HR Excellence in Research

HR Strategy for Researchers

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1. Introduction.

In recognition of the significance of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, as a set of principles aimed at promoting high quality of research, which necessitates stimulating working environment, and in appreciation of the professional excellence of researchers, Medical University of Lodz commits itself to incorporating these provisions into its internal regulations, practices and procedures. In order to provide high level of scientific working conditions, supportive environment and objective recruitment of researchers, including all aspects of Charter & Code principles and Good Practice in Research. As a result of actions taken, MUL will opportunities will be provided for the exchange of experiences with other organizations across Europe.

Acting on behalf of the academic community of the Medical University of Lodz, the authorities of the Medical University of Lodz express their commitment to actively implement the HR Strategy for Researchers in order to achieve better alignment with the principles set out in the **European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.**

2. About the Medical University of Lodz.

The Medical University of Lodz was inaugurated on October 1, 2002 as a merger of two Medical Schools: the Medical Academy of Lodz and the Military Medical Academy of Lodz by the Act of the Polish Parliament of July 27, 2002. The Medical Academy of Lodz was founded on January 1, 1950 by separating from the University of Lodz three faculties: Medical, Dental and Pharmaceutical. The University is divided into 5 faculties having some level of independence. The governing process at faculty level is realized by Deans. The four university provides the managerial supervision and quality management of four teaching hospitals.

Medical University of Lodz, the leading medical Polish university, while becoming strong innovative center on the map of the European Union, set off on a challenging journey in 2013 with a clear vision of transforming its operational model in the scope of education, research and clinical treatment with applying IBM BPM technology across its vast structures encapsulating over 50 departments, 4 hospitals and partners in Central and Eastern Europe. Project team started with implementation of over 150 processes made available to over 1500 processes participants through process portal and mobile devices - all designed for production staging in less than 12 months in achieving goal for improving recruitment processes, managing compliance standards with national and European Union standards for quality such as Bologna reform, gaining more visibility and control over financial planning and spending and managing relations with University's alumni. Moving ahead with disruptive edge of IBM technology with extending BPM by operational decision management tools, University is now reshaping its focus from operational level into applying IBM technologies to improve and optimize over 300 life-saving processes in domain of R&D, public health and clinical treatment. This approach may be used in InnoStar governance. While MUL is using BPM methodology to cover different aspects of its activities, business processes may by

applied also for international projects. They may also become basis for bioinformatics, data mining, e-health and m-health.

In 2011, Medical University of Lodz (MUL) established the Healthy Ageing Research Centre (**HARC**) to bring together diverse research teams, whose interests cover a broad spectrum of medical challenges of an aging society, and thus provide a unique combination of expertise in geriatrics, old age psychiatry, neuropathology, allergology and rheumatology, cardiology, nephrology, structural and molecular biology.

This consolidation of research efforts and expertise was further intensified with the EU funding under the **RegPot** scheme of 7. Framework Programme in the years 2013-2016 http://harc.umed.pl/?lang=en.

Increased mobility of HARC researchers and collaboration with outstanding European laboratories resulted in an invitation to MUL and its regional partners to combine research, educational and industrial efforts in the area of active living and healthy ageing and join **EIT Health** (https://eit.europa.eu/eit-community/eit-health) - the Knowledge and Innovation Community tackling future challenges of healthcare, thus strengthening the European healthcare industry. EIT Health is a long-term programme planned until 2030, in which the best European universities and research institutes in collaboration with industry, introduce new educational programmes and accelerate innovation and entrepreneurship. Thus, in 2015 MUL, together with the Institute of Occupational Medicine in Lodz, Ericpol, and the Foundation for the Medical University of Lodz established EIT Health Poland Cooperation Platform, supported by the City of Lodz and the Lodz Regional Development Agency.

Collaboration within the framework of EIT Health has revealed the need for further integration and consolidation of numerous local and regional initiatives combining medical and societal aspects of an ageing society. Thus, the LODZ4GENERATIONS unique concept of a reference site was evolved:

