



# ***HR Excellence in Research***

## ***HR strategy for researchers***



Lodz University  
of Technology

Lodz, December 2021

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# 1. Introduction

*The European Charter for Researchers* and *the Code of Conduct for the Recruitment of Researchers* are two key documents outlining good practice in the recruitment and employment of researchers by research institutions (including higher education institutions).

*The European Charter for Researchers* states the rights and obligations applicable to researchers, their employers, and research funding institutions. It addresses, among others, adequate working conditions, career development opportunities (including scientific mentorship for young researchers), and greater spectrum of researcher mobility. *The Code of Conduct for the Recruitment of Researchers* details the principles for the recruitment of researchers which, if followed, ensure equal treatment of all researchers, transparency, communication of competition procedures, as well as non-discrimination (based on opinion, age, origin, gender, language, etc.). The Code also addresses career development opportunities throughout one's professional life and sketches the recruitment process.

Given the benefits of the implementation of *the European Charter for Researchers* and *the Code of Conduct for the Recruitment of Researchers*, the European Commission distinguishes institutions that have adopted the principles articulated in these documents by awarding them the right to use the HR Excellence in Research emblem.

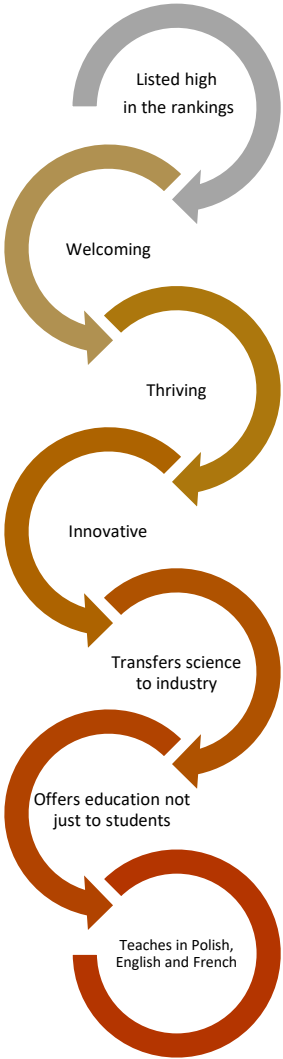
Lodz University of Technology, recognizing the effect of the principles laid down in the Charter and the Code on ensuring a superior working environment and high-standard of research, and also appreciating the significance of the work performed by researchers, decided in 2012 to begin the process of implementing the standards of *the Charter* and *the Code*, to build a stronger employer brand on an international level and increase its competitiveness in the European Research Area.

Acting for the benefit of the academic community of Lodz University of Technology, which is committed to conducting world-class research, the leadership of Lodz University of Technology decided to take a number of actions under the HR Strategy for Researchers, enforcing the provisions of *the European Charter for Researchers* and *the Code of Conduct for the Recruitment of Researchers*.

In 2016, the European Commission awarded Lodz University of Technology the HR Excellence in Research, whereby it became the first university of technology and the third university in Poland to join the ranks of institutions implementing the process. The Interim Assessment conducted by representatives of the European Commission in 2019 confirmed that at Lodz University of Technology is making every effort to implement the principles expressed in *the Charter* and *the Code*.

## 2. About Lodz University of Technology

Lodz University of Technology is an autonomous public university established on 24 May 1945. At present it is the fifth university of technology in Poland, the most important in the region of Łódź, with over 12,000 students pursuing degrees in 64 fields of study. Lodz University of Technology employs over 1200 academic staff (including 329 professors).



The core objectives of Lodz University of Technology is not only providing education to students to prepare them for professional careers, but also conducting excellent research: basic, applied, and developmental, providing research services, training and promotion of research staff.

At the University research is conducted in 12 scientific disciplines and in specialisations in technical sciences, exact sciences, social sciences, as well as across disciplines. Research is carried out at the following nine faculties: Mechanical Engineering; Electrical, Electronic, Computer and Control Engineering; Chemistry; Material Technologies and Textile Design; Biotechnology and Food Sciences; Civil Engineering, Architecture and Environmental Engineering; Technical Physics, Information Technology and Applied Mathematics; Organization and Management; and Environmental and Process Engineering; and also at the Papermaking and Printing Center and International Centre for Research on Innovative Bio-based Materials. All research activities at Lodz University of Technology are conducted in keeping with the highest standards, and with due respect for the freedom of research, teaching and learning, and tolerance towards different worldviews.

Lodz University of Technology strives to be an innovative research university with an established international standing. The strategic objectives of the university, which consistent with the principles of the Code and the Charter, include, among others: ‘Competent research staff and achievement of world standards in science’ and ‘Active cooperation with the environment’. The implementation of the HR Strategy for Researchers is one of the key instruments in the effort to improve the quality of the working environment and conducted research. The actions taken also contribute to the pursuit of the Lodz University of Technology goals under the 'Excellence Initiative - Research University' scheme.

