

ENHANCERIA	Work package	WP5 Joint human resources development
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CATALOGUE OF RCD ACTIVITIES AND STRATEGIES

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1.1. INTRODUCTION

The present is a catalogue for mapping the strategies, activities and events on Researchers Career Development (RCD) that the universities participating in ENHANCERIA's WP5 have gathered and collected for the purpose of sharing good practices in RCD among our universities and the rest of the Research and Higher Education Community among Europe and the world, that can contribute to inspire improvement on the conditions of the researchers work and career development among the ENHANCERIA institutions primarily but also on a global scale.

For this purpose, we would like to introduce the collection of strategies, activities, events, courses, and other resources that the experts among ENHANCERIA's WP5 RCD Working Group have gathered among the following ENHANCERIA members: NTNU, PoliMi, UPV, RWTH Aachen and WUT, which are the institutions contributing to the WP5 on an initial stage, with the kind additional contribution of TU Berlin, which is also a ENHANCERIA institution and has been a key contributor to the RCD Working Group since its creation on March 2022.

1.2. ENHANCERIA WP5

The present catalogue is part of ENHANCERIA's WP5 Task 5.1: Inspire improvement in researchers' career development conditions. This task began on March 2022 and has ended on February 2023 as stated in the ENHANCERIA working plan, and has been lead by UPV with the collaboration of NTNU, POLIMI, RWTH and WUT as it was contemplated in the ENHANCERIA working plan, with the additional support of experts from TU Berlin. As some of the members of the ENHANCERIA project are not working on WP5, you may not find contributions from the institutions/countries that these members represent.

Task 5.1 Description:

A Researcher Career Development (RCD) working group will be set up at consortium level to identify and share good practises in the implementation of the Charter & Code principles pertaining to the career development of researchers. Good practises including strategies, policies and activities will be identified at the partner universities, as well as recommendations for further institutional development in this area.

The working group will share practices and gather relevant information about career development in WP2. This information will be processed in order to select best practices that could be shared among all members. As a result, guidance and recommendations for researchers, and recommended activities and strategies related to research career development will be developed and subsequently distributed among all members. The RCD working group will be coordinated by UPV, with regular online meetings. The consortium recognizes the Charter & Code principles as an effort to describe "best practises" in Europe. Taking into account that the principles were adopted in 2005, the RCD working group may include additional aspects or suggest revisions of the Charter & Code principles if they find this appropriate to the objective of identifying, sharing and enhancing good practises in this area. This task will contribute to D5.1.1 and D5.1.2.

1.3. ORGANIZATION OF THE CATALOGUE

The catalogue has been organized structuring the different strategies and activities among the different institutions that have implemented/designed them. Since this catalogue's main objective is to share good practices including strategies and activities on RCD to inspire improvement in the RCD among our institutions, and there exist several differences in the way our institutions are organized and structured, this structure for the catalogue is the most coherent in order to show the best practices each institution is implementing through strategies and activities on RCD.

Some of the RCD Working Group members have implemented dedicated RCD Units into their organizations. In those cases, you will find a webpage link at the beginning of the list of strategies and activities of those institutions.

The strategies shown in this catalogue are typically programs, creation of units or commissions or a series of events or courses. The activities shown vary a lot in nature, ranging from courses, welcome days, infodays, organizational actions, policies, etc.

For the majority of strategies and activities you will find an attached link, but some of the examples are still developing a website since they are strategies/activities still to be implemented. In those cases where examples are not in English, you will find a comment about it beside the link. We would like to apologize for the inconvenience, and inform the user that the ENHANCERIA institutions are currently working on making all their resources fully-available on English.

1.4. CALENDAR OF RCD EVENTS AND COURSES

As an additional resource to this Catalogue of RCD, an updated calendar of RCD events and courses organized among ENHANCERIA institutions will be uploaded on the enhanceria webpage.