LODZ4GENERATIONS Reference Site will provide a living and exclusive platform for sharing learning, knowledge and resources for innovation in AHA, at the beginning primarily to benefit the Region and the City and to learn and share with other European RSs.
As a positive example of strategic thinking towards the needs of future generations MUL has recently introduced a new specialisation, Senioral Health Care Manager. We will consider collectively other forms of tailored education and training dedicated to specific needs of the ageing population (in collaboration with EIT Health Campus), e.g., supplying training and further education programmes to health and care professionals and other stakeholders, in our own region and/or in other regions,
assisting them to learn how to implement and effectively work with innovative solutions for prevention and health promotion, care and cure, and active and independent living of elderly people, including age friendly and smart health and care solutions.
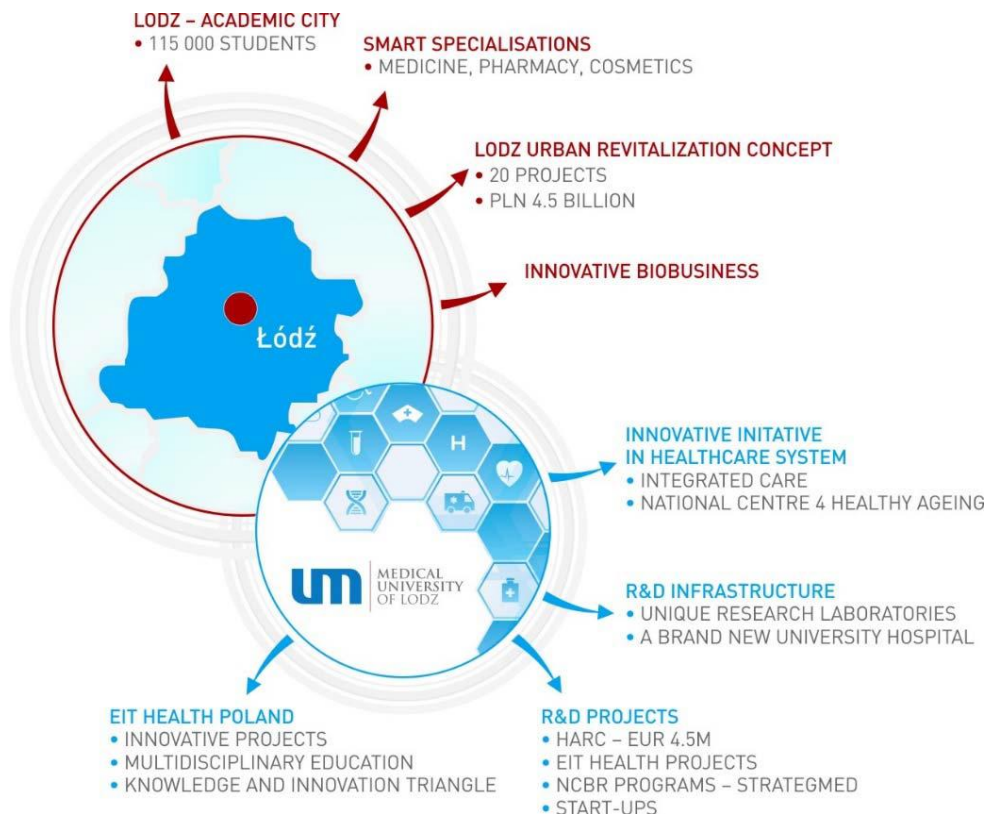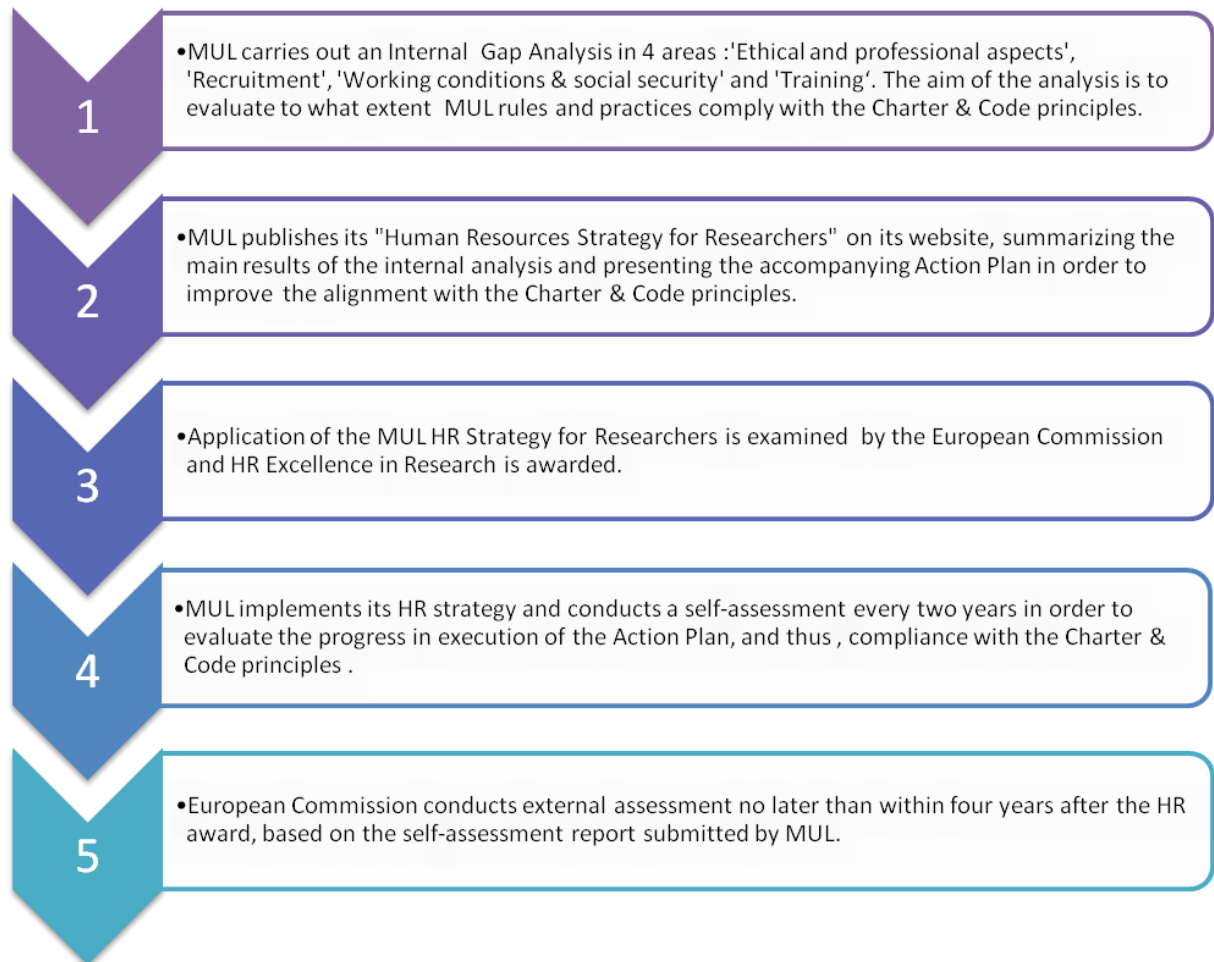
The concept of up-to-date and comprehensive professional training of medical manpower is being improved all the time. The process of education has been focused on preparing specialists for work in various communities and national health care systems. Our educational offer, gradually and consequently modified and widened, has been adjusted to requirements laid down in the resolutions validated by our Government within the European Union co-operation. Following Poland's entry into the European Union on May 1, 2004 the University offers an **automatic recognition of the degree** for most of the faculties within all 25 countries of the European Union.

The University employs 946 research and didactic staff, including 359 independent researchers, i.e. 85 full professors, 274 assistant and associate professors as well as 553 PhD academics. Our educational programs arouse great interest among both Polish and international students.

Currently, over 8,500 Polish students are receiving their education within medical and medicine-related areas at various faculties. Our education offer also comprises advanced studies at the Faculty of Postgraduate Training with over 300 postgraduate students commencing their education each year. Medical teaching in English was initiated in 2003/2004. Presently ca 600 foreign students from various countries (USA, Canada, Taiwan, Sweden, Norway, Great Britain, Spain, Kenia, Nigeria, Zambia) attend medical and dental courses.

