

Warsaw, 31 January 2017

**REPORT ON THE ACTIVITIES OF THE OMBUDSMAN****FOR STUDENT AND PERSONNEL AFFAIRS***for the period from 1 January to 31 December 2016***Table of contents:**

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## Context

The University Ombudsman was appointed by virtue of the *Ordinance No 30 of the Rector of the University of Warsaw of 16 August 2011 on the appointment of the Ombudsman at the University of Warsaw*. From 1 November 2011 the position is being held by Anna Cybulko, employed on a part-time basis (20 hours per week). In the end of September 2012, Anna Cybulko was appointed for another term (the first full, i.e. four years) covering the period from 1 October 2012 to 1 October 2016. From 1 October 2016 to 30 September 2020, Anna Cybulko was appointed for the second full term of office. From 1 December 2012 the number of the Ombudsman's working hours was increased to 30 per week.

The present report has been drawn pursuant to the provision of §11 of the Ordinance No 30, stipulating that "The Ombudsman shall submit a written report on her/his activities to the Rector by the 31st of January of each year".

## Organisational matters

### Employee of the Academic Ombudsman team

Łukasz Modzelewski works in the Ombudsman's team. He was employed from 21 September 2015 for a three-month trial period, after a trial period on a fixed-term contract valid until the end of December 2016. Mr Modzelewski's tasks include administrative work as well as organizational and substantive support of the Ombudsman on her tasks provided the *Ordinance No 30 of the Rector of the University of Warsaw of 16 Aug. 2011 on the appointment of the Ombudsman at the University of Warsaw*, in particular in the area of legal analysis and information.

## Finance

In course of 2016, the Ombudsman was granted funds for:

- needs related to maintaining contacts and exchanging international experience, including membership in the European Association of Ombudsmen in Higher Education ENOHE (European Network of Ombudsman in Higher Education) – EUR 50;
- purchase of equipment necessary to ensure proper work standards and efficient performance of ombudsman tasks, i.e.: office and stationery materials – PLN 513.11;
- renewal of the contract and purchase of a GSM telephone – PLN 477.24.

## Report on activities

### Competences

In 2016, the activities were conducted in accordance with the rules and procedures developer in the previous years, and encompassed all areas of expertise assigned to the Ombudsman by the *Ordinance No 30*, namely:

- Presenting information about the operation of the University and its legal regulations;
- Indicating and/or contacting with appropriate organisational units of the University in order to obtain relevant information or explanation of the case;
- Supporting the parties in conflict resolution;
- Recommending and conducting mediation;
- Promotion of ADR;
- Presenting information and recommendations regarding necessary systemic changes to the UW Rector.

Most activities of the Ombudsman are based on direct response to needs and problems reported by members of the academic community. The Ombudsman's activity in this area takes the forms of presenting information, explaining the case, and

supporting the parties in conflict resolution, for instance through mediation. The other major area of the Ombudsman's activity is promotion of ADR (Alternative Dispute Resolution) by means of training programs, promotional activities, participation in seminars and conferences, and internal and international cooperation. In exceptional situations, the Ombudsman uses her prerogative to advise the Rector on important signals about the operation of the University.

### **Direct assistance**

The Ombudsman works in her proper office, i.e. in the room no. 160 C located in the building of the University Library, at Dobra 56/66 street – as well as outside the office, on the premises of the University of Warsaw. She is available to all interested parties during her office hours held twice a week, on Mondays and Thursdays, from 11 a.m. to 2 p.m. Information on the Ombudsman's office hours can be found on the University website, the Ombudsman's own website [www.ombudsman.uw.edu.pl](http://www.ombudsman.uw.edu.pl), and Facebook profile, as well as in leaflets and on posters placed in various places on the premises. The Ombudsman accepts cases reported to her in person, by phone, by e-mail and by post. Due to the high intensity of the Ombudsman's work, the preferred form of contact is by phone or email, which makes it possible to arrange an appointment at a specific date in advance.