- <https://enhanceuniversity.eu/enhanceria/>

// PART II – CATALOGUE OF RCD STRATEGIES AND ACTIVITIES

2.1. Norges teknisk-naturvitenskapelige universitet (NTNU)

Website: <https://www.ntnu.edu/>

RCD Websites:

- [Implementing the Charter & Code at NTNU](#)
- [Appraisal interview](#)
- [Career support and development for postdocs](#)
- [Explore your opportunities on NTNU's PhD Career Day](#)

Framework for career and competency development

A framework on career and competency development is currently being developed. The aim of the framework is to provide an overall goal/objective for all of NTNUs employees, and to create a systematic approach towards career and competency development.

PhD-supervisor seminar

- <https://www.ntnu.edu/nrsgh/supervision-course/>

The aim of the seminar is to provide knowledge, tools and reflection on PhD supervision at NTNU, towards a broad range of topics relevant in the supervisor-role, and to create reflections around the supervisor role; responsibilities, opportunities and challenges. The seminar is cross disciplinary and demonstrates that NTNU represents a variety of routines and cultures regarding PhD education and supervision. Participants are expected to actively engage in group-work and share their reflections on experiences and opinions on the challenges and opportunities they face in their own work as supervisors. It is a 2-day seminar, offered each semester, ca 35 participants (both new and experienced supervisors) from all faculties at NTNU.

Research Leadership Course

- <https://i.ntnu.no/wiki/-/wiki/English/research+leadership/>

The aim of the course is to support the development of a long term research career. The course focuses on understanding leadership in a research context related to developmental phases, archetypes of research groups, how to manage the research portfolio and balancing of dilemmas. The course provides both theoretical introductions and practical learning activities. Working methods include plenary presentations, casework, experience-sharing, individual tasks and group discussions. 2-day course, offered each semester, ca 35 participants from all faculties at NTNU (two separate courses for phd candidates and postdocs).

Workshop on Publishing in International Journals

- <https://www.ntnu.edu/wrab23/pre-conference/>

The workshop aims to explore the ways in which ongoing research can be translated into publications in high ranking international journals within and across disciplines. The key milestones of the publishing process are delineated – beginning with the pre-submission/submission phase, through the peer review and revision phases, to the final editorial decision phase. Access to authentic, anonymised materials (original and revised manuscripts, reviewer reports, author-editor-reviewer correspondences). Workshop participants are encouraged to reflect on their publishing experience and disseminate their ongoing research ideas. 2-day workshop, offered each semester, ca 35 participants (particularly relevant for phd candidates and postdocs) from all faculties at NTNU.

Workspace on Publishing and Outreach

- <https://www.ntnu.edu/studies/courses/HFEL8001#tab=omEmnet>

The workshop series provides research-based introduction to and practical training in effective communication of own research to important audiences in academic and non-academic contexts. Seven 3-hour workshops on:

- Pitching your research to key audiences
- Communicating your research to a relevant user group
- Communicating your research to the public
- Text organization, flow, readability at global level
- Text organization, flow, readability at local level
- Writing the background section
- Taking control of the writing process

All the workshops have a clear expected outcome tied to communication of own research. 3-hour workshops offered each week during spring semester, ca 30 PhD-candidates from all faculties.

NTNU's mentor programme for female researchers

- <https://i.ntnu.no/wiki/-/wiki/English/Mentoring+program>

The aim of the mentoring programme is to offer female associate professors who work towards promotion support and motivation. The mentees are paired with a mentor from a different field. The program offers support and guidance in the mentorship and facilitates for exchange of learning and experience. Topics discussed in the program are: collaboration in mentorship, the journey towards promotion, career, network, identity, gender, and reflections around the professor role. The program encompasses 20 pairs of mentors/mentees, lasts about 10 months, and consists of 4 all-day meetings, and 2 meeting only for mentees and 1 meeting only for mentors.