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

1 • MUL carries out an Internal Gap Analysis in 4 areas :'Ethical and professional aspects', 'Recruitment', 'Working conditions & social security' and 'Training'. The aim of the analysis is to evaluate to what extent MUL rules and practices comply with the Charter & Code principles.

2 • MUL publishes its "Human Resources Strategy for Researchers" on its website, summarizing the main results of the internal analysis and presenting the accompanying Action Plan in order to improve the alignment with the Charter & Code principles.

3 • Application of the MUL HR Strategy for Researchers is examined by the European Commission and HR Excellence in Research is awarded.

4 • MUL implements its HR strategy and conducts a self-assessment every two years in order to evaluate the progress in execution of the Action Plan, and thus , compliance with the Charter & Code principles .

5 • European Commission conducts external assessment no later than within four years after the HR award, based on the self-assessment report submitted by MUL.

4. Methodology.

MUL HR Excellence Committee was appointed by the Rector of the Medical University of Lodz with a view to consolidating information and coordinating efforts in preparation for the MUL Human Resources Strategy for Researchers. The Committee's tasks included:

- Accepting the contents and methodology of the HR Survey targeting all MUL employees

- Conducting the in-depth Internal Gap Analysis of the current situation in 40 areas covered by the Code and Charter based on the findings of the HR Survey

- Developing Action Plan for the years 2016 -2018 in order to mitigate the deficits in full implementation of the Code and Charter principles

- Submitting the HR Strategy for Researchers on the MUL website and submitting the formal application to the European Commission.

The HR Committee members represented booth academia and administration:

Prof. dr hab. n. med. Lucyna Woźniak – Vice-Rector for Research and International Relations Agnieszka Komorowska-Michałek – Director, HR Office

Aneta Andrzejczyk - Deputy Director, Office for Research, Strategies and Development

 dr Izabela Żakowska – statistician, representative of the post-doctoral researcher group

Marcin Ciszewski, representative of doctoral students to the Senate of the Medical University of Lodz
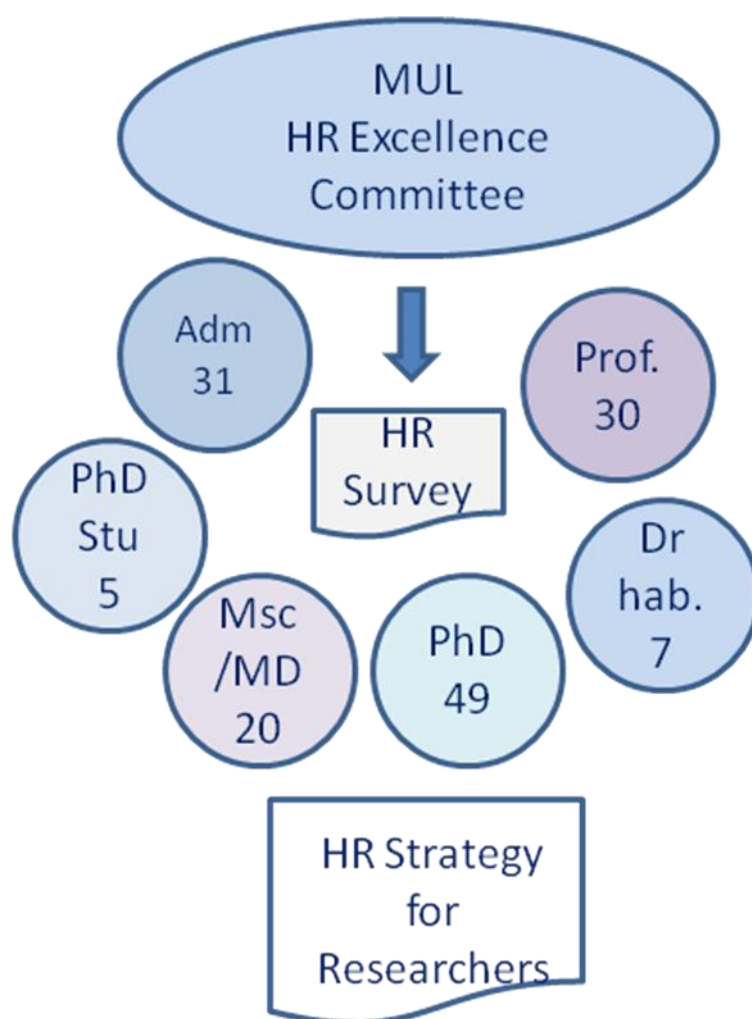
The online anonymous survey among all employees of the Medical University was conducted in October 2016.

As a result, 142 respondents took part in our study. The results showed the prevalence of researchers over 35 years old 65%, woman 72% with Doctor degree 35%. Due to range of % respondents who answers "disagree', questions were divided into 3 groups: issues in the questions realized in the Institution, issues which need to be discussed, and issues in selected questions in the Institution need to be proved and respondents indicated problems in those areas.

5. **Medical University of Lodz Summary of Internal Gap Analysis based on the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.**

I. Ethical and professional aspects

1. Research freedom
Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices. Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.
Existing rules and practices at MUL:
Statute of the Medical University of Lodz, in particular preamble, states that: "We acknowledge that the major principle guiding the activity of the University Authorities and every worker is serving the truth both in the area of research and in the truthfulness of the knowledge bestowed upon our disciples. We urge and commit the academic community of our University to respect these traditions and acknowledge the principles guarding the ethos of researchers and teachers in accordance with the best ethical and moral standards". Also, par. 5. Indent 1 of the General Provisions specifically addresses the issue of research freedom, saying that: "the Medical University of Lodz in its activities:
(...) realizes the freedom of teaching and the freedom of scientific research"
Actions required: None

2. Ethical principles
Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics.
Existing rules and practices at MUL:
Three bioethical committees are active at MUL: Bioethical Committee on Human Research,

Bioethical Committee on Animal Research and the Local Bioethcal Committee on Animal Research. They convene on a regular monthly basis and the information about the dates of the meetings, as well as the requirements and templates regarding the documentation, are published on the MUL website.

