Case number: 2019PL460368

Name Organisation under review: WSB University

Organisation's contact details: Cieplaka 1c, Dąbrowa Górnicza, 41-300

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DATE ENDORSEMENT CHARTER AND CODE: 07/11/2019

GAP ANALYSIS

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the 40 articles have been renumbered under the following headings. Please provide the outcome of your organisation's GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter's implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation. In order to help the organisation's recruitment strategy, a specific self-assessment checklist is provided for Open, Transparent and Merit-Based Recruitment.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview			
Status: to what extent does this organisation meet the following principles?	Implementation: ++ = **fully** implemented +/- = **almost but not fully** implemented -/+ = **partially** implemented -- = **insufficiently** implemented	In case of --, -/+, or +/-, please **indicate the actual "gap"** between the principle and the current practice in your organisation. If relevant, list any national/regional legislation or organisational regulation currently impeding implementation.	Initiatives undertaken and/or suggestions for improvement:
Ethical and Professional Aspects			
1. Research freedom	++ fully implemented	Research freedom and integrity is one of the pillars underpinning WSB University's operations – it is a major element of its development strategy and other documents, which are considered strategic. The existence of a positive trend is confirmed by the results of survey carried out among employees and doctoral students (Question 5). When asked about ethical and professional issues/impact on research conducted at the university, the respondents answered "I strongly agree" (70.55%) and "I agree" (25.15%) to questions concerning freedom of belief and expression, as well as determining problem solving methodologies. There were no "I disagree" or "I strongly disagree" responses.	No action required. Since the beginning of the WSB University's efforts to implement the HRS4R policy, information and popularisation activities on the existing standards have been intensified: https://wsb.edu.pl/en/research/hr-excellence-in-research/justification https://wsb.edu.pl/nauka-i-badania/logo-hr-excellence-in-research https://wsb.edu.pl/en/university/strategy-of-development https://wsb.edu.pl/uczelnia/strategia

2. Ethical principles	++ fully implemented	Just like in the case of professional issues (freedom of research), issues of adherence to fundamental ethical practices, principles and standards as set out in national, sectoral or institutional codes of ethics were also rated particularly highly by the researchers participating in the survey, with 84% of the respondents replying "I strongly agree" and 15% replying "I agree". There were no "I disagree" or "I strongly disagree" responses.	Since the beginning of the WSB University efforts to implement the HRS4R policy, a particular emphasis has been placed on the already implemented Anti-Bribery and Ethical Policies within the WSB University. In 2019, a review of procedures and further information activities on the existing standards were carried out, including the familiarisation of employees with the most important documents (including the Anti-Corruption and Ethics Policies, the Ethics Committee, the WSB University Code of Ethics): hhttps://www.e-bip.org.pl/upload/00530/21978/0281754-51031698.pdf https://www.e-bip.org.pl/upload/00530/21978/0231636-83797606.pdf https://www.e-bip.org.pl/upload/00530/21978/0181662-25957324.pdf
3.Professional responsibility	++ fully implemented	The issues of professional responsibility, including respect for intellectual property rights and shared ownership of data/results in research with a supervisor or other researchers were rated just as high. Nearly all respondents replied with positive answers, with 74% claiming that they "strongly agree'" and 24% picking "I agree".	The implementation of these assumptions is confirmed by the feedback provided by the respondents, however, activities (both organisational and informational) are planned for the systemic consolidation of good practices.
4.Professional attitude	+/- almost but not fully	The vast majority of researchers employed by the WSB University are aware of the strategic objectives of their immediate circles; according to the survey and consultation, but it has been noted that coordination and cooperation between groups of staff representing different scientific disciplines are failing.	Information and animation activities concerning the development of the cooperation perspective (jointly prepared and conducted research, projects, publications) between various departments.