2.2. Politecnico di Milano (PoliMi)

Website: <https://polimi.it/en>

Talent development programme

The objective of the T.D for Research in our University has the following aims:

- Definition of a growth path
- Expansion of the skills of young researchers
- Support in developing the potential in order to increase the chances of success

Our fields of action are:

- Strengthening individual performances in the field of research
- Improvement of scientific production (numerical and quantitative point of view)
- Improvement of the communication of scientific results
- Strengthening of international collaborations
- Participation in research projects
- Personal growth
- Professional growth
- Relational growth

PhD “Research Skills” training programme

- <https://www.dottorato.polimi.it/en/>

The course aims at providing the basic knowledge to approach a research career. The Goal of this programme is to offer a wide range of one-day courses that may help PhD Students to build up their skills in research and a basic knowledge to approach a research career. The program is structured in 10 modules that cover aspects of communication, research management, soft skills, research proposal preparation

Focus groups for Early Stage Researchers

Short session of about 90 minutes with a small group of researchers that already attended some trainings, to deep dive specific arguments related to soft skills. Miro activities are foreseen to focus on specific priorities of interest for the group of attendees.

Career Service: Opportunities for PhD students

- <https://www.dottorato.polimi.it/en/current-phd-candidates/after-the-phd/career-service>

The Career Service has developed a specific PhD route, at the end of which, PhD candidates can choose to enter the corporate world. The programme is aimed at the PhD students in the last year of their programme and supports them in particular with:

- Finding out about the sector and about the roles in the labour market in Italy and abroad that are most suitable to their personal ambitions and their chosen PhD route
- Building an effective CV and personal statement
- Evaluating the PhD candidate's profile to ensure the best presentation to the corporate world
- Improving their interview technique by having a mock interview with experts

2.3. Universitat Politècnica de València (UPV)

Website: www.upv.es/en/

RCD Website

- <https://hrs4r.blogs.upv.es/en/researchers-career-development-unit/>

STRATEGIES (and permanently open resources)

HRS4R (Human Resources Strategy for Researchers)

- <https://hrs4r.blogs.upv.es/en/welcome/>

UPV implements the *Human Resources Strategy for Researchers* in order to align its policies with the principles of the C&C. Research careers in Europe are fragmented and the C&C, through its principles and requirements, ensures that researchers can enjoy the same rights and obligations in any European country. This facilitates the development of the researchers' career.

Researcher Career Development Unit

- <https://hrs4r.blogs.upv.es/en/researchers-career-development-unit/>

Website with information divided into three categories: predoc advice, postdoc advice and general info (a temporary website created within the HRS4R website that will be in use until we have a fully working, separate RDC website).

UPV Job Offers published on EURAXESS Jobs

- <https://hrs4r.blogs.upv.es/en/euraxess-upv-job-offers/>

UPV publishes research-related job offers on its EURAXESS Jobs profile. For now, it only applies to those offers that are managed by the Vice-Rectorate for Research, but it's planned to publish all job offers soon.

Opportunities Search Tool

- <https://hrs4r.blogs.upv.es/en/opportunities-search-tool/>

This online tool automatically aggregates information about scholarships, aids, mobility, contracts, awards, and contests from various UPV databases.

Transformative Agreements

- <https://poliscience.blogs.upv.es/acceso-abierto/publicacion-en-acceso-abierto/acuerdos-editoriales/#> (only in Spanish)

Transformative agreements aim to constrain costs of scholarly communication and foster equity in scholarly publishing (Open Access).

Comprehensive plan for student support (PIAE+)

- <https://piae.blogs.upv.es/que-es-piae/#> (only in Spanish)

PIAE+ is a systematic orientation, guidance and support project, immersed in the curriculum and guaranteed by the UPV, which is aimed at its students from their enrolment (in any undergraduate, master's and doctoral course) until the end of their studies.