Also, MUL has appointed the Senate Committee on Animal Research, to issuing consents for conducting animal research at university departments.

Since 20.09.2016 a MUL Ethics Advisor provides counsel and information with regard to the professional ethics.

Actions required: None

3. Professional responsibility

Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere. They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted. Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.

Existing rules and practices at MUL:

Since 20.09.2016 a MUL Ethics Advisor provides counsel and information with regard to the professional ethics.

Three Committees are active at the University:

Disciplinary Committee for Academic Teachers, Disciplinary Committee for Students and Doctoral Students, and Appeals Disciplinary Committee for Students and Doctoral Students.

At the faculty level the antiplagiarism system Plagiat.pl is operated via a web browser. Scientific papers and dissertations are checked against the criteria individually set by each of the Deans.

The Centre for Innovation and Technology Transfer ensures the protection of intellectual rights, assistance of the sale of rights to inventions, granting licenses to technologies, creation of spin-off and spin-out companies. The Commission on Intellectual Property gives opinion on matters connected with the protection, innovativeness and commercialization of intellectual property. The Centre ensures the assistance of the Patent Attorney.

Actions required: None

4. Professional attitude

Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided. They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.

Existing rules and practices at MUL:

MUL researchers are required to submit their proposals, apply for all requisite consents and permits before project commencement and inform about any changes to the project. The procedures are governed by internal regulations and deadlines pertinent to internal submission of documents are announced in the intranet communications, via e-mail, and on the website of the Office for Research, Strategies and Development. The Office employees provide administrative assistance to researchers at all stages of project development.

Actions required: None

5. Contractual and legal obligations

Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc) as set out in the terms and conditions of the contract or equivalent document.

Existing rules and practices at MUL:

The Centre for Innovation and Technology Transfer of the Medical University of Lodz promotes intellectual potential and knowledge and technology transfer originated at MUL through building and maintaining steady relations with the economic environment.

The Centre for Innovation and Technology Transfer ensures the protection of intellectual rights, assistance of the sale of rights to inventions, granting licenses to technologies, creation of spin-off and spin-out companies. The Commission on Intellectual Property gives opinion on matters connected with the protection, innovativeness and commercialization of intellectual property. The Centre ensures the assistance of the Patent Attorney.

The Division for Clinical Trials supervises and monitors clinical trials conducted at the Medical University of Lodz, provides advisory services in relation to obtaining consents and permits for conducting clinical trials, and provides assistance in project proposal preparations. The division also initiates collaboration of MUL departments with external partners.

Actions required: None

6. Accountability

Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees.

Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.

Existing rules and practices at MUL:

University researchers are obliged to follow the national and internal guidelines and provisions concerning financial management. They are assisted by the Financial Office and Office for Research, Strategies and Development. The Office for Audit and Control conducts monitoring and ad hoc controls of project execution in accordance with the Rules of Internal Audit at MUL to ensure proper financial management of projects at MUL.

The Accountancy Policy of MUL accompanied by the Plan of Accounts are the major documents governing these issues.

Actions required: None

7. Good practice in research

Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.

Existing rules and practices at MUL:

Labour code requires the employer to ensure the working conditions oft he employees that are safe for their life and health.

National law requires the university to employ the Information Security Administrator, who is

responsible i.a. for personal data protection

The recruitment procedure at MUL covers the Occupational Health and Safety training of every candidate, including information on possible risks. Occupational Health and Safety Office employees assist managers ensure compliance with health and safety legislation in their departments.

IT specialist is responsible for securing all data on the servers. Additionally, the university applies a special system of data protection and a backup policy.

Actions required: Each researcher who uses laptop for research purposes will be obliged to make backup copies of their work.

ABI (zapytać czy wyraża zgodę).

8. Dissemination, exploitation of results

All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.

Existing rules and practices at MUL:

The Law on Higher Education obliges every researcher to submit to the Centre for Innovation and Technology Transfer a form of Application of Invention in every case of obtaining research results with innovation potential. Every invention may serve as the basis for securing protection of intellectual propertyand its commercialzation.

The MUL Intellectual Property Rules obliges every researcher to submit to the Centre for Innovation and Technology Transfer a form of Application of Invention in every case of obtaining research results with innovation potential. Every invention may serve as the basis for securing protection of intellectual propertyand its commercialzation. Additionally, the Centre provides assistance during contract development, partner search (both researchers and businesses, in particular in the case f contracts of mandate). The university faculties are thoroughly diagnosed in the search for application potential, with the result of 15 licenses and 4 start-up companies since January 2014. The Centre and the MUL SPV organise and conduct trainings for PhD candidates, organise thematic events, and perform individual consulting sessions with MUL researchers.

Actions required: None

9. Public engagement

Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.

Existing rules and practices at MUL:

MUL researchers actively participate as organizers and lecturers at numerous events aiming at bringing science closer to the general public. These are targeted either at youth audience: Festival of Science (cyclical, annual week-long event) KUMPEL programme that supports the young talents in their pursuit of research interests, at the general public (Aging Festival, Diabetes, Hypertension, CVD prevention activities and others). The MUL Academy of Healthy Ageing conducted as part of the HARC RegPot project has enjoyed great popularity and is scheduled to remain as a continuous set of lectures and events throughout the year. The various disease prevention days, open days at the university and the Night of the Museums (with the museum of Pharmacy and the Museum of the Military Medical Academy of Lodz – these events are co-organized by the student organizations.

Actions required: None

10. Non discrimination

Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.

Existing rules and practices at MUL:

Labour Code contains a very clear prohibition of discrimination with regard to promotion, access to training in order to raise professional qualifications, in particular without consideration of sex, age, disability, race, religion, nationality, etc.

MUL Work Rules introduce counteracting discrimination and rules of equal treatment of workers – all employees are informed about these rules..

Actions required: None

11. Evaluation/ appraisal systems

Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee.

Existing rules and practices at MUL:

Law on Higher Education supports the procedure of periodic evaluation, which pertains to all university employees.

All employees (researchers, teachers and administrative personnel) are subject to periodic evaluation conducted by special committees or by the superiors. Simultaneously, the University Statute introduces the obligation of conducting periodic evaluations by the superior. Evaluation criteria for researchers are determined in the Statute, and they are available for all the workers for reference. The evaluation concerns in particular: scientific papers, participation in projects, participation in scientific conferences.