5.Contractual and legal obligations	++ fully implemented	Due to their sheer scope, Areas 5, 6, and 7 were broken down into specific questions in the survey. The affirmative responses received in the survey indicate that the principles are known and adhered to in the research community and that WSB University policies support their implementation. Some lack of comprehension and clarity stems by frequent changes concerning the need to apply detailed and often highly complex solutions, which results in the frequent changes in the legal framework or application (implementation) of new solutions and technologies (e.g. procedures for applying for grants and settling them, data protection requirements, GDPR procedures, etc.).	The implementation of the guidelines in Area 5 is confirmed by the opinions of the respondents, however, due to their crucial importance, activities (both organisational and informational) are planned for the systemic consolidation of good practices in the WSB University.
6. Accountability	++ fully implemented	As above.	The guidelines from Area 6 are fully implemented according to the respondents, however, due to their key importance, systemic organisational activities are planned for the systemic consolidation of good practices in the WSB University.
7. Good practice in research	+/- almost but not fully implemented	The principles of good practice in research, just like in the case of health, safety and hygiene regulations, as well as the regulations concerning the protection of personal data and confidentiality of information pertaining to scientific research, are implemented at WSB University and their implementation is highly appreciated by researchers. In the question concerning this principle, the majority of respondents confirmed that WSBU applies appropriate standards: The "I strongly agree" and "I agree" replies were chosen by 73.62% and 22.09% of respondents, respectively. Only 4.29% (7 respondents) decided to mark the answer "It's hard to say".	Despite the praise concerning the state of implementation of activities in this area, there are plans to consolidate and promote good practices by providing scientists with access to safe online solutions (tools) and information activities (training courses, guides).

8.Dissemination, exploitation of results	++ fully implemented	WSB University focuses to a great extent to develop cooperation with institutions and expert circles. There are guidelines for publishing research results not only in journals but also in open repositories which reach international audiences – such as CEON, Academia.edu, and Researchgate. WSBU is also working on developing its own repository. The idea of sharing and distributing research results to other scientists and expert circles, as well as the University's support in this area were praised by researchers. The "I strongly agree" and "I agree" responses were selected by 53% and 34% of respondents, respectively.	The WSB University supports its staff by providing broad opportunities for the dissemination of research results (funding of publications and participation in conferences), but there are plans to intensify activities aimed at promoting open access publications and papers. https://wsb.edu.pl/en/research/news https://wsb.edu.pl/en/student/international-office/exchange-programs/prom https://wsb.edu.pl/nauka-i-badania/aktualnosci https://wsb.edu.pl/nauka-i-badania/wydawnictwo/aktualnosci https://wsb.edu.pl/nauka-i-badania/perfect-regionalna-inicjatywa-doskonalosci-w-akademii-wsb
9. Public engagement	++ fully implemented	WSB University is involved in a wide range of activities aimed at developing cooperation with the society and public engagement, including promoting science, disseminating research results, as well as carrying out social projects and initiatives – these include the Science Festival, Open Skills Academy, University of the Third Age, and Children's University. The survey results showed that the obligation to disseminate the results to the general public is widely accepted by the research community, and that belief is further strengthened by institutional support. Overall, 89% of respondents indicated that they felt supported by the University in fulfilling its obligation to disseminate research results ("I strongly agree" was selected by 53% of respondents, while 36% picked "I agree"). Only 10% were undecided and opted to select "It's hard to say". Only one respondent gave a negative response.	The WSB University supports employees in a variety of ways by creating various opportunities for dissemination of research results (organisation of dissemination events, participation in public consultations, presentations and statements in the media, participation in popular- scientific conferences, participation in social and educational policy forums and committees, etc.). Continuation and intensification of activities in this respect are planned. One of the initiatives implemented since 2020 is the Social Innovation Hub established in cooperation with local authorities under the InSitu (Interreg) project. https://wsb.edu.pl/en/research https://wsb.edu.pl/uczelnia/wydarzenia https://wsb.edu.pl/nauka-i-badania/jednostki-naukowo-badawcze/centrum-transferu-technologii https://wsb.edu.pl/nauka-i-badania/projekty-naukowe/obszary-badawcze https://wsb.edu.pl/en/research/conferences

10.Non discrimination	++ fully implemented	WSB University takes a strict stance against discrimination and follows the principles of non-discrimination. In order to gather full insight into this issue, 8 questions in the survey were devoted to this problem – they concerned discrimination due to gender, age, ethnic, national, social or linguistic origin, religion or belief, sexual orientation, disability, political beliefs, as well as social or material status. For each of the eight questions about discrimination, respondents strongly affirmed that they did not see any manifestations of discrimination. "I strongly agree" answers were given by 80% to 85% of respondents in all cases. What is more, between 12% and 17% of all respondents replied with "I agree". The number of undecided responses for all questions fluctuated from 1% to 5%. Only 3 questions (gender, age, national, social or linguistic origin, and social or material status) had any negative responses, summing up to 1% to 2%. https://www.e-bip.org.pl/upload/00530/21978/0231636-83797606.pdf	The study clearly showed that there are no gaps in this area, but it is worth noting that, in view of the WSB University's human resources policy strategy, this area needs special attention. In 2019, a review of procedures, documents and further information activities on adopted standards of anti-discrimination policy were carried out.
11.Evaluation/ appraisal systems	+/- almost but not fully implemented	The WSB University has a regular staff evaluation system, however, the assumptions of the evaluation system are not known to all employees.	The proposal envisions the following: Publishing the detailed characteristics and procedures of work assessment and evaluation on the university's website and in the staff panel.
Recruitment and Selection			