UPV-funded predoc and postdoc contracts:

- Predoc subprogramme 1 [LINK](#) (Spanish only)
- Predoc subprogramme 2 [LINK](#) (Available in English and Spanish)
- Postdoc subprogramme 1 [LINK](#) (Spanish only)

Aid Programme or First Research Projects

- <http://www.upv.es/entidades/VINV/info/1191720normali.html> (Spanish only)

The purpose of this call for proposals is to grant aid for the realization of scientific, technological or artistic research projects to new researchers from the UPV want to start a research project and do not have other sources of funding. These grants will facilitate subsequent access to competitive calls, improving leadership opportunities for young researchers.

R&D and Innovation Management Office

- <https://www.upv.es/entidades/SGI/>

The aim of the R&D and Innovation Management Office is to support and strengthen the coordination and execution of the administrative-economic management processes of research, innovation and knowledge transfer activities at UPV.

Research-related job offers on the UPV HR Office website

- <http://www.upv.es/entidades/SRH/conypi/indexnormalc.html> (Spanish only)

External job offers published on the Career and Employment Office

- <https://aplicat.upv.es/dire-app/gesOfertas.xhtml> (Spanish only)

IDEAS UPV – Start-up creation service

- <https://www.ideas.upv.es/> (Spanish only)

TRL UP

- <https://innovacion.upv.es/es/trl-up-2023/> (Spanish only)

This programme fosters validation of research results on their way up the TRL ladder through participation in valorisation and proof of concept calls.

SPIN UPV

- <https://innovacion.upv.es/es/spinupv-2023/> (Spanish only)

The programme which supports the creation of spin-offs. It includes business training, the introduction of potential CEOs, aid for proof of concept and access to private investment.

Industrial doctorate program

- <https://www.upv.es/entidades/EDOCTORADO/info/1021537normali.html>

It aims to encourage research in the business sector and the participation of the industry in doctoral programs, encourage the transfer of knowledge between the university and its environment, and promote the labor insertion of young researchers.

EVENTS

UPV Services/ Research Infrastructures Day

(2nd half of June 2023)

Event for familiarising early-stage researchers with UPV research services/ infrastructures like: Radiation Service, Electron Microscopy Service, Germplasm Bank, Library etc.

PhD Welcome Day

- <https://hrs4r.blogs.upv.es/en/2022/11/23/hrs4r-at-the-welcome-day-for-phd-students-2022/> (21/11/2022)

An important part of this event is the “Services Fair” (in this case, the type of services differs from the point above. Instead of research infrastructures, the services presented are e.g. Technology Transfer Office, Research Management Office, Research Programmes Office, HRS4R, IDEAS UPV (spin-offs, startups), International Office (exchanges) etc.)

Annual meeting of Doctoral Students

- <https://hrs4r.blogs.upv.es/en/2022/07/19/hrs4r-and-the-research-career-development-unit-at-the-7th-meeting-of-upv-doctoral-students/> (Usually in June/ July)

The content varies but in general the aim of this event is to enable PhD students to acquire scientific communication skills through the presentation of their own research work in a language that can be understood by the general public.

Open access week

- <https://poliscience.blogs.upv.es/open-access/semana-del-acceso-abierto/> (website in Spanish only)

(Usually organised in October/November)

Open Science Day

- <https://poliscience.blogs.upv.es/2022/10/19/gestion-de-datos-de-investigacion-un-paso-mas-hacia-la-ciencia-abierta-infraestructuras-en-la-upv/> (website in Spanish only)

(Last on 15/11/2022)

UPV Innovation Day

- <https://innovacion.upv.es/es/jornada2023/> (Spanish only)

(01/03/2023, hybrid event)

The IV UPV Innovation Day is the reference meeting between researchers, entrepreneurs and R+D+i agents of the innovative ecosystem of the university, in order to share experiences and address aspects of innovation.

UPV Employment Forum

- <https://www.upv.es/contenidos/SIEFORO/index-en.html> (17-18/05/2023)

It's a meeting place for companies, students, graduates and researchers who are looking for a job opportunity, a change of employment or guidance to improve their professional career. It's mostly participated by companies and institutions but UPV and its services are also present.