Actions required: None

II. Recruitment

12. Recruitment

Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning at their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.

Existing rules and practices at MUL:

The competition procedure at the Medical University of Lodz is set out in the Appendix 5 to the Statute of the Medical University of Lodz.

Job vacancies for researcher positions are published on the University website, on the website of Ministry of Science and Higher Education, and on Euraxess portal.

The recruitment committees recommend the selected candidates to the Rector, who approves the decision (in the case of competitions for the position of the professor or associate professor, the 5-person committee is headed by the Rector or the appointed Vice-

Rector; in the case of other researcher positions – the 5-person committee is headed by the Dean of the Faculty).

Actions required: None

13. Recruitment (Code)

Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.

Existing rules and practices at MUL:

The competition procedure at the Medical University of Lodz outlined in the Appendix 5 to the Statute of the Medical University of Lodz, regulates the scope of information required for recruitment. The vacancy (competition) announcements contain the information on the details of the place and deadline (within 6 weeks of the date of announcement) of documents submission.

Actions required:

Regulation on the recruitment of workers will be amended, specifically indicating the need to provide sufficiently general description of skills required from the candidates. The HR Department will routinely notify the heads of departments before their recruitment procedures start.

14. Selection (Code)

Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained should be realistic.

Existing rules and practices at MUL:

The competition (recruitment) procedures guarantee gender balance (a clear evidence of

this is the employment structure: 64% of MUL employees are female) and religious differences – candidates from other countries are encouraged to take part in MUL competitions.

Actions required: None

15. Transparency (Code)

Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.

Existing rules and practices at MUL:

The competition procedure at the Medical University of Lodz outlined in the Appendix 5 to the Statute of the Medical University of Lodz, does not specify what particular information needs to be included in the recruitment announcements.

Job vacancies for researcher positions are published on the University website, on the website of Ministry of Science and Higher Education, and on Euraxess website.

Actions required:

The recruitment procedure, described in the regulation on the recruitment of workers, will specifically include the feedback information as a routine element of the information about the selection.

Regulation on the recruitment of workers will be amended, specifically indicating the need to provide information about the selection criteria, working conditions and rights in the vacancy advertisements. The recruitment forms will include specific points to be described in the advertisements. The HR Department will routinely notify the heads of departments before their recruitment procedures start.

16. Judging merit (Code)

The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and

innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.

Existing rules and practices at MUL:

During the selection process the entire scope of experience of the Candidate is taken into consideration. Of particular importance, are the following: participation in research projects and interdisciplinary and intersectoral practice (work in the industry), level of education, professional experience, scientific achievements, etc. The recruitment committee consists of specialists in different research areas.

Actions required:

The interview assessment forms need to specifically include the points on candidate's creativity and independence assessment.

17. Variations in the chronological order of CVs (Code)

Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.

Existing rules and practices at MUL:

Career breaks or variations in the chronological order of CV's are not penalized, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multi dimensional career track.

Actions required:

The recruitment procedure, described in the regulation on the recruitment of workers, will specifically include the variety of elements to be taken into consideration while assessing the achievements of the Candidate: the number of publications, experience in scientific supervision, team work, innovativeness, and increasing scientific awareness i the society, as well as contribution to patents, and inventions.

18. Recognition of mobility experience (Code)

Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the

initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.

Existing rules and practices at MUL:

Mobility is considered to be a significant asset, in particular in relation to participation international projects.

Career breaks or variations in the chronological order of CV's are not penalized, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multi dimensional career track.

Any mobility experience, trainings in foreign institutions are considered to be an important contribution to the professional development of researcher.

Actions required: None

19. Recognition of qualifications (Code)

Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.

Existing rules and practices at MUL:

Any mobility experience, trainings in foreign institutions are considered to be an important contribution to the professional development of researcher.

Actions required: None

20. Seniority (Code)

The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.

Existing rules and practices at MUL:

Seniority is not a particularly significant criterion taken into consideration at researcher recruitment. The assessment of qualifications and achievements of the Candidate are of primary importance.

Actions required: None

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21. Postdoctoral appointments (Code)

Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.

Existing rules and practices at MUL:

The competition procedure at the Medical University of Lodz is set out in the Appendix 5 to the Statute of the Medical University of Lodz and pertains to all researcher recruitment at the University.

Job vacancies for researcher positions, including postdoctoral appointments, are published on the University website, on the website of Ministry of Science and Higher Education, and on Euraxess portal.

The Statute of the Medical University of Lodz specifies the fixed term of postdoctoral appointment at 33 months.

Actions required: None

III. Working conditions and social security

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22. Recognition of the profession

All researchers engaged in a research career should be recognized as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil

servants).

Existing rules and practices at MUL:

All MUL researchers are either specialists in their field or are pursuing their training in order to obtain the title. The researchers engaged in a research career are recognised as professionals and are treated accordingly.

Actions required: None

23. Research environment

Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.

Existing rules and practices at MUL:

MUL ensures the stimulating research/ research training environment with state-of-the art equipment and facilities (e.g. the MUL CoreLab and Virtual Lab accompanied by the Biobank facility – the latter two created as a result of the HARC RegPot project – access to and assistance, where relevant, is ensured in the case of all these facilities) and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed, which is ensured by the Occupational Health and Safety Office. MUL continually expands collaboration with Polish and foreign institutions, notably within the EIT Health and EIP-on-AHA Reference Sites network.

Actions required:

The proposed actions include introduction of MUL Springboard to Excellence programme– a multi-annual umbrella initiative funded from both EIT Health, structural funds and MUL own resources. The offer will be tailored to the needs of researchers primarily doctoral students and PhDs, based on the Springboard questionnaire results. They will have access to specific, high-quality skills trainings, have the opportunity to take part in mobility activities, in a short-term workshop format (not colliding with their professional obligations), and regular information bulletin including the information on the activities and calls for grants that may be of particular interest to them.

24. Working conditions

Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, *inter alia*, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.