### **3. Stages in the implementation of the HR Excellence in Research at Lodz University of Technology.**

#### **Stage I. PRELIMINARY PHASE**

- 2012 - declaration of support for the principles stated in the Charter and the Code,
- Gap Analysis to determine the extent to which the principles of the Charter and the Code have been implemented at the University. The analysis covered 4 areas: ethical and professional aspects, recruitment and selection, working conditions and social security, and training and development,
- Alignment of internal regulations and drafting of the Action Plan with a timetable for implementation.
- Development of an internal policy regulating OTM-R issues,
- 2016 - external evaluation by the EC and the decision to grant Lodz University of Technology the HR Excellence in Research award.

#### **Stage II. IMPLEMENTATION PHASE**

- 2018 - launch of efforts to implement the principles, consultations with the research community, drafting of revised Action Plan 2018-2021,
- May 2018 - internal self-assessment and submission of the report along with the Action Plan 2018-2021 to the European Commission,
- January 2019 - Interim Assessment - positive evaluation of the 2016-2018 results.

#### **Stage III. AWARD RENEWAL PHASE**

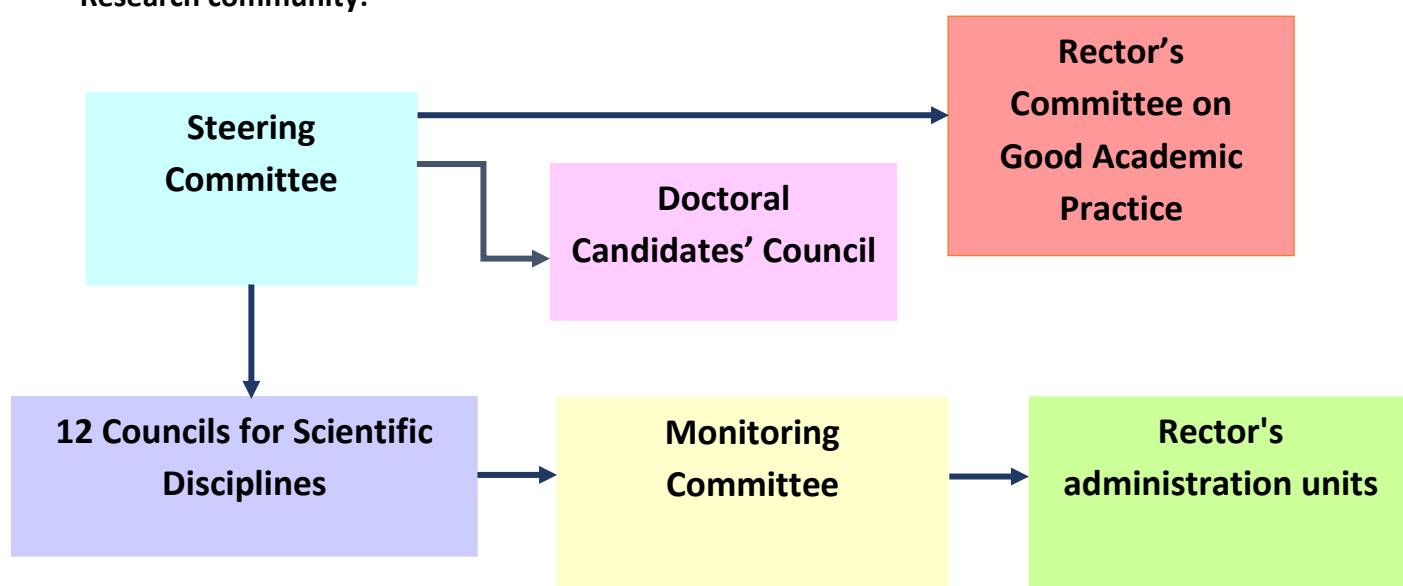
- 2022 - Submission to the European Commission of the Internal Review report taking stock of the University's actions for 2018-2021, along with a proposed revised Action Plan 2022-2024.