12. Recruitment	+-/+ partially implemented	In the WSB University, due to the specificity of the functioning of a non-public, dynamically developing university, recruitment is carried out in accordance with the relevant rules, but the rules have not yet been fully formalized.	The formalisation of the recruitment process within the scope of implementation of procedures based on employee recruitment regulations is an element of the Strategy (OTM-R Policy) of WSB University. The strategy will regulate the recruitment procedures and include a mechanism for evaluating the recruitment process.

13. Recruitment (Code)	-/+ partially implemented	As it was stated above, work is currently underway on the implementation of formalised recruitment procedures.	Development and full implementation of employee recruitment procedures, as a part of the OTM-R Strategy (Policy) of WSB University.
14. Selection (Code)	+/- almost but not fully implemented	The WSB University implements the assumptions and guidelines described in the Code (make-up of the committees, requirements for employees, recognition of the values/characteristics described in the Directive), however, the above-mentioned aspects require formalisation / definition of strict procedures of the recruitment process, as well as basing them on the internal legislation of the University.	The University needs to develop and implement employee recruitment procedures as a part of the OTM-R Strategy (Policy) of WSB University.
15. Transparency (Code)	-/+ partially implemented	At WSB University, information on the recruitment process (position characteristics, expectations, selection criteria) is provided in the relevant competition postings, but the information is not always comprehensive and exhaustive; there is no uniform procedure setting out the minimum information that must be provided in the notices and no uniform procedure for providing feedback to candidates.	Standardisation of the recruitment process is required (regulating, among others, the composition of the committee, requirements for employees, recognition of the values/characteristics described in the Directive) and basing it on the internal legislation of the University. Update of the existing detailed procedures regarding the recruitment of academic staff. Establishment of control mechanism for the quality of recruitment process.

16. Judging merit (Code)	++ fully implemented	In the recruitment process, the WSB University evaluates candidates' achievements both quantitatively – taking into consideration the number of publications and patents, as well as qualitatively – by looking at various achievements. The competition requirements take into account diverse experiences, such as professional mobility or unique career paths, creativity, level of independence. The fact that these guidelines are used is confirmed by the survey results: The evaluation of scientific achievements (qualitative and quantitative) and competition requirements, taking into account diverse experiences, met with the approval of 82% of respondents (54% answered "I strongly agree" and 28% picked "I agree").	Despite meeting the requirements in this area, there are plans to formalise the criteria for recognising the merits and experience of candidates in the WSB University OTM-R Strategy (Policy) in order to consolidate good practices.
17. Variations in the chronological order of CVs (Code)	++ fully implemented	The WSB University's hiring process sees candidates' multidimensional and multifaceted career paths and varied dynamics as an asset and a potentially valuable contribution if candidates' accomplishments truly reflect their qualifications relevant to the position for which they are applying, insofar that any deviations from a typical career path are not seen as a negative factor in the process. This trend is confirmed by the recruitment outcomes and the results of the survey – the respondents gave mostly positive answers, with 49.69% selecting "I strongly agree" and 36.20% going with "I agree".	Despite meeting the requirements for the recognition of deviations from the chronological order of resumes (resulting from the Code), there are plans to formalise the evaluation criteria for candidates in the WSB University OTM-R Strategy (Policy) in order to consolidate good practices.
18. Recognition of mobility experience (Code)	++ fully implemented	WSB University pays particular attention to the potential arising from mobility. Any mobility experience, such as a stay in another country/region or in another research environment, as well as working in another sector are all seen as a valuable contribution to the researcher's professional development. Mobility	Despite meeting the requirements for the recognition of mobility of candidates (resulting from the Code), there are plans to formalise the evaluation criteria in the WSB University OTM-R Strategy (Policy) in order to consolidate good practices.