Existing rules and practices at MUL:

MUL ensures proper working conditions for researchers, including for disabled researchers and students: the activity of the special office has resulted in a number of modernizations in the university buildings, all of which are now equipped with lifts and other mechanisms facilitating mobility.

MUL ensures flexible working conditions, allowing the employees to maintain the work-life balance. MUL researchers are entitled to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.

Actions required: None

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25. Stability and permanence of employment

Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the *EU Directive on Fixed-Term Work.*

Existing rules and practices at MUL:

Stability of employment is improved through encouragement and assistance in project preparation, engagement in other activities, thus broadening the skills and know-how of the researchers.

Actions required: None

26. Funding and salaries

Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.

Existing rules and practices at MUL:

The researcher salary conditions with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation, MUL internal regulations, and in the case of special conditions pertaining to project fixed-term contracts, in compliance with the terms and conditions specified in the grant programmes.

This pertains to researchers at all career stages, including early-stage researchers, reflecting h their performance, qualifications and responsibilities.

Both the researchers employed for indefinite period and those employed for the fixed-term fully enjoy the benefits of social security in accordance with existing national legislation and with internal regulations.

Actions required:

Regularly updated information about researchers' social security rights will be presented both in the intranet and via the mailing list. Also, this information will be included as a part of the *MUL Guidebook for Newcomers* – an on-line publication including the rules and administrative procedures for the newly employed researchers.

27. Gender balance

Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.

Existing rules and practices at MUL:

Senate committees that are active at the MUL adhere to the gender balance policy. Also, proportional representation of women and men in the doctoral and researcher bodies is maintained. The level of professorship reflects the cultural differences and social traditions, thus women are underrepresented. However, MUL moderates this

situation towards merit-based representation among the Deans and Deputy Deans and other high-level professionals in research and administration positions. Gender balance deficits are mitigated by the emphasis on merit-based representation among the Deans and Deputy Deans and other high-level professionals in research and administration positions.

Actions required:

Monitoring of the situation and reporting of instances raising concern to the University authorities will be done case-by-case.

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28. Career development

Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.

Existing rules and practices at MUL:

The scientific career development is clearly specified in national provisions: 5 years for obtaining PhD degree, 8 years after obtaining PhD for habilitation, and another 8 years after habilitation - for professorship (these are governed by The Law on Scientific Degrees of 14 March 2003).

The support and guidance provided by senior researchers is not governed by any specific rules, but results from the good practices of mentorship, including weekly team seminars and regular consultations with the mentor.

Actions required:

Particular emphasis on the motivational aspects of work will be placed – with the introduction of the MUL Springboard to Excellence programme, researchers will obtain training raising their professional qualifications as well as soft skills, including management and mentoring.

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29. Value of mobility

Employers and/or funders must recognize the value of geographical, intersectorial, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional

development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.

Existing rules and practices at MUL:

MUL, recognizing the value of geographical, intersectoral, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career, provides numerous opportunities enhancing specific career development strategies of the researchers. Particularly robust offer is provided by MUL as part of the EIT Health activities: short and long term scholarships, summer schools, workshops – participation is highly encouraged and advertised; workshops and consultations

The adequate acknowledgement of any mobility experience within their career progression is expressed in the appraisal system. The necessary administrative instruments are in place to allow the portability of both grants and social security provisions, in accordance with national legislation. MUL researchers have the possibility to obtain educational leave or extended training leave/sabbatical.

Actions required:

The MUL Springboard to Excellence will ensure easy access to information about numerous opportunities of short- and long-term scholarships, summer schools, international workshops and intersectoral placements.

30. Access to career advice

Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.

Existing rules and practices at MUL:

MUL ensures that career advice and job placement assistance, either within the structure of the university, or through collaboration with other institutions, is offered to researchers at all stages of their careers, regardless of their contractual situation.

Actions required:

Temporary placements at the institutions offering professional training and internships will be advertised on the MUL Springboard to Excellence platform.

31. Intellectual Property Rights

Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.

Existing rules and practices at MUL:

MUL , with its own Centre for Innovation and Technology Transfer responsible for the internal politics of IP and external relationships with entrepreneurs, protects the IPR of the university researchers, and provides legal and economical assistance in developing innovative businesses (start-ups) of university employees.

The Centre for Innovation and Technology Transfer of the Medical University of Lodz promotes intellectual potential and knowledge and technology transfer originated at MUL through building and maintaining steady relations with the economic environment.

The Centre for Innovation and Technology Transfer ensures the protection of intellectual rights, assistance of the sale of rights to inventions, granting licenses to technologies, creation of spin-off and spin-out companies. The Commission on Intellectual Property gives opinion on matters connected with the protection, innovativeness and commercialization of intellectual property. The Centre ensures the assistance of the Patent Attorney.

Actions required: None

32. Co-authorship

Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research.

Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc, or to publish their own research results independently from their supervisor(s).

Existing rules and practices at MUL:

Scoring rules for publications used for evaluation of scientific achievements of individual researchers and entire departments confirm positive attitude of MUL towards co-authorship.

MUL Library verifies and keeps the record of publications.
Actions required: None

33. Teaching
Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities. Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.
Existing rules and practices at MUL:
Rules for remuneration and student assessment surveys leading to temporary (yearly assessment performed by the committee for the appraisal of progress of researchers 4-year assessment by a committee appraising teacher achievements).
Actions required:
Although the procedure of academic teacher evaluation is performed every 5 years, it is universally perceived as insufficient/ineffective. The teacher evaluation needs to be coupled with the evaluation of research activity at the same time and follow-up activities need to be monitored by respective heads of departments and reported to the Deans.
Effective management procedures will be introduced at the level of department and faculty. Regular monitoring of the balance between the teaching and research activity of each researcher will serve as the basis for discussion of the career path of the researcher.

34. Complains/ appeals
Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.

Existing rules and practices at MUL:

The complaints/appeals procedures are clearly specified booth for researchers and students of the university.

Three Committees are active at the University:

Disciplinary Committee for Academic Teachers, Disciplinary Committee for Students and Doctoral Students, and Appeals Disciplinary Committee for Students and Doctoral Students.