#### 4. Methodology applied in developing *Action Plan 2022 - 2024*

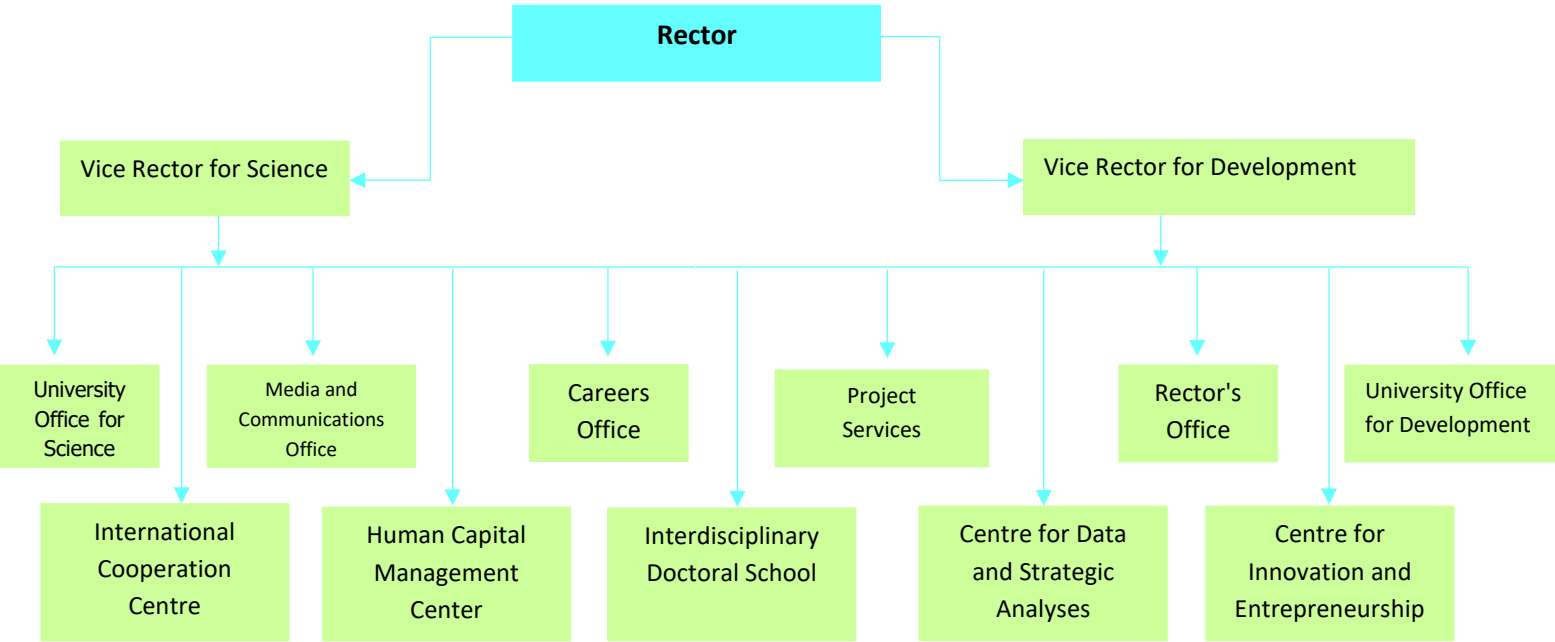
The Action Plan for 2022-2024 was developed following consultations with representatives of the research community who were members of the 12 Councils for Scientific Disciplines and a representative of doctoral candidates, who, having examined the Gap Analysis and taken the opinion of a wide range of academic staff and doctoral candidates, proposed corrective actions. The Monitoring Committee, consisting of representatives of the units implementing the HR Excellence in Research process, had a significant role in drafting the document. Following the Steering Committee's in-depth appraisal of the progress on the actions undertaken and having regard to the suggestions of the research community concerning the gaps in the HR process, the Monitoring Committee has drawn up a revised Action Plan for 2022-2024. The Plan foresees continuation of the actions set out in the previous plan, as well as actions that require additional time. Furthermore, the activities planned in the document tie in with the Gender Equality Plan adopted at Lodz University of Technology.

#### 5.5. Parties involved in Gap Analysis and drafting of Action Plan 2022 - 2024

Research community:



**Units of the rector’s administration:**



**6. The Steering Committee and the Monitoring Committee**

**Steering Committee**

**Vice Rector for Science**

**12 chairpersons of the Councils for Scientific Disciplines**

**Chairperson of the Rector’s Committee on Good Academic Practice**

**President of the Doctoral Candidates’ Council**

**Monitoring Committee**

**Vice Rector for Development**

**Director of Centre for Data and Strategic Analyses**

**Director of International Cooperation Center**

**Director of Human Capital Management Centre**

**Director of Project Services**

**Director of Centre for Innovation and Entrepreneurship**

**Director of Interdisciplinary Doctoral School**

**Head of University Office for Science**

**Head of Media and Communications Office**

**Head of Careers Office**

**Head of University Office for Development**

**Chief Specialist in Rector’s Office**

**Specialist in Careers Office**

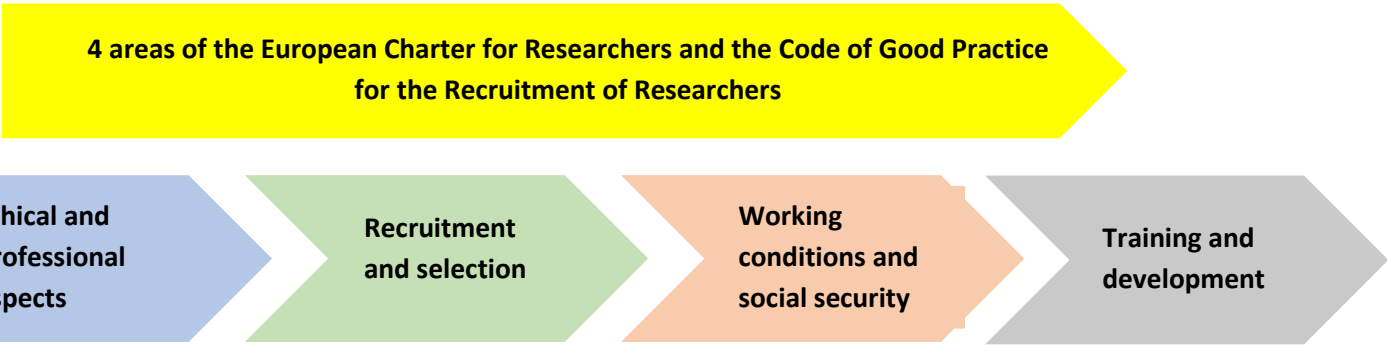
**Specialist in Human Capital Management Centre**

The Steering Committee for HR Excellence in Research takes key decisions and oversees strategic directions of the actions planned for execution in the area of HRS4R at Lodz University of Technology.

The Monitoring Committee is composed of the representatives of the units of the University that are involved in the implementation of the principles of the Charter and the Code. The Committee is responsible for monitoring the progress on the tasks set out in the Action Plan.

## 7. Action Plan 2022-2024

Łódź University of Technology takes strategic actions entailed by the enactment of the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Their purpose is to ensure an stimulating working environment for TUL's researchers, which also forms part of the University's mission, realised by conducting research and training and development of researchers, with due respect for the principles of academic freedom and academic integrity. Highly-qualified research staff are the foundation for sustainable advancement of science and technology, whereas providing good and stable working conditions for researchers supports the pursuit of these goals. Lodz University of Technology provides researchers with favourable conditions for creating, conveying, exchanging, and disseminating knowledge, as well as fosters their research career development. Building strong research teams and doing research at the best achievable level, in line with the prevailing global standards, is one of the pivotal goals guiding the strategic direction of the University's development. Therefore, the Action Plan 2022-2024 concentrates on the 4 areas defined in the European Charter for Researchers.





## Area I. Ethical and professional aspects

In this area, Lodz University of Technology will focus on articulating fundamental principles of ethics applicable in the workplace, interpersonal relations, academic research, and prevailing ethical standards peculiar to the research community in a "Code of Ethics". Furthermore, special consideration will be given to maximising dissemination of research findings and outputs by way of web-based tools.

Principle in the Charter and the Code		Description of action
<b>I. Ethical and professional aspects</b>		
I. 1	2. Ethical principles	To draw up a Code of Ethics
I. 2	8. Dissemination, exploitation of results	To take advantage of social media technologies to disseminate research results and initiate research collaborations (continued action)
I. 3		To set up webpages presenting profiles of individual researchers who wish to showcase their achievement and research output, provided by the University website <a href="http://www.p.lodz.pl">www.p.lodz.pl</a>

## Area II. Recruitment and selection

In the area concerning recruitment and selection, a standardised mechanism of monitoring recruitment processes will be introduced. Counselling in the area of personality traits of candidates for members of selection boards will be promoted. Selection committees will be provided with training in all activities associated with the competition process.

Principle in the Charter and the Code		Description of action
<b>II. Rekrutacja</b>		
II.1	12. Recruitment	To develop a 'checklist' for ongoing monitoring of each step in the recruitment process
II.2		To establish a system for monitoring recruitment processes
II.3	14. Selection (Code)	To provide counseling on the diagnosis of personality and competence predispositions of job candidates by conducting competence and psychological tests
II.4		To train selection committees on recruitment processes

### Area III. Working conditions and social security

In this area, measures will be put in place to solicit ongoing feedback from candidates taking part in the recruitment and from those terminating their employment. Support for doctoral candidates and young scientists in applying for research grants will be provided. Some of the actions will be geared towards raising the number of international researchers and ensuring that they receive a professional service. In the context of mobility of researchers, rules for research internships will be developed. There will be increased emphasis on compliance with the University's Gender Equality Plan. Coaching will be rolled out to support professional development of academic staff.

Principle in the Charter and the Code		Description of action
<b>III. Warunki pracy</b>		
III.1	23. Research environment	Personalized support for doctoral candidates and early stage researchers in applying for research grants
III.2	24. Working conditions	To develop an onboarding process
III.3		To develop an onboarding survey questionnaire for new staff
III.4		To develop an Exit Interview survey questionnaire
III.5	26. Funding and salaries	To reward research excellence of the academic staff, doctoral candidates, and students of Lodz University of Technology under the 'Excellence Initiative - Research University' (IDUB) programme
III.6	27. Gender balance	To establish a webpage for the Gender Equality Plan on TUL website
III.7		To appoint gender equality representatives
III.8		To institute a standing committee on anti-discrimination, anti-mobbing and anti-harassment
III.9	28. Career development	To employ international experts in student-centred education and specific subject fields as co-teaching partners for the academic staff teaching in English, and international lecturers to teach at IFE
III.10	29. Value of mobility	To develop a procedure for undertaking research internships at research institutions as a mobility support mechanism - implementation and promotion of the procedure (continued action)
III.11		Mechanism to facilitate the implementation of approaches and good practice learned by the staff during various forms of mobility - experience exchange platform (continued action)
III.12		Welcome Point
III.13		To obtain funding from external programmes to carry out international mobility of the staff and doctoral candidates