		is an asset – both during the recruitment and during employee evaluations. The vast majority of respondents left a positive reply to the question concerning the perception of mobility and the experience gained in this way as a valuable contribution to the researcher's professional development at WSB University. 61% of respondents picked "I strongly agree", while 33% selected "I agree" – in total, this makes up 94% of all replies. 5% of respondents answered "It's hard to say", while less than 1% disagreed with the statement.	
19.Recognition of qualifications (Code)	++ fully implemented	WSB University ensures that academic and professional qualifications – both formal and informal – of all employed researchers are properly assessed. Broad and diversified qualifications are seen as an asset in the recruitment process and employee evaluation. The positive trend was confirmed by the responses to question 24 in the survey. The majority of respondents approved of the proper and appropriate assessment of academic and professional qualifications, including informal qualifications of employed researchers, 51% selecting "I strongly agree" and 34% going with "I agree".	Despite meeting the requirements in the area of recognition of qualifications (resulting from the Code), there are plans to formalise the criteria for the evaluation of candidates in the WSB University OTM-R Strategy (Policy) in order to consolidate good practices.
20. Seniority (Code)	++ fully implemented	In the recruitment process at WSB University, the required level of qualifications is determined by the needs of a given position, as listed in job advertisements. The study confirmed that the current standards are applied. The question concerning defining the required level of qualifications for a given position at WSBU saw the majority of positive responses. Half of all respondents chose "I strongly agree", while 41% went with "I agree".	Despite respecting the recommendations in Area 20 (seniority in line with the Code), there are plans to formalise the evaluation criteria for candidates in the WSB University OTM-R Strategy (Policy) in order to consolidate good practices.

21.Postdoctoral appointments (Code)	-/+ partially implemented	In the WSB University, employees with doctoral degrees are employed under uniform contracts and have similar scopes of responsibilities. However, due to the fact of carrying out numerous projects, different possibilities of involvement in scientific and organisational activities, the actual work burden of employees with doctorates is not evenly distributed, and the path of promotion (obtaining a habilitation) is determined by the individual capabilities of employees, their commitment and the choice of priorities at work. As a result, the career paths of employees with a doctoral degree are diversified, they have different dynamics and the very process of promotion is perceived as rather unclear. An important determinant of the current state of affairs is the key condition of promotion, namely the completion of the external habilitation procedure and thus obtaining the status of an independent academic staff member (dr hab.).	The WSB University offers various forms of support for scientific development, as well as supports and rewards promotions of employees with doctoral degrees. There are plans to develop a guide to the path of scientific career development, including a list of useful information on promotion opportunities, research and dissemination activity financing mechanisms, opportunities for raising competences at the university and outside it (for example thanks to commercialisation activities) and on university units offering support in the process of habilitation.
Working Conditions and Social Security			
22. Recognition of the profession	++ fully implemented	At WSB University, doctoral students and academic staff are viewed as professionals and are treated accordingly – regardless of the stage of their careers. The reality of this was confirmed by the survey and focus interviews with doctoral students. The block of questions concerning working conditions opens with a question regarding the perception of doctoral students and academic staff as professionals and treating them as such. The vast majority of respondents (91% in total) responded positively with 63% going with "I strongly agree" and 28% for "I agree". The answer 'it is hard to say' was given by only 7% of respondents and "I disagree" by less than 2%.	Despite respecting the recommendations in Area 22 (Recognition of the profession), there is a need to continue information and training activities to formalise the candidate assessment criteria in the WSB University OTM-R Strategy (Policy) in order to consolidate good practices.