Actions required:

The researchers will be able to participate in the conflict management training to obtain skills and tools to solve the problems at an early stage. Information about the disciplinary and appeals procedures applied at MUL will be published in the MUL intranet and in the Guidebook for Newcomers.

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35. Participation in decision-making bodies

Employers and/or funders of researchers should recognize it as wholly legitimate, and indeed desirable, that researchers be represented in the

relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual

and collective interests as professionals and to actively contribute to the workings of the institution.

Existing rules and practices at MUL:

The activity of MUL researchers in international and national decision-making bodies as representatives, regional, national and international consultants, and in international organisations such as EIP AHA and EIT Health is highly encouraged by the university.

Actions required: None

IV. Training

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36. Relation with supervisors

Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full

advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.

Existing rules and practices at MUL:

Supervision and mentorship at MUL result from the structure of departments, where it is the head of Department or senior colleague who most often works at the same laboratory, thus the relationship progresses without much hindrance. Apart from the everyday contact that allows the researcher to have immediate answers to their questions or doubts, there are more formally scheduled meetings:

-Weekly or bi-weekly appointments to measure the progress, discuss the papers and advise on career

-Weekly/monthly meetings of laboratory researchers (seminars) allowing for peer reviews and discussion of results at a wider forum, moderated by the supervisor.

Actions required: None

37. Supervision and managerial duties

Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.

Existing rules and practices at MUL:

1. The role of Supervisor at MUL has been typically combined with other tasks of the senior researcher, notably those o f the Head of Department. Therefore, it is of crucial importance for the researchers who are both mentors, supervisors and leaders, to execute these tasks in such a way as not to unnecessarily restrict the research freedom of the junior researchers.

2.Supervisor provides guidance and supports junior researcher at the application stage of the project and oversees the progress of project realization. This is particularly significant in the case of the individual projects conducted by young researchers as PIs.

3.Supervisor is, in most cases, an employee of the same department as the trainee, which ensures constant contact.

Actions required:

In order to empower senior researchers in their multiple roles, the mentorship programme, combined with management (including time management) and conflict resolution skills will be offered by the part of the MUL Springboard Excellence programme dedicated to senior researchers.

38. Continuing Professional Development

Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.

Existing rules and practices at MUL:

1. Continuing personal development of all the professionals is highly recommended and required by the MUL.

2. Researchers beginning their professional career are obliged to actively participate in regular meetings organized at their Department in order to discuss research progress of each team

3. All the research employees are obliged to prepare grant applications and publish results of their scientific work.

4. Participation in national and/or international research organizations is encouraged by the University.

5. Employees of the University are entitled to educational leave up to 14 days per year. The leave is assigned in order to improve professional qualifications.

6. MUL is the two-star EIP on AHA Reference Site

Actions required:

With the expanding participation of MUL in the EIT Health consortium, researchers have ample opportunities to participate in short and long-term trainings and collaborations in all sectors. Information about these opportunities will be improved, with the introduction of the Springboard to Excellence, which will allow researchers to indicate their needs in terms of expanding their skills and competencies, both professional and social.

39. Access to research training and continuous development

Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, take up and effectiveness in improving competencies, skills and employability.

Existing rules and practices at MUL:

MUL provides ample opportunities to carry out medical specializations for medical doctors and other medical staff.

The university promotes the participation of employees in such type of training program2. MUL is a two-star EIP on AHA Reference Site, and, as such, it takes an

active part in organized trainings, but also because of location has easy access to passive participation in the applied didactic program intended for medical staff.

MUL, with its numerous lecture rooms (seating up to 20 students) and halls (300 – 1000 seats, with the possibility of dividing space into smaller rooms) at the Clinical and Teaching Centre, greatly facilitates the organization of internal or external training courses and conferences for researchers.

Actions required:

As an additional incentive, MUL Springboard programme will be based on the survey among the researchers, in order to match their interests and needs, including both professional competencies and soft skills. Information about the particular technical training needs (e.g. statistics and big data) will be collected by the HR Office in order to organize courses and workshops integrating the academic community of MUL.

40. Supervision

Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.

Existing rules and practices at MUL:

Supervisors at MUL are obliged to provide adequate expertise and commitment to early-

stage researchers.

Supervisor is expected to have sufficient time, knowledge, experience, expertise and commitment to be able to offer the researcher trainee appropriate support

Actions required:

Mentorship programme for senior researchers will be introduced as one of the soft skills training opportunities offered by the MUL Springboard with the aim to modify the mentor/trainee relationship from task- to challenge-oriented.

6. Action Plan 2016 – 2018.

Charter and Code Principle	Proposed Action	Responsible	Time indication
7. Good Practice in Research	Each researcher who uses laptop for research purposes will be obliged to make backup copies of their work.	Administrator of Information Security	Regulation on backup copies Introduced by the end of 2017
13. Recruitment (Code)	Regulation on the recruitment of workers will be amended, specifically indicating the need to provide sufficiently general description of skills required from the candidates. The HR Department will routinely notify the heads of departments before the start of recruitment procedures.	HR Department	Amended recruitment regulation introduced by mid-2017
15. Transparency (Code)	The recruitment procedure, described in the regulation on the recruitment of workers, will specifically include the feedback information	HR Department	Amended recruitment regulation and recruitment forms introduced by mid-2017

	as a routine element of the information about the selection.		
16. Judging merit (Code)	Interview assessment forms need to specifically include the points on creativity and independence assessment.	HR Department	Interview assessment forms introduced by mid-2017
17. Variations in the chronological order of CVs (Code)	Regulation on the recruitment of workers will be amended, specifically indicating the need to provide information about the selection criteria, working conditions and rights in the vacancy advertisements. The recruitment forms will include specific points to be described in the advertisements. The HR Department will routinely notify the heads of departments before their recruitment procedures start.	HR Department	Amended recruitment regulation and recruitment forms introduced by mid-2017
23. Research environment	Introduction of MUL Springboard to Excellence initiative – a platform collecting information on opportunities for researcher development - funded from a variety of sources: both external (EIT Health educational projects, structural funds) and internal (MUL own resources), targeting the needs of researchers, in particular those of doctoral	Vice-Rector for Organization and Student Affairs in collaboration with Vice-Rector for Research and International Relations, Deans and with the Office for Research, Strategies and Development, HR Office, and Promotion Office	Survey of researcher needs conducted and analysed by the end of the 1st quarter 2017 (responsible: HR Office in collaboration with Office for Research, Strategies and Development). Platform and tailored trainings available