After receiving a report, the Ombudsman acts in two ways. In the case of simple inquiries, whenever it is possible, the answer is provided immediately by phone or e-mail by the Ombudsman or an employee from her team. In the case of unobvious or more complicated matters, a meeting with an interested party is arranged. At the meeting, in a direct conversation, the Ombudsman or her team member and the client discuss the problem, the client's needs and expectations and the range of available solutions. As a result of the meeting, the client may decide that it is necessary that the Ombudsman take an external intervention and, for instance, explain the case at the competent unit or start direct mediation. In such situations, the Ombudsman has to be authorised in writing to undertake the agreed steps.

The Ombudsman is supported in solving students' problems by her team member, Łukasz Modzelewski, whose responsibilities include, i.a., direct contacts with interested parties, planning the Ombudsman's meetings, contacting different stakeholders, and gathering and supplementing information about the reported cases. His duties include also providing support in solving problems reported by students, including establishing potential causes, gathering information from competent university and units, and transferring knowledge about possible case proceeding. An important part of Mr Modzelewski's work are tasks in the area of preparing legal analyses and opinions.

### Promotion of ADR

An important task of the Ombudsman is to promote alternative methods of dispute resolution. As part of supporting development of alternative methods of resolving disputes within the university, the Ombudsman took proactive promotional and educational activities, such as conducting training for students and employees (including those staying at the University of Warsaw under the Erasmus programme), participation in seminars, conferences and promotional meetings, including those organised by student organisations. An important area of educational activity of the Ombudsman was training and popularising activities covering the subject of mobbing, its prevention and ways of dealing with this problem. The Ombudsman also actively participated in conferences on mediation, dispute resolution and solving personnel problems; i.a. she gave a speech at the conference "Mediation vs. justice in a new perspective" organised by the President of the District Court in Wołomin (November 2016).

In 2016 the Ombudsman continued work on the project Mobbing Prevention Procedures (initially presented to Rector in May 2015). The Ombudsman also supported the Office of Employees' Affairs in preparation of *The Human Resources Strategy For Researchers (HRS4R) At The University Of Warsaw (UW) with respect of the principles of the European Charter For Researchers And The Code Of Conduct For The Recruitment Of Researchers – Action Plan for 2015-2017* for the purpose of application to the

European Commission for the HR Excellence in Research logo (in part covering equality issues, which falls within the scope of Ombudsman's competence). In December 2016 the Ombudsman, in agreement with Rector authorities, initiated creation of the Code of Ethics for employees of the University of Warsaw.

### Cooperation

The Ombudsman collaborates with numerous university units and collegiate bodies. The cooperation consists in mutual referral of cases according to competences as well as joint problem solving and solution finding. The aforementioned units and collegiate bodies also provide substantive assistance in clarifying arising questions and problems. The Ombudsman in the area of many of her activities cooperates with other institutions with related competences, including Rector's Committee for Preventing Discrimination, Centre for Disputes and Conflicts Resolution at the Faculty of Law and Administration, Law Clinic at the Faculty of Law and Administration, International Relations Office and UW Office for University Advancement, and representatives of student self-government, in particular with the Appeal Scholarship Commission and the Management of the Doctoral Fellows' Government.

The Ombudsman cooperates with other Ombudsmen, including Bartłomiej Chłudziński, the Ombudsman at the Nicolaus Copernicus University in Toruń and Justyna Rokita, Student Rights Ombudsman at the Students' Parliament of the Republic of Poland, as well as with non-governmental organisations dealing with issues relevant from the point of view of ombudsman's activities, including the Polish Society for Anti-Discrimination Law and the Legal Clinics Foundation.

The Ombudsman is also a member of the European ombudsmen organisation (ENOHE European Network of Ombudsman in Higher Education), in which she strongly cooperates with European ombudsmen in order to exchange experience, supervision and build new institutional solutions. In 2016, the Ombudsman and her employee participated in several webinars extending knowledge about the ombudsman's work, as well as numerous on-line meetings.