23. Research environment	++ fully implemented	Through building and developing a research environment (laboratories, infrastructure,training, information activities, grants and scholarships), WSB University strongly encourages and stimulates scientific research, including cooperation through research networks. This trend is confirmed by the support tools mentioned in the proposal, as well as the results of the survey and the focus group study. In the question pertaining to the condition of research, the development of the research environment by WSB University and the incentives to take up scientific research, including remote work, the vast majority of respondents decided to respond with "I strongly agree" (55%) and "I agree" (39%) – for a total of 94%. Only 6% of the respondents replied with "It is hard to say". https://www.e-bip.org.pl/upload/00530/21978/0190547-73133187.pdf	Since the beginning of WSB University's efforts to implement the HR3R policy, the existing procedures and the form of support for scientists / creating a friendly environment have been reviewed. Informational and promotional activities concerning the existing standards were intensified, including topics such as allocation of funds for statutory research, covering the costs of participation in conferences, scientific publications, etc. For this purpose, a dedicated website (Department of Science Development website) has been developed and e-mails are sent out. https://wsb.edu.pl/nauka-i-badania/aktualnosci
24. Working conditions	+/- almost but not fully	82% of the respondents assessed the working conditions as very positive or positive, but a high percentage (17%) of "hard to say" responses indicates that many staff members do not use the available opportunities. https://www.e-bip.org.pl/upload/00530/21978/0181661-62293428.pdf	This requires implementing and promoting procedures for flexible employment, introducing a way of performing some of the teaching and administrative tasks online, as well as carrying out information activities promoting the available solutions.
25. Stability and permanence of employment	-/+ partially implemented	The (Stability and permanence of employment) area was evaluated very positively by 48% of respondents and positively by 34%, which indicates a dominant trend in the WSB University. However, 17% of the "hard to say" responses indicate that not all employees see or have access to the adopted solutions and benefits (indefinite	We need to develop and implement documents setting out transparent rules for recruitment and further career paths. There are plans to define criteria and indicators for stabilisation of employment in the OTM-R Strategy (Policy) and outline career paths in a uniform, widely available document (guide).

		employment contracts, research grants, opportunities for getting involved in various projects).	
26. Funding and salaries	-/+ partially implemented	The remuneration system at WSB University is regulated by the internal Rules of Remuneration. This document is not known to everyone, moreover, the information about the salary brackets is not a required element in the competitive selection process notification, which is due, among others, to the regulations of the Polish law. The study indicated that young academic staff members (R-1) are the least satisfied with their remuneration. The financial conditions were deemed satisfactory by 37% of the respondents, and 35% indicated that they were fully satisfactory. 4% of the respondents are not satisfied with the financial aspect of their employment, and as many as one in four people indicated that it was "hard to say". An important conclusion is the lack of common knowledge about the motivational remuneration system in the WSB University, the availability of scholarships, as well as individual and collective grants, the opportunities for undertaking additional teaching work during post-graduate studies and participating in international projects.	Formalisation and increased transparency of the recruitment process are required, along with the implementation of appropriate, common procedures within the OTM- R strategy (policy). Informational activities on available career paths, promotion opportunities and the possibility of obtaining additional funding for researchers' development and work are also required.
27. Gender balance	++ fully implemented	WSB University is constantly striving to maintain and promote gender balance and non-discrimination in this respect. Question 19 of the survey, which covered selection boards – including gender balance in their rosters – confirmed the existence of this trend – 43.56% respondents had a very positive opinion, while	Despite respecting the recommendations in the area of Gender Balance, there are plans to carry out continued efforts to keep up the favourable trends and to include appropriate provisions in the University's OTM-R Strategy (Policy) to consolidate good practices.

