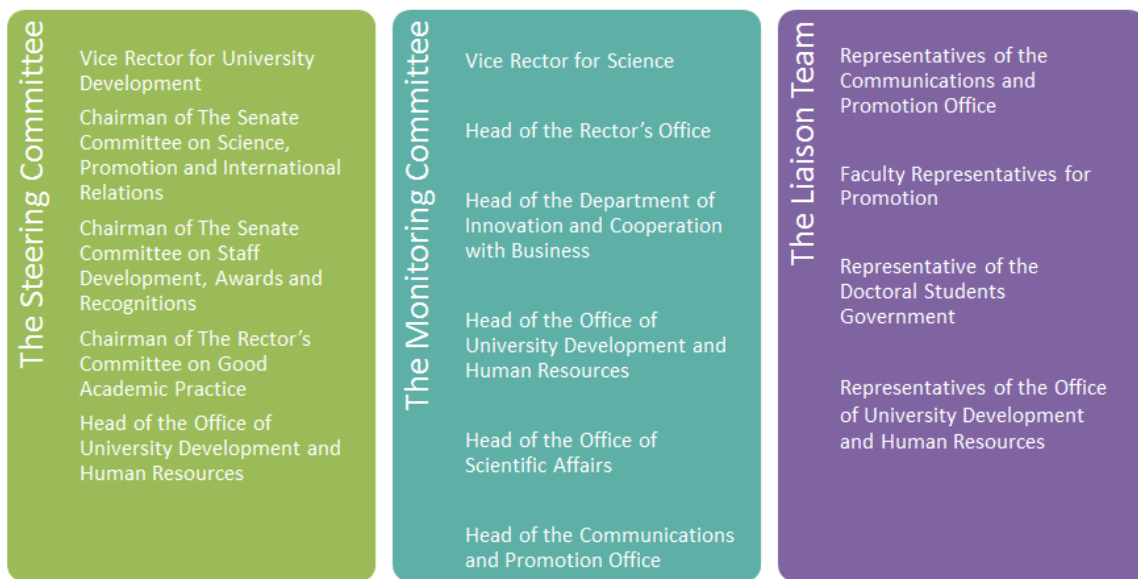
Action schedule:

	2016												2017												2018											
	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2											
A.5													X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		

Gantt Chart

	2016												2017												2018	
	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	
A.1																										
A.2.1																										
A.2.2																										
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A.4.2																										
A.5																										

8. Steering Committee, Monitoring Committee, Liaison Team.



In order to ensure smooth and efficient conduct of the entire process of development and implementation of the *HR Strategy for Researchers* at Lodz University of Technology the Steering Committee and the Monitoring Committee were established. **The Steering Committee** makes key decisions on strategic directions of actions that are planned to be carried out at Lodz University of Technology. The Steering Committee consists of the Vice Rector for University Development as Chairman, who is responsible for HR affairs and employment; chairpersons of the Senate and Rector's Committees: chairperson of the Senate Committee on Science, Promotion and International Relations; chairperson of the Senate Committee on Staff Development, Awards and Recognitions, chairperson of the Rectors Committee on Good Academic Practice and the head of the Office of University Development and Human Resources. The Steering Committee meetings are planned to be held as necessary during the period of implementation of the *HR Strategy for Researchers*, however, there must be at least one meeting per annum.

The Monitoring Committee, chaired by the Vice Rector for Science, responsible, among other things for career development of researchers, comprises representatives of the administrative offices of the University central administration that are involved in the performance of actions connected with the implementation of the principles of *the Charter* and *the Code*. The scope of responsibilities of the Committee consists in carrying out planned activities and operational decisions. During the stage of *the Action Plan* implementation, the Committee will be responsible for monitoring the progress in carrying out planned tasks. The Committee is expected to meet at least once every six months during the implementation of *the HR Strategy for Researchers*. The Committee is also expected to develop methods of adjusting the ongoing application of *Lodz University of Technology*

Policy for Development Human Resources and the Action Plan to the changing institutional and legal environment of the University.

The Liaison Team will provide support for the planned implementation activities. The Team will liaise with Faculty Representatives for Promotion to communicate information on activities undertaken in regard to the implementation of *the Lodz University of Technology Policy for Development Human Resources and the Action Plan* directly to the employees at the University organizational units.