Citizen-science programme

- https://acts.webs.upv.es/jornadas_ncc/ (Spanish only)

The “Towards a new scientific culture” programme seeks to promote responsible research in the university community, in line with the principles of RRI (Responsible Research and Innovation): science education, gender equality, open access, governance, ethics and citizen participation.

Science Fairs

- Gandia Campus Science Week (planned for October 2023, no website yet)
- Alcoi Campus Science Week (planned for November 2023, no website yet)

COURSES

Lifelong Learning Centre (CFP)

- <https://www.cfp.upv.es/formacion-permanente/> (Spanish only)

CFP is UPV's lifelong learning centre. It offers more than 600 courses each year. Most of them are open to general public but UPV community has discounts or in some cases can participate for free.

Institute for Education Sciences (ICE)

- <https://www.ice.upv.es/>

The ICE is a unit whose fundamental mission is to promote and support educational innovation at the university based on the needs derived from the UPV educational model, included in the different institutional programs, as well as to provide specialized pedagogical support to the agents involved (teaching staff, teams managers, students and the university community in general).

Free courses for our researchers offered as a result of the implementation of the Action Plan of the HRS4R (once per year):

- Online course on SCIENTIFIC COMMUNICATION: [LINK](#) (1/02/2023-28/02/2023)
- Online course on PROTECTION OF INNOVATION, KNOWLEDGE TRANSFER AND ENTREPRENEURSHIP: [LINK](#) (18/01/2023-31/03/2023)
- Online course on RESEARCH CAREER in Spain, (No website yet), (Under development, no date fixed yet)

Courses for R&D&i Activities

- Course on managing input on data on SENIA (UPV's internal research assessment tool) (5 editions on March-April 2023 on UPV's 3 different Campuses): [LINK](#)
- Course (hybrid) on PROJECT MANAGEMENT FOR R&D+I ACTIVITIES (no website yet) (June 2023)
- Course (hybrid) on SCIENTIFIC DIVULGATION (no website yet) (June or Nov-Dec 2023)
- Mini-course on Research Career (permanently open): [LINK](#) (video with multi-language subtitles, poster and presentation in Spanish)
- Course on Open Science in teaching and research [LINK](#) (02/02/2023)
- Expert Diploma in Online Training (DEXFOL): [LINK](#) (11/01/2023-22/02/2023). Free online course for the UPV teaching staff on providing quality online teaching.
- University Reception Program (PAU): [LINK](#) (February-June/2023). Free course for UPV researchers who want to teach at UPV. Mainly aimed at Assistant Professors and postdocs.
- Expert Diploma in University Pedagogy (DEXPU) [LINK](#) (01/2022-06/2023). Course on developing the necessary competencies to put into action quality teaching in which the student, and their education, is the main point of attention.

2.4. Rheinisch-Westfälische Technische Hochschule Aachen (RWTH Aachen)

Website: <https://www.rwth-aachen.de/>

RWTH Aachen Career Service

- <https://www.academy.rwth-aachen.de/en/services/career-service>

Studying with RWTH International Academy involves much more than just a degree. With us, you get an all-round career package: during your studies, we are there to advise you so that you can ideally prepare for the start of your career. Our goal is to provide you with the necessary hard and soft skills for the job market. We will facilitate your networking directly with companies and/or the university.

- Benefits from our Career Services Expertise
- Career counseling
- Online Career Portal
- Application tips
- Company Meet & Greet
- E-Coachings
- Recruiting Events

With our Career Service, we want to lay the foundation for your career success. We support you with valuable tips, advice and personal coaching from the preparation of your application documents to networking with companies for internships, theses and career entry.

RWTH Aachen Career Center

The RWTH Aachen Career Center supports your career through opportunities that strengthen your professionalism in the application process and exercise your individual skills. Every semester we put together a comprehensive program to help you with your first steps in the professional world. You can find all of our offers in the [event calendar](#).

Should you have any questions about or suggestions for our events, please contact the Career Center directly: career@rwth-aachen.de.