	students and PhDs. Based on the questionnaire results, they will obtain specific, high-quality skills trainings, and also have the opportunity to take part in mobility activities, e.g. those in a short-term workshop format (not colliding with their professional obligations), and obtain regular updates about other activities and calls for grants that may be of particular interest to them.		continuously from the 3rd quarter 2017 (responsible: all offices concerned)
26. Funding and salaries	Regularly updated information about researchers' social security rights will be presented both in the intranet and via the mailing list. Also, this information will be included as a part of the *MUL Guidebook for Newcomers* – an on-line publication including the rules and administrative procedures for the newly employed researchers.	HR Office in collaboration with other Departments	On-Line guidebook available from the end of 1st quarter of 2017
27. Gender balance	Gender balance deficits are mitigated by the emphasis on merit-based representation among the Deans and Deputy Deans and other high-level professionals in research and administration positions. Monitoring of the situation and reporting of instances raising	HR Office	Monitoring conducted from 4th quarter of 2016

	concern to the University authorities will be done case-by-case.		
28. Career development	Particular emphasis on the motivational aspects of work will be placed – with the introduction of the MUL Springboard to Excellence programme, researchers will obtain training raising their professional qualifications as well as soft skills, including management and mentoring.	Vice-Rector for Organization and Student Affairs in collaboration with Vice-Rector for Research and International Relations, Deans and with the Office for Research, Strategies and Development, HR Office, and Promotion Office	Survey of researcher needs conducted and analysed by the end of the 1st quarter 2017 (responsible: HR Office in collaboration with Office for Research, Strategies and Development). Platform and tailored trainings available continuously from the 3rd quarter 2017 (responsible: all offices concerned)
29. Value of mobility	The MUL Springboard to Excellence will ensure easy access to information about numerous opportunities of short- and long-term scholarships, summer schools, international workshops and intersectoral placements.	Vice-Rector for Organization and Student Affairs in collaboration with Vice-Rector for Research and International Relations, Deans and with the Office for Research, Strategies and Development, HR Office, and Promotion Office	Survey of researcher needs conducted and analysed by the end of the 1st quarter 2017 (responsible: HR Office in collaboration with Office for Research, Strategies and Development). Platform and tailored trainings available continuously from

			the 3rd quarter 2017 (responsible: all offices concerned)
30. Access to career advice	Temporary placements at the institutions offering professional training and internships will be advertised on the MUL Springboard to Excellence platform.	Vice-Rector for Organization and Student Affairs in collaboration with Vice-Rector for Research and International Relations, Deans and with the Office for Research, Strategies and Development, HR Office, and Promotion Office	Survey of researcher needs conducted and analysed by the end of the 1st quarter 2017 (responsible: HR Office in collaboration with Office for Research, Strategies and Development). Platform and tailored trainings available continuously from the 3rd quarter 2017 (responsible: all offices concerned)
33. Teaching	Although the procedure of academic teacher evaluation is performed every 5 years, it is universally perceived as insufficient/ineffective. The teacher evaluation needs to be coupled with the evaluation of research activity at the same time and follow-up activities need to be monitored by respective heads of departments and reported to the Deans. Effective management procedures will be introduced at the level of	Vice-Rector for Organization and Student Affairs win collaboration with Vice-Rector for Research and International Relations; All Faculties and Departments	Procedure introduced by mid-2017

	department and faculty. Regular monitoring of the balance between the teaching and research activity of each researcher will serve as the basis for discussion of the career path of the researcher.		
34. Complains/appeals	The researchers will be able to participate in the conflict management training to obtain skills and tools to solve the problems at an early stage. Information about the disciplinary and appeals procedures applied at MUL will be published in the MUL intranet and in the Guidebook for Newcomers	HR Office	On-Line guidebook available from the end of 1st quarter of 2017; Tailored trainings available continuously from the 3rd quarter 2017
37. Supervision and managerial duties	In order to empower senior researchers in their multiple roles, the mentorship programme, combined with management (including time management) and conflict resolution skills will be offered by the part of the MUL Springboard Excellence programme dedicated to senior researchers.	Vice-Rector for Organization and Student Affairs in collaboration with Vice-Rector for Research and International Relations, Deans and with the Office for Research, Strategies and Development, HR Office, and Promotion Office	Survey of researcher needs conducted and analysed by the end of the 1st quarter 2017 (responsible: HR Office in collaboration with Office for Research, Strategies and Development). Platform and tailored trainings available continuously from the 3rd quarter 2017 (responsible: all offices concerned)
38. Continuing	With the expanding	Vice-Rector for	Survey of

professional development **39. Access to research training and continuous development**	participation of MUL in the EIT Health consortium, researchers have ample opportunities to participate in short and long-term trainings and collaborations in all sectors. Information about these opportunities will be improved, with the introduction of the Springboard to Excellence, which will allow researchers to indicate their needs in terms of expanding their skills and competencies, both professional and social.	Organization and Student Affairs in collaboration with Vice-Rector for Research and International Relations, Deans and with the Office for Research, Strategies and Development, HR Office, and Promotion Office	researcher needs conducted and analysed by the end of the 1st quarter 2017 (responsible: HR Office in collaboration with Office for Research, Strategies and Development). Platform and tailored trainings available continuously from the 3rd quarter 2017 (responsible: all offices concerned)
40. Supervision	The mentorship programme for the senior researchers will be introduced as one of the soft skills training opportunities offered by the MUL Springboard. with the aim to modify the mentor/trainee relationship from task- to challenge-oriented.	Vice-Rector for Organization and Student Affairs in collaboration with Vice-Rector for Research and International Relations, Deans and with the Office for Research, Strategies and Development	Survey of researcher needs conducted and analysed by the end of the 1st quarter 2017 (responsible: HR Office in collaboration with Office for Research, Strategies and Development). Platform and tailored trainings available continuously from the 3rd quarter 2017 (responsible: all offices concerned)