In 2016, implementation of an international project "Advocacy Establishment for Students through Ombudsman Position (AESOP)" has started, financed by

Education, Audiovisual and Culture Executive Agency (EACEA), acting on behalf of the European Commission, partner of which is the University of Warsaw. The project began in December 2014, and its leader was then Khazar University in Kazakhstan. However, due to the change in legal regulations and procedural requirements of the project, Khazar University could not implement the project and handed over its management to Georgia. Currently, Akaki Tsereteli State University in Kutaisi, Georgia is the project leader. The aim of the project is to create the Ombudsman institution at selected Georgian, Ukrainian and Azerbaijani universities based on patterns from partner countries, including University of Warsaw. The kick-off meeting took place in December 2016 in Kutaisi, Georgia and it was attended by representatives of project partners from Georgia, Azerbaijan, Ukraine, Austria, Great Britain, Spain and Italy. Cooperation within the framework of the project gives place for building an image of the University of Warsaw as an institution which, by supporting development of ADR methods, introduces innovative methods of improving its operations and conflict management.

### Statistics of cases

The Ombudsman fulfils duties resulting from § 2 of *Ordinance No 30*, stating that the Ombudsman's tasks include assistance to individuals and organisational units of the University in disputes and conflicts resolution. Below are presented statistical data showing the quantity, type and thematic cross-section of cases that were received by the Ombudsman in 2016. Statistics also show the number and type of actions taken by the employee of the Ombudsman's office.

### Number of cases:

**In 2016, the Ombudsman dealt with 122 cases, of which 115 were received in 2016, and 7 were continuations from the previous year.<sup>1</sup>** This means a slight decrease as compared to the previous year, when there were 133 cases.

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<sup>1</sup> The data included in the tables presented in this report relate only to cases reported in 2016, they do not take into account the cases continued from 2015.

The reduction in number of cases reported by students and doctoral fellows is worth noting. There may be several reasons for this. May be the number of cases has stabilised to some degree and it depicts more or less a constant level of student-employee problems that will be reported to the ombudsman. On the other hand, the number of cases may be related to the adopted and implemented strategy of communication activities. The level of knowledge of the academic community members about the ombudsman and her competences is varied and not very high. While the knowledge of this function among faculty and administrative staff is slowly growing (although it is still far from being saturated), the knowledge about the ombudsman in the group of students does not replicate spontaneously. One may be afraid that without undertaking intensive annual information and educational activities (directed in particular at new students and new local government boards), the willingness to use ombudsman's support will be diminishing. In 2016, the Ombudsman focused less on informing and reaching students with a message about her position. It seems, however, that this strategy should change in subsequent years.

It is worth emphasising that people who report to the Ombudsman know her competences and rules of operation more and more. In 2016, unlike in previous years, there was not any anonymous report submitted to the Ombudsman. There were some reports that were initially anonymous, but after contacting the Ombudsman or her employee by e-mail and explaining the rules of her operation, complaining parties decided to disclose their personal details. It seems that the described state of affairs may be related both to the growing trust of the academic community to the Ombudsman and the observance of the confidentiality principle, as well as a growing knowledge of the rules of action adopted in the Ombudsman's team (taking into account the need to identify a person reporting a problem).

### **The reporting parties:**

In accordance with § 4 of the *Ordinance No 30 of the Rector of the University of Warsaw*, the Ombudsman takes action upon:

- a report by a member of the academic community;
- a motion of the student government or doctoral fellows' government;



- a motion of the Rector;
- the Ombudsman's own initiative.

A vast majority of cases was reported by the interested parties themselves, although in some cases the problems were also reported by personnel/heads of the Central Administration Office or the need to deal with a given topic was signalled by Vice-Rectors. In 2016, a number of cases increased by dozen or so, in which heads of a given unit asked for support in resolving the conflict (or a problem of a different nature): deans, directors or heads (including heads of dormitories). As in previous years, the Ombudsman also cooperated with trade unions, engaging herself in matters reported by their representatives.

In most cases, students and personnel have notified the Ombudsman about individual cases. About 25% of the cases reported included group problems, ranging from several to several dozen people. They were, among others, student problems (e.g. reports about the lecturer related to his discriminatory attitude, or failure to properly fulfillment of his educational duties), as well as personnel's ones (e.g. a conflict in the team, a team report about irregularities in the unit management, etc.)