III.14	30. Access to career advice	To carry out one-to-one consultancy and coaching to support professional and personal development of the staff
III.15		To support academic staff in achieving effective team collaboration through team coaching and training programmes

#### Area IV. Training and development

Here, Lodz University of Technology will seek to strengthen the research capacity of its research staff by organising regular training courses to raise their motivation and to guide them in their pursuit of continuous professional development. Another aim of these efforts will be to strengthen the University's relationships with the industrial sector.

Principle in the Charter and the Code		Description of action
<b>IV. Szkolenia</b>		
IV.1	38. Continuing professional development	YES - Young Excellent Scientists Programme - to strengthen TUL's research and human capacity by building new research teams led by outstanding early-stage researchers from Poland and abroad
IV.2		FU <sup>2</sup> N - Skills Development Fund for Young Scientists – to strengthen scientific capacity of TUL researchers by developing doctoral students and young scientists' ability to write grant applications for funding from external research funding institutions and to improve the effectiveness of grant applications
IV.3		Industrial study visits
IV.4	39. Access to research training and continuous development	Training sessions for researchers on the dissemination of research results and achievements
IV.5		Specialized training on commercialization and knowledge transfer, and intellectual property protection (continued action)
IV.6		A series of meetings and presentations following the formula of an exhibition for researchers to showcase their technologies to industry to establish cooperation.
IV.7		Mandatory induction training on commercialisation and knowledge transfer for new appointees.

## 7. Actions and performance indicators

## I. Ethical and professional aspects

### I.1 Drawing-up a code of ethics

The action aims to develop a comprehensive and cross-cutting document to be the internal legal act regulating ethical conduct of all TUL staff. The Code of Ethics will specify the standards of conduct. Compliance with those standards will assure competence, responsibility, and high morals of TUL staff in the performance of their professional responsibilities.

**Lead unit:** Human Capital Management Center

**Action success measures:**

- Drawing-up and implementation of the Code of Ethics

**Timeframe for the implementation of the action:**

	2022												2023												2024																			
	1	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	3	4	5	6	7	8	9	10	11	12								
I.1	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x																				

### I.2 Taking advantage of social media technologies to disseminate research results and initiate research collaborations (continued action)

In view of the growing popularity of social media, further dissemination of information is planned regarding e.g. Research Gate and LinkedIn, as well as the possibility of launching and using their professional profiles to develop scientific cooperation. The information campaign will include activities to promote taking advantage of social media in their professional activity.

**Lead unit:** Media and Communications Office

**Action success measures:**

- Number of social media followers

**Timeframe for the implementation of the action:**

	2022												2023												2024																			
	1	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	3	4	5	6	7	8	9	10	11	12								
I.2	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

### I.3 Webpages presenting profiles of individual researchers showcasing their achievement and research output, provided by [www.p.lodz.pl](http://www.p.lodz.pl)

The action aims to develop a user-friendly tool for researchers to design their individual professional webpage showcasing both their previous research output and current research projects.

**Lead unit:** Media and Communications Office

**Action success measures:**

- Powstanie strony internetowej

**Timeframe for the implementation of the action:**

	2022												2023												2024												
	1	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	3	4	5	6	7	8	9	10	11	12	
I.3	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

## II. Recruitment and selection

### II.1 Developing a ‘checklist’ for ongoing monitoring of individual steps in the recruitment process

The checklist will be a form of instruction for the committee to ensure that no step in the best practices in the recruitment process is overlooked.

**Lead unit:** Human Capital Management Center

**Action success measures:**

- the document

**Timeframe for the implementation of the action:**

	2022												2023												2024												
	1	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	3	4	5	6	7	8	9	10	11	12	
II.1	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

### II.2 Establishing a system for monitoring recruitment processes

Random checks of the compliance of recruitment advertisements published on the EURAXESS website, monitoring selected advertisements published on the University website, and participation in selected recruitment proceedings.

**Lead unit:** Human Capital Management Center

**Action success measures:**

- Number of opinions issued

**Timeframe for the implementation of the action:**

	2022												2023												2024											
	1	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	3	4	5	6	7	8	9	10	11	12
II.2	x	x	x	x	x	x	x	x	x	x	x	x																								

**II.3 Counseling on the diagnosis of personality and competence predispositions of job candidates by conducting competence and psychological tests**

Careers Office, a specialised unit of the central administration, to provide support for the university selection committees in assessing the psycho-social profiles of job applicants. The support involves: administering aptitude tests for all job candidates; reviewing CVs; drawing up reports; participating in job interviews; drawing up recommendations concerning the suitability of job applicants for particular positions and teams.