<table>
<tr><td colspan="2"></td><td>33.13% had a positive one. On the other hand, in question 35, which directly concerned gender equality principles, a total of 90% of the respondents confirmed that as an employer, WSB University offers equal conditions for women and men to develop their academic careers; that the University enacts and implements gender equality and balance policies, as well as equal opportunity policies at each stage of their careers, including academic supervision and management – 65.03% of respondents chose "I strongly agree" with 24.54% choosing "I agree". 9.82% chose "It is hard to say", 0.61% chose "I disagree" and 0.00% responded "I strongly disagree".
https://wsb.edu.pl/index.php?p=m&idg=cnba,5004,5252
More importantly, gender balance can be seen in leadership positions at all levels, in decision-making bodies and in the collegiate bodies of WSB University.</td><td></td></tr>
<tr><td>28. Career development</td><td>+/- almost but not fully implemented</td><td>While the WSB University undertakes broad activities aimed at supporting and promoting the careers and scientific activities of its staff, these do not take the form of a written (formalised) strategy and are not based on cohesive, internal, publicly available documents. What is more, the current University Development Strategy for 2014-20 will become outdated this year.</td><td>The principles of human resources management guaranteeing fair and broad principles of supporting career development must constitute a part of the WSB University's Development Strategy for 2021-26, which is currently being drafted and consulted in a participatory manner by the staff.</td></tr>
<tr><td>29. Value of mobility</td><td>++ fully implemented</td><td>At WSB University, given the horizontal framework of internationalisation, conducting international studies and projects, as well as orientation towards innovative activities, the mobility of employees and students is widely and actively promoted and – most importantly – rewarded. This is confirmed by the responses to the survey question no. 36. When asked whether</td><td>Despite respecting the recommendations in the area of Value of Mobility, there are plans to carry out continued efforts to keep up the favourable trends and to include appropriate provisions in the University's OTM-R Strategy (Policy) to consolidate good practices.</td></tr>
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		WSB University supports researcher mobility; recognises the value of geographic, intersectoral, inter- and transdisciplinary, and virtual mobility, as well as mobility between the state and private sectors, as an important way to expand scientific knowledge and support the professional development of researchers at every stage of their careers, more than 90% of the respondents were in favour, with 58.90% selecting "I strongly agree" and 31.90% going with "I agree". Importantly, international assignments of employees are promoted – they are able to postpone other duties in connection with these. The University supports the mobility of not only researchers (mainly Erasmus, COST, conference trips, mobility as a visiting professor), but also of administrative staff (mainly Erasmus) and students. WSB University also hosts employees and students – as of now, there are nearly 700 international students studying there.	
30.Access to career advice	-/+ partially implemented	According to the survey and consultations, WSB University's experienced scientific staff act as mentors, advisers, tutors or coordinators, but not all of the young employees are aware of the support opportunities.	Communication activities are required to ensure better communication and dissemination of knowledge about available solutions and possibilities (mailing, updating the University's website and staff panel).
31. Intellectual Property Rights	++ fully implemented	Due to the fact that the University carries out scientific research financed by public and private funds and due to the relevant ethical principles, upholding standards concerning the use and protection of intellectual property rights is a standard in all of University's operations. To that end, the University adopted relevant regulations (internal documents). This is also confirmed by the survey results: In question 38 (concerning whether WSB University offers conditions and	Despite respecting the recommendations in the area of Intellectual Property Rights of Mobility, there are plans to carry out continued information and organisational activities in order to keep up with the current positive trends by working out and promoting best practices, providing relevant information and training courses – if needed.

		solutions for scientists at every stage of their careers to benefit from the exploitation of their research results through legal protection and through appropriate protection of intellectual property rights, including copyrights), a total of 87% of the respondents answered left a positive response, with 49.69% choosing "I strongly agree" and 37.42% choosing "I agree". In response to question 7: (Do I see the principles of respecting intellectual property rights and shared ownership of data/results in use at WSB University while working on research with supervisor(s) and/or other scientists, the outcomes were very positive – with 74.23% replying with "I strongly agree" and 23.93% choosing "I agree" – 0% disagreed. https://www.e-bip.org.pl/upload/00530/21978/0181666-03663502.pdf	
32. Co-authorship	++ fully implemented	Within the framework of promoting young scientists, building interdisciplinary research teams and supporting doctoral students in their research and publications, WSB University attaches great importance to respecting the principles of co-authorship. This was confirmed by the results of the survey, in particular the responses to question 39, which concerned promotion and implementation of procedures facilitating researchers' contact with other researchers, participation in projects, co-authorship and citation opportunities, as well as result publication rights. The vast majority of respondents gave positive answers – these amounted to 91% in total, with 52% choosing "I strongly agree" and 39% going with "I agree". Only 7% of all respondents were undecided, and only 3 respondents (1.84%) disagreed with the	Irrespective of respecting the recommendations in the area of *Co-authorship* , the University plans to continue the information and organisational activities to maintain the favourable trends in the activities proposed in the Action Plan.