**Table 1. Individual or group nature of reported cases**

Nature of the cases	
Individual cases	87
Group cases	28

As a rule, the Ombudsman adopted the practice of reactive activities, and therefore practically did not take corrective actions on her own initiative. The reason for this approach was not only a large workload resulting from cases reported by members of the academic community, but also a belief that acting on her own initiative, without a signal from those in need, generates an increased risk of violating basic principles on which ombudsman's activity is based, i.e. impartiality and confidentiality.

Detailed information on the number of cases reported by individual groups of reporting parties is presented in Table 2.

**Table 2. Number of cases reported by individual groups of interested persons**

Members of the academic community reporting cases - number of cases	
Students	55
Doctoral fellows	6
Faculty members	24
Faculty and technical staff	4
Administrative workers	16
Other	10
Total	115

Below is the Table 3 presenting the division of reported cases due to the unit to which they refer.

**Table 3. Reported cases by university units:\***

Unit	Number of cases
Faculty of Journalism and Political Sciences**	13
Faculty of Modern Languages	12
Faculty of Law and Administration	7
Institute of American and European Studies	6
Faculty of History	6
Faculty of Psychology	6
Students' or faculty members' dormitories	5
Centre for Europe at the University of Warsaw	3
Faculty of Economic Sciences	3
Faculty of Applied Social Sciences and Resocialisation	3
Faculty of Polish Studies	3
Faculty of Philosophy and Sociology	3

University of Warsaw Library	3
Central Administration	2
Faculty of Biology	2
Faculty of Physics	2
Faculty of Geography and Regional Studies	2
Faculty of Management	2
Faculty of Applied Linguistics	1
Faculty of Oriental Studies	1
BUW (University Library)	1
College for Teaching German Language	1
Open University	1
Faculty of Geology	1
Other	26
Total	115

\* *Description of abbreviations: S-Students, PhD-PhD fellows, FM-Faculty Members, AW-Administrative Workers, FTS-Faculty-Technical Staff, O-Others*

\*\* *For statistical purposes, cases reported from 01.10.16 by students and personnel of two Faculties to which the Faculty of Journalism and Political Sciences was separated, i.e. the Faculty of Journalism, Information and Book Studies and the Faculty of Political Sciences and International Studies were treated together.*

Table 3 includes only cases reported for the first time in 2016, but it did not include cases that were continued from previous years. Similarly to previous years, also in 2016 the first three places are occupied by the Faculty of Journalism and Political Sciences, the Faculty of Modern Languages and the Faculty of Law and Administration. It is worth emphasising, however, that except for the Faculty of Journalism and Political Sciences, where the number of reported cases has increased (which may have been the result of perturbations related to the division of the

Department into two new units), a vast majority of remaining units have decreased in comparison to 2015. On the other hand, new Faculties and units appeared in the table, from which no cases were sent to the Ombudsman in previous years. From the perspective of the Ombudsman, this seems to indicate that knowledge about the ombudsman's function reaches further areas of the university.

It is worth emphasising that there have been cases in which people who approached the Ombudsman did not indicate what units they were from. It also happened that people who were made redundant or potential candidates for work or study came with a problem. In all cases where it was possible to provide help, the Ombudsman did it. Persons who could not be assigned to any particular university unit were qualified to the "other" category.

#### Case subject matter:

Table 4 below contains statistics showing more detailed data on the case subject matters submitted to the Ombudsman in 2016.

**Table 4. Subject matter of the reported cases**

Type of the case	Reporting party			Number of cases
	Staff	Students and doctoral fellows	Other	
Explanation of rules and procedures	5	8	3	16
Conflict between an employee and a supervisor	26			26
Problems with the USOS		3		3
Conflict with a thesis supervisor		4		4
Conflict between a student and an employee	2	12		14
Problem with course credit		8		8
Conflict between employees	4			4
Mobbing	3	1		4
Problem with blocking a scientific career	2			2

Conflict between students				0
Conflict about copyrights	2	1		3
Conflicts of “bureaucratic” nature, difficulties with settling the matter		12		12
Conflicts in Students’ or Scientific Staff Dormitories	1	5		6
Problems with scholarship		5		5
Other		3	7	10
Total	44	61	10	115

In 2016, the division of problematic areas, reported by students and personnel in previous years, was once again confirmed.