**Lead unit:** Careers Office

**Action success measures:**

- Ilość wspieranych procesów rekrutacyjnych

**Timeframe for the implementation of the action:**

	2022												2023												2024											
	1	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	3	4	5	6	7	8	9	10	11	12
II.3	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

**II.4 Training for selection committees on recruitment processes**

The action aims to develop staff competence in the field in preparing and conducting recruitment processes.

The training will include:

- determining needs for jobs and people
- identifying qualification and personality profiles needed for each position
- analysis of the application documents
- methods and tools for conducting the interview
- methods of practical verification of the applicant's skills, assessment center techniques
- providing the applicant with feedback
- aspects of formal preparation of the selection process

**Lead unit:** Careers Office

**Action success measures:**

- Number of training courses provided

**Timeframe for the implementation of the action:**

	2022												2023												2024											
	1	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	3	4	5	6	7	8	9	10	11	12
II.4	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

### III. Working conditions

#### III.1 Personalized support for doctoral candidates and young researchers in applying for research grants

The action aims to provide personalized advice to young researchers on grant applications. The consultant assists the researcher throughout process, from drafting the application to submitting it.

**Lead unit:** Project Services

**Action success measures:**

- Roll-out of grant application consultancy (personal consultant)

**Timeframe for the implementation of the action:**

	2022												2023												2024											
	1	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	3	4	5	6	7	8	9	10	11	12
III.1	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

#### III.2 Developing an onboarding procedure

To develop an onboarding procedure for newly appointed staff which will specify the tasks of the immediate supervisors and Human Capital Management Center regarding: preparation of the workplace, tools and resources including login details, administrative and organisational matters, e.g. walk through important procedures, rules, organizational culture, introduction to the team and job responsibilities.

Development of the Resource Book for new staff joining Lodz University of Technology, containing all the necessary information relevant to working at the University, e.g. work organisation, human resources information, benefits policy, document flow, use of the Wikamp Portal, and other useful information. The handbook will be sent to the e-mail boxes of newly employed staff and will be available to all staff on Wikamp.

**Lead unit:** Human Capital Management Center

**Action success measures:**

- Procedure
- Resource Book for new staff joining Lodz University of Technology

**Timeframe for the implementation of the action:**

	2022												2023												2024											
	1	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	3	4	5	6	7	8	9	10	11	12
III.2	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

**III.3 Onboarding survey questionnaire for new staff**

The purpose of this action is to monitor whether new staff members are inducted into the 'system' of work at TUL and into their roles. The goal is to verify the effectiveness of the established onboarding procedures, from the recruitment process itself, through compliance with all the formalities laid down in applicable laws and the University's internal regulations, to introducing new staff members to the University's IT systems, interfaces, the website, the campus, etc. The survey should allow for determining whether new staff members have understood in the six months since joining TUL what their responsibilities are, how they are accountable for them, when they are accountable, what rights they have, and what 'benefits' they are entitled to (e.g. social benefits, etc.).

**Lead unit:** Human Capital Management Center

**Action success measures:**

- The extent to which the employee has become familiar with the TUL administrative and organisational system and with their responsibilities in the organisational unit in which they work). Survey results. Resource Book for new staff joining Lodz University of Technology

**Timeframe for the implementation of the action:**

	2022												2023												2024											
	1	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	3	4	5	6	7	8	9	10	11	12
III.3	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

**III.4 Developing an Exit Interview survey questionnaire**

The purpose of the questionnaire is to identify the reasons for the termination of the employment contract and implement any corrective actions that may be required. The questionnaire will be available both in paper and electronic forms, the latter via WIKAMP. Only the rector of TUL and authorized RCZKL staff will have access to the responses.



**Lead unit:** Human Capital Management Center

**Action success measures:**

- the survey questionnaire

**Timeframe for the implementation of the action:**

	2022												2023												2024											
	1	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	3	4	5	6	7	8	9	10	11	12
III.4	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

### III.5 Rewarding research excellence of the academic staff, doctoral candidates, and students of Lodz University of Technology under the ‘Excellence Initiative - Research University’ (IDUB)

Rewards are granted for the following research achievements in a calendar year:

publications in the best journals included on the Ministry's list of scientific journals current at the moment of the publication of the achievement, and peer-reviewed international conference proceedings;

- conference papers in the best peer-reviewed international conference proceedings included on the Ministry's list of scientific journals current, at the time of the publication of the achievement;
- research monographs or chapters in peer-reviewed research monographs published in level II publications included on the Ministry's list of publications publishing peer-reviewed scientific monographs, current at the moment of the publication of the achievement;
- national and international patents;
- research grants.