		statement. https://www.e-bip.org.pl/upload/00530/21978/0181666-03663502.pdf	
33. Teaching	+/- almost but not fully implemented	The teaching duties of employees are regulated by a number of internal procedures, which are designed to ensure optimal distribution and alignment of work in accordance with the preferences, possibilities and the teachers' interest profile. However, the study indicated that the distribution of teaching duties, the principles of their remuneration and their inclusion in staff assessment systems need to be reviewed and adjusted. The respondents indicated that teaching duties are not sufficiently appreciated in the general assessment of the employees' achievements and engagement, and the rules of quantitative allocations do not always correspond to their preferences (4.29% of respondents assessed the system of allocating duties negatively, 73% had a positive opinion, as many as 21.47% chose the "Hard to say" option. The WSB University has a number of documents and procedures concerning supervision, support and evaluation of the quality of education in force: https://wsb.edu.pl/uczelnia/jakosc-ksztalcenia/szkolenia-dla-kadry-akademickiej	It is necessary to review and update the procedures for the allocation and evaluation of teaching responsibilities and to define their balanced principles in the University Development Strategy for 2021-26 and the WSB University OTM- R Strategy (policy). Moreover, it is also important to increase the level of transparency of the rules of evaluation and qualitative assessment of teaching work by updating the employee assessment procedure and providing feedback, which is accompanied by a wide range of tools and training available to aid the improvement of the teaching skills in the WSB University. Activities aimed at strengthening the student-master supervision relationship are also required.
34. Complains/ appeals	+/- almost but not fully implemented	The WSB University has an Anti-Harassment procedure and an office of an ombudsman. However, the survey and consultation show that not all employees are aware of the possibility of consulting such a body, for example in the context of emerging conflicts, quality or the working	It is advised to establish an office of an employee ombudsman, elected by the staff themselves, and to develop procedures for complaints and appeals by staff/researchers.

		environment.	
35. Participation in decision- making bodies	++ fully implemented	WSB University takes full advantage and fully integrates the model and ideals of teal organisations and turquoise management, based largely on the principles of participation and self-organisation of employee teams, which makes the recommendations in this area consistent with the University's strategy. This focus was confirmed in the survey – in question no. 43, which asked whether WSB University recognises the right of researchers to have representatives in the relevant information, consultation and decision-making bodies in the institutions where they work, in order to protect and represent the individual and collective interests of researchers as professionals and to be actively involved in the work of the institutions – as fully justified, or even desirable. More than 80% of the respondents gave a positive response with equal proportions of "I strongly agree" (40.49%) and "I agree" (40.49%) replies. The neutral answer "It's hard to say" was picked by 18% of all respondents, while the answer "I disagree" was given by only one respondent.	Despite the implementation of the recommendations in the area of *Participation in decision-making*, there are plans to carry out continued efforts to keep up the favourable trends and to include appropriate provisions in the University's OTM-R Strategy (Policy) to consolidate good practices.
Training and Development			

36. Relation with supervisors	-/+ partially implemented	Within the framework of the operations of all WSB University units, there are regular and various forms of meetings enabling the development of supervision relations, however, they are not always formalised and information about the above does not always reach all interested parties, as a result of which permanent and correct student-master relations are still not a standard	Information activities for better communication are required (mailing, updating the University's website and employee panel, staff training) to disseminate and formalise the process of communication with the supervisor (for example publication of established schedules and office hours, taking advantage of evaluation tools to obtain objective feedback, use of work progress charts).
37. Supervision and managerial duties	+/- almost but not fully implemented	According to the survey and consultations, WSB University's experienced scientific staff act as mentors, advisers, tutors or coordinators, but not all of the young employees are aware of the support opportunities.	A proposal of informational activities for better communication (mailing, updating the University's website and the scientific staff intranet page).
38. Continuing Professional Development	++ fully implemented	This principle is fully implemented – this is confirmed by both actions and the supporting activities carried out by specialised bodies and units of the WSB University – Science Development Department, International Projects Department, Centre for Quality and Innovation – as well as the results of the survey and focus group meetings. https://wsb.edu.pl/index.php?p=m&idg=cnba,5002 https://wsb.edu.pl/centrum-jakosci-i-innowacji,m,ds,77,3603	The WSB University has a very extensive and multifaceted support system aiding the professional development of employees, but not all staff is aware of it. A proposal was extended to further expand and update the WSB University science page, as well as to send out regular mailing to academic staff members.
39.Access to research training and continuous development	++ fully implemented	This principle is fully implemented – this is confirmed – as above – by both actions and the supporting activities carried out by specialised bodies and units of the WSB University – Science Development Department, International Projects Department, Centre for Quality and Innovation – as well as the results of the survey and focus group meetings.	The WSB University has a very extensive system of support for the professional development of employees, but not all staff are aware of it. A proposal was extended to further expand and update the WSB University scientific website, as well as to send out regular mailing to academic staff members. Expansion / update of the Science Development Department website in Polish and English.

| 40. Supervision | +/- almost but not fully implemented | Experienced WSB University staff provide support, methodological consultations and run office hours for younger employees, but not all young academic staff members are aware of the possibility of benefiting from such support. | It is necessary to add information about meeting opportunities and contact details to the University's internal intranet platform. It is advisable to expand / update the Science Development Department website in Polish and English. |