RWTH Certificate Courses of the RWTH International Academy

- <https://www.academy.rwth-aachen.de/en/programs/certificate-courses>

Today's increasingly complex and fast-moving working world requires constant qualification and lifelong learning. This is where our certificate courses come in, offering you flexible, high-level continuing education and the knowledge you need for your current and future professional success. Our certificate courses are characterized primarily by the following factors:

- All content is scientifically based and up to date with the latest technical and scientific developments.
- Strong application orientation through case studies, practical projects, company visits, etc.
- High level of practical exchange between lecturers and participants as well as networking among participants.
- Official RWTH Aachen Executive Certificate

With us you have the choice between seminars & workshops / certificate courses and thus the choice between basic and advanced courses, which allow you to either acquire basic knowledge or to specialize your knowledge in selected topics.

2.5. Technische Universität Berlin (TU Berlin)

Website: <https://www.tu.berlin/>

Centre for Junior Scholars (CJS) and the Concept for the Advancement of Junior Scholars

- <https://www.tu.berlin/en/tudoc>

The Center for Junior Scholars (CJS) is the central institution for the advancement of junior scholars at Technische Universität Berlin. It offers comprehensive networking, provides information on calls for scholarships and prizes, on trainings and workshops in transferable skills and on funding opportunities for travel and mobility. Further more it supports the further development for young researchers at the Technische Universität Berlin, which is oriented towards latest quality standards and current strategic developments. The services for doctoral candidates and postdocs includes advice on administrative and organizational questions, the preparation of applications in the area of junior researchers as well as confidential counseling in case of problems or conflicts in the supervisor relationship. Different programmes for Researchers on all levels of career development are part of the offers of CJS. The background to the professionalised promotion of young researchers is the TU's own *Concept for the Advancement of Junior Scholars*, whose constitution led to an action plan.

Some of the offers: proMotion (for female doctoral candidates), ProFiL (mentoring program for women)

Centre for Scientific Continuing Education and Cooperation (ZEWK)

- https://www.zewk.tu-berlin.de/v_menue/wissenschaftliche_weiterbildung/

As an independent central institution, ZEWK is responsible for the continuing education of various target groups (professors (R4), newly appointed/junior professors (R3), research assistants (R1 and R2) and tutors). It offers training in teaching/learning, research management, work and management techniques, leadership, science communication and digital media. The support includes not only coaching and courses, but also advice and the provision of information and publications on the topics. HRS4R is settled at the ZEWK.

Programmes framed by the Berlin University Alliance (BUA)

- https://www.zewk.tu-berlin.de/v_menue/wissenschaftliche_weiterbildung/gesamtprogramm/berlin_graduate_studies_program/
- <https://www.berlin-university-alliance.de/bla/index.html>

Within the framework of the excellence cooperation of the Berlin universities and in connection with it (Berlin University Alliance), TU offers various programmes and instruments for career development and further education. These include peer-mentoring for tenure-track professors, the *Berlin Graduate Studies Program* as a qualification programme for R1s and the *Berlin Leadership Academy* as an institution of the cooperation partners for leadership development. Part of TU's action plan is the development of a *Postdoc Academy* to provide more support for postdocs regarding career paths within and outside the university.

Competence Profiles

Part of the concept for junior scholars was the creation of a competence model, on the basis of which various competence profiles for researchers were developed. In a next step, these are to be linked to a self-assessment tool to guide the researchers' self-assessment with regard to their further career and to focus on different paths based on their own competences. The competence profiles can also be used for further career planning, to identify the need for action and as a basis for supervision and counselling. The advantage of the competence profiles is that they not only focus on competences that are necessary within university or research, but also outside of the academic field and thus help to uncover more possibilities for career development.

Certificate programme: Neuberufen@TUB | Professionell lehren, forschen, führen!

- <https://www.tu-berlin.de/?id=194797>

The programme was designed in cooperation between ZEWK and the Human Resources Development Service Unit of the Human Resources Department and is specifically for the target group of newly appointed professors. It includes basic and optional advanced modules as well as leadership coaching.