Further information about IDUB provided at: <https://konstytucjadlanauki.gov.pl/inicjatywa-doskonalosci-uczelnia-badawcza>

**Lead unit:** University Office for Science

**Action success measures:**

- Number of rewarded research achievements

**Timeframe for the implementation of the action:**

	2022												2023												2024											
	1	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	3	4	5	6	7	8	9	10	11	12
III.5	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

### III.6 Gender Equality Plan webpage provided by TUL website

A platform for the publication of data and materials on activities towards gender balance carried out at TUL.

**Lead unit:** Media and Communications Office

**Action success measures:**

- the webpage

**Timeframe for the implementation of the action:**

	2022												2023												2024											
	1	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	3	4	5	6	7	8	9	10	11	12
III.6	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

**III.7 Appointing gender equality representatives**

The gender equality representatives will be responsible for, among other matters, liaising with the faculty/departmental leadership and collaboration with the designated staff member responsible for equality matters at RCZKL, receiving complaints, collecting data, keeping a register of complaints, counseling, resolving equality-related conflicts and making interventions, supporting male and female staff and students in conflict resolution, conducting explanatory proceedings regarding complaints, referring cases to the anti-discrimination, anti-mobbing and anti-harassment committee, and mediation.

**Lead unit:** Human Capital Management Center

**Action success measures:**

- Number of appointed GE representatives

**Timeframe for the implementation of the action:**

	2022												2023												2024											
	1	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	3	4	5	6	7	8	9	10	11	12
III.7	x	x	x	x	x	x	x	x	x	x	x	x																								

**III.8 Instituting a standing committee on anti-discrimination, anti-mobbing and anti-harassment**

The Anti-Discrimination, Anti-Mobbing and Anti-Harassment Committee will have the following responsibilities, among others: to investigate complaints and allegations, to issue opinions on the case, to identify violations of the Regulations on Anti-Discrimination, Anti-Mobbing and Anti-Harassment, to request explanations and access to any relevant



**Lead unit:** Human Capital Management Center

**Action success measures:**

- the procedure

**Timeframe for the implementation of the action:**

	2022												2023												2024											
	1	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	3	4	5	6	7	8	9	10	11	12
III.10	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

### III.11 Mechanism to facilitate the implementation of approaches and good practice learned by the staff during various forms of mobility - experience exchange platform (continued action)

The goal of the action is to share and apply at TUL the experience, good practice and approaches encountered by the staff participating in different forms of mobility.

**Lead unit:** International Cooperation Center

**Action success measures:**

- Number of meetings to exchange good practice observed at other institutions

**Timeframe for the implementation of the action:**

	2022												2023												2024											
	1	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	3	4	5	6	7	8	9	10	11	12
III.11	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

### III.12 Welcome Point

To establish a service and assistance facility for visiting international researchers.

**Lead unit:** International Cooperation Center

**Action success measures:**

- the Welcome Point

**Timeframe for the implementation of the action:**

	2022												2023												2024											
	1	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	3	4	5	6	7	8	9	10	11	12
III.12	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

### III.13 Obtaining funding from external programmes to carry out international mobility of the staff and doctoral candidates

The aim of the action is to enable academic exchange between EU countries as well as non-EU countries to build human and research capacity, to share experience, learn good practice, and to develop professional and linguistic competence of the staff.

**Lead unit:** International Cooperation Center

**Action success measures:**

- Level of funding acquired for staff mobility

**Timeframe for the implementation of the action:**

	2022												2023												2024											
	1	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	3	4	5	6	7	8	9	10	11	12
III.13	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

### III.14 One-to-one consultancy and coaching to support professional and personal development of staff

The objective of the action is to provide one-to-one support to staff members who are dealing with difficulties related to their professional and personal goals. The measure assists the staff when they experience a lack of motivation, challenging team relations, difficulty attaining professional goals or meeting responsibilities, building professional development plans, and other situations affecting their personal and professional performance.

**Lead unit:** Careers Office

**Action success measures:**

- Number of individuals receiving counseling

**Timeframe for the implementation of the action:**

	2022												2023												2024											
	1	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	3	4	5	6	7	8	9	10	11	12
III.14	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

### III.15 Supporting academic staff in achieving effective team collaboration through team coaching and training programmes

The action aims to support groups in terms of teamwork, integration, resolving conflicts and difficult team situations, and to reinforce team strengths to build their effectiveness on. Consequently, the action should improve their performance due to taking full advantage of their human potential and good cooperation in achieving team and individual learning and teaching goals.

**Lead unit:** Careers Service

**Action success measures:**

- Number of training sessions on effective teamwork
- Number of coaching sessions for researchers

**Timeframe for the implementation of the action:**

	2022												2023												2024												
	1	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	3	4	5	6	7	8	9	10	11	12	
III.15	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

## IV. Training and Development

### IV.1 YES - Young Excellent Scientists Programme - strengthening TUL's research and human capacity by building new research teams led by outstanding young researchers from Poland and abroad

The purpose of the action is to strengthen TUL's research and human capacity by building new research teams led by outstanding young researchers from Poland and abroad.

The programme is expected to lead to an improvement in the quality and internationalisation of research conducted at Lodz University of Technology, the development of new research specialisations at TUL, an increase in the number of international grant proposals submitted and won, in the number of open-access peer-reviewed publications of international impact, and finally, in the number of international and national patent applications. Further information about IDUB provided at: <https://konstytucjadlanauki.gov.pl/inicjatywa-doskonalosci-uczelnia-badawcza>

**Lead unit:** University Office for Science

**Action success measures:**

- Number of awardees + number of ERC (European Research Council) grant applications

**Timeframe for the implementation of the action:**

	2022												2023												2024												
	1	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	3	4	5	6	7	8	9	10	11	12	
IV.1	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

**IV.2 FU<sup>2</sup>N - Skills Development Fund for Young Scientists – strengthening scientific capacity of TUL researchers by developing doctoral students and young scientists’ ability to write grant applications for funding from external research funding institutions and to improve the effectiveness of grant applications**

The following are eligible to apply for internal grants:

- doctoral candidates in their first or second year at the Interdisciplinary Doctoral School of Lodz University of Technology;
- early-stage researchers - i.e. academic staff in the group of research or research and teaching staff of Lodz University of Technology for whom Lodz University of Technology is the primary employer and who were awarded their doctoral degree at least 5 years prior to the submission of the internal grant proposal.

Further information about IDUB provided at: <https://konstytucjadlanauki.gov.pl/inicjatywa-doskonalosci-uczelnia-badawcza>

**Lead unit:** University Office for Science

**Action success measures:**

- Number of internal grants awarded

**Timeframe for the implementation of the action:**

	2022												2023												2024												
	1	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	3	4	5	6	7	8	9	10	11	12	
IV.2	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

**IV.3 Industrial study visits**

The activity, carried out in cooperation with the Doctoral Students Government, aims to familiarize visit participants with businesses and their projects, and with work organization. The visits will also allow the participants to establish cooperation between science and business.

**Lead unit:** Interdisciplinary Doctoral School

**Action success measures:**

- Number of study visits
- Number of participants

**Timeframe for the implementation of the action:**

	2022												2023												2024											
	1	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	3	4	5	6	7	8	9	10	11	12
IV.3	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

**IV.4 Training for researchers on the dissemination of research results and achievements**

The objective is to train researchers in message formulation, self-presentation, and communication with the media.

**Lead unit:** Media and Communications Office

**Action success measures:**

- Number of training sessions completed
- Number of participants

**Timeframe for the implementation of the action:**

	2022												2023												2024											
	1	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	3	4	5	6	7	8	9	10	11	12
IV.4	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

**IV.5 Specialized training on commercialization and knowledge transfer, and intellectual property protection (continued action)**

The goal is to raise the competence and understanding among the staff with respect to technology commercialization, intellectual property protection, and effective cooperation of business and science. The action is particularly important due to opportunities to secure external funding (including from EU funds) for research projects carried out collaboratively by business and the academia, with the issues of IP protection and management of research results required to be specifically regulated already at the stage of the grant application

**Lead unit:** Centre for Innovation and Entrepreneurship (Technology Transfer Section and Patent Attorneys’ Office)

**Action success measures:**

- Number of training sessions



- Number of participants
- Number of individual consultations

**Timeframe for the implementation of the action:**

	2022												2023												2024											
	1	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	3	4	5	6	7	8	9	10	11	12
IV.5	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

**IV.6 Series of meetings and presentations following the formula of an exhibition for researchers to showcase their technologies to industry to establish cooperation**

The action is intended to facilitate interaction and cooperation between researchers and industry representatives. The meetings and presentations are expected to lead to the establishment of multidimensional cooperation with the business and industrial environment, enhancing personal brand building of the University staff and their visibility among fellow researchers within the country and internationally. The meetings with representatives of different industries and business environment institutions are a source of information on current regulatory requirements as well as the needs of business organisations, which allows the University staff to plan and conduct research that responds to specific demands.

**Lead unit:** Technology Transfer Section

**Action success measures:**

- Number of meetings and presentations following the formula of an exhibition

**Timeframe for the implementation of the action:**

	2022												2023												2024											
	1	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	3	4	5	6	7	8	9	10	11	12
IV.6	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

**IV.7 Mandatory induction training on commercialisation and knowledge transfer for new employees**

The aim is to raise awareness of the benefits of commercialisation and knowledge transfer, as well as of the risks associated with the forfeiture of intellectual property rights. In the course of the training, the staff are also introduced to the internal regulations (as applicable to commercialisation and technology transfer) currently in force at the University.

**Lead unit:** Technology Transfer Section

**Action success measures:**

- Number of new appointees trained in commercialisation and knowledge transfer

**Timeframe for the implementation of the action:**

	2022												2023												2024											
	1	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	3	4	5	6	7	8	9	10	11	12
IV.7	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