Further various offers/institutions:

- YAN, the Young Academic Network
- Promoting Talent (BUA), mindSET-project for non-scientific career;
- Career Day
- Centre for Entrepreneurship
- Alumni Office
- Career Service

2.7. Technical University of Warsaw (WUT)

Website: <https://www.pw.edu.pl/engpw>

RCD Strategy Websites:

- <https://badawcza.pw.edu.pl/Programy/Pracownicy> (in Polish)
- <https://badawcza.pw.edu.pl/Konkursy> (in Polish)
- <https://www.szkolenia.pw.edu.pl/> (in Polish)
- <https://www.cziiit.pw.edu.pl/dla-pracownikow-pw/> (in Polish)
- <https://www.excellence.pw.edu.pl/excellence/Programmes/Employees> (in English)
- <https://www.excellence.pw.edu.pl/excellence/Competitions> (in English)

Supporting a technological career path: the Centre for Advanced Materials and Technologies CEZAMAT

- <https://www.cezamat.eu/home/>

The Centre for Advanced Materials and Technology (CEZAMAT) was established in 2017 to support technology transfer at WUT. CEZAMAT is one of Poland's most significant R&D investment projects in high technology. The project, co-financed by the European Union, has established a network of five laboratories equipped with state-of-the-art facilities and the necessary infrastructure. The Centre's laboratories conduct R&D on new technologies with commercial potential. Thanks to the new research infrastructure and integrated research programmes, it is possible to conduct joint scientific research and development at the highest level and to popularise and implement modern technologies. An essential objective of CEZAMAT is to transfer advanced technologies and commercialise the ideas that will be developed. The Centre promotes cooperation between regional-level (Mazovian) and national-level centres of science and research on the one hand, and businesses on the other. At present, it is implementing more than 40 projects, involving approximately 160 employees.

Support for intensification of high-quality research with a possible reduction of teaching duties

- <https://www.excellence.pw.edu.pl/excellence/Competitions/Ongoing-competitions/The-competition-supporting-the-preparation-and-publication-of-a-review-paper-in-a-prestigious-international-journal>
- <https://www.excellence.pw.edu.pl/excellence/Competitions/Ongoing-competitions/The-competition-supporting-the-preparation-of-monographs-and-their-publication-by-prestigious-international-publishers>

For the group of research and teaching staff working at WUT, the annual teaching load is 180 hours for a professor, and 240 hours for a university professor or assistant professor. If staff members attempt to publish their article or book in a top publishing house/journal, they can apply for a reduction in teaching load of up to 50% for one year. This system allows scholars to divide their time and energy between teaching and research on a flexible basis. Two pilot programmes of this type were launched in May 2022 as part of the Excellence Initiative – Research University.

A culture of comprehensive development for scholars: intensive, systematic and wide-ranging improvement of WUT staff competencies

- <https://www.szkolenia.pw.edu.pl/> (in Polish)

The Training Department at WUT is actively involved in planning, preparing and organising training based on current needs and the WUT “Development Strategy to 2030”. The first such area relates to updating knowledge about changes in national law: between 2018 and 2022, 78 training courses were conducted, with 2,754 employees participating (55.8% of the staff). The second area of enhancement of staff competencies consists of training relating to the development of WUT staff. Training initiatives are carried out within the framework of both the Training Department itself and the following university-wide development projects funded by the European Social Fund: “NERW PW. Science - Education - Development - Cooperation” (implementation period 2018-2022, funding approx. EUR 7.5 million), and “NERW 2 PW. Science - Education - Development - Cooperation” (implementation period 2019-2023, funding approx. EUR 6.9 million).

The training courses and the programme of workshops have been constructed on the basis of cyclical research into the training and development needs of individual employee groups (research and teaching staff, administrative staff). With this as a central point of reference, activity packages are developed that are aimed at improving competencies relating to management, research, teaching and development. Employees can register a need for appropriate training of some sort or other. As part of the NERW project, more than 80 training courses have been held for WUT management and administrative staff, attended by approximately 2,000 employees. The most popular training courses were Managerial Communication, Effective Time Management, Team Management, Project Management, and the following certified training courses: M_o_R Foundation, Prince Foundation, and AgilePM Foundation. More than 120 courses and training sessions for research and teaching staff were also conducted. The most popular were English language courses, courses on the MOODLE e-learning platform, courses on innovative forms of education, training in the art of self-presentation and discussion, and courses in vocal skills and diction. In addition to short-term training, the one-year postgraduate course "Manager's Academy" and the one-and-a-half-year MBA course have each been implemented twice over, with the participation, altogether, of 120 persons holding managerial positions at WUT.

Training courses are held both in-house and online, as well as at alternative locations. There are regular English language courses, and some e-learning courses permanently available on the WUT employee portal, accessible anytime to any employee by logging in at <https://portal.sap.pw.edu.pl/>. The current training offer (including a training calendar with detailed descriptions) is available on the website (in Polish) at <https://www.szkolenia.pw.edu.pl/>. Training information is also distributed by e-mail to all employees.

Support for People Affected by the War in Ukraine

- <https://www.excellence.pw.edu.pl/excellence/Programmes/Employees/Support-for-People-Affected-by-the-War-in-Ukraine-programme/>

As part of the implementation of the project Excellence Initiative – Research University at WUT, the programme "Support for people affected by the war in Ukraine" was announced in 2022. This is aimed at Ukrainian citizens who have had to leave their country due to the war, and Polish citizens who were employed in research units in Ukraine or the Russian Federation and who have had to return to their own country.

Within the programme's framework, units belonging to WUT can obtain funding to employ scholars, and scientific-technical and engineering-technical staff, who are unable to continue their work at their previous place of employment. The organisational unit provides the person being hired with a workplace, access to research infrastructure, and funding for research.

ERC grant application support scheme

- <https://www.excellence.pw.edu.pl/excellence/Competitions/Competitions-archive/2022/4th-edition-of-the-internal-grant-competition-supporting-an-application-submitted-in-the-European-Research-Council-ERC-competition/>

Winning and implementing an ERC grant is surely one of the most potent ways to enhance a research career, and yet in Poland there is little interest in ERC grants among researchers. As part of Excellence Initiative – Research University, WUT carried out the ERC application support programme four times between 2021 and 2022. Funds awarded under this programme can be used to subsidise activities aimed at preparing a proposal for an ERC grant – in particular, the fees of the PI and co-investigators, the preparation of an expert opinion on the proposal, translation and proofreading, and a visit to an international centre to establish cooperation or consult on the proposal. The maximum grant amount is approximately EUR 5,000. In addition, the PI receives an allowance of approximately EUR 1,200 if the application submitted to the ERC qualifies for the second stage of evaluation, or approximately EUR 2,400 if it actually goes on to receive funding.

[**// PART III – ACKNOWLEDGEMENTS**](#)**3.1. METHODOLOGY**

This catalogue was developed through the internal mapping each institution has carried out through their internal consultation with RCD related offices and units. The RCD Working Group developed a template for carrying out the mapping through regular meetings, with an in-person Workshop to further exchange good practices on RCD and agreeing on the content of the template. The mapping was carried out using this template to collect the different examples of strategies and activities, through the months of October 2022 - January 2023, with latest additions on February 2023 of recent updated content.

Since every participating institution has a different structure and organization, the results of the catalogue are to be taken as a starting point to exchange good practices in RCD at an institutional level and find which processes can be translated to the user's institution and how to find strategies that can be applied to different organizations to further improve the conditions of RCD.

This catalogue will be regularly updated until the end of the ENHANCERIA project, in order to keep up the information on RCD strategies, new activities and courses that may arise, and other useful resources that can be shared through the Research Community.