The problems most often reported by personnel include difficulties in relations with superiors and interpersonal conflicts. Some of the conflicts are of a current nature and with the help of mediation they can be effectively and satisfactorily solved. With each subsequent year, the Ombudsman, however, receives more and more serious conflicts: deep, long-term, sometimes spilled on the entire units. The source of these conflicts are errors in management, but also mobbing by superiors or colleagues. In the event of errors in management, corrective measures can be implemented. In the case of mobbing, the actions of the Ombudsman are quite small. An important source of support would be the implementation of the Anti-mobbing Procedure, to which a victim could appeal effectively. At the same time, existence of such a procedure would strengthen personnel’s conviction that the university does not take on the side of mobbers, but only wants to face the problem and counteract illegal behaviours. Such a conviction would be helpful for many people (also in managerial positions) who want to fight the problem of mobbing, but have a sense of tied hands, lack of tools and lack of support from their authority.

Uncertainties associated with copyrights are also a recurring topic reported by the employees. In the table, this topic was only indicated in three cases as the main one, but very often it came back as a side thread in the context of broadly defined conflicts. Faculty members also report the topic of “blocking the development of a scientific career”. From the perspective of the Ombudsman, this topic is part of a wider category of conflict. Sometimes it is a typical interpersonal conflict, and

sometimes a more systemic one, related to the way in which the Polish system of promotions and employment of new faculty members is constructed (the “old” vs. “young” conflict and “our people” vs. “strangers”).

The major problems of students and doctoral fellows include: financial matters (inefficient functioning of the social assistance system, uncertainties associated with obtaining doctoral scholarships), difficulties in cooperation with supervisors of bachelor’s, master’s and doctoral theses, and administrative-bureaucratic problems, often because of misunderstanding of applicable regulations or difficulties in reaching them. The latter problem also affects personnel. Its source seems to be a complex organisational and legal structure of the university – parallel legal regulations from several levels are in force: national, general university, faculty and institute legislation (both directives issued by heads of units as well as resolutions issued by collegiate bodies should be taken into account), while part of these regulations is very difficult to be found – it is not always clear whether a given document exists. Lack of organisational and legal clarity and transparency generates a lot of difficulties and conflicts. Members of the academic community have difficulties in getting familiar with applicable legal regulations and structure of the university operation. Independent access to a competent person or institution often turns out to be a real challenge. It can also be difficult to clearly interpret the rules or recommendations. There are ambiguities as to the rights and responsibilities of individuals and entities. It is also not clear who should settle these ambiguities. In the opinion of the Ombudsman, setting in order indicated issues would bring invaluable benefits to the entire academic community.

A particularly important new area of problems that emerged in 2016 were conflicts on the national background and attacks on foreigners with a xenophobic or racist background. The Ombudsman received information on 4 such incidents: an incident (in the area of the Szturmowa street), whose victim was a PhD student from Nigeria, an attack on a student who is a Spanish citizen (at the Foksal street), battles of a Polish student with Ukrainian students in the Dormitory and racist inscriptions in toilets. Because information on three of the four described cases came from third parties, and at the same time at least two cases lack information about the perpetrators and it can be presumed that they were not students or personnel of the University, it

was not possible for the Ombudsman to take actions in the case. In the fourth case, i.e. a fight in a dormitory, the Ombudsman undertook actions aimed at clarifying the matter and possible mitigation of the conflict.

#### **Actions taken:**

Pursuant to § 7 of Ordinance No 30 of the Rector, the Ombudsman may take the following actions:

- Present competent information on the operation of the University and its legal regulations;
- Refer to competent units or persons for a given case;
- Support the client in dealing with the case by providing information or assistance in clarifying the situation in the proper unit;
- Provide assistance in conflict resolution by diagnosing the problem and presenting solutions;
- Recommend mediation;
- Present information and recommendations to the Rector regarding necessary systemic and procedural changes in the operation of the University in the area of the Ombudsman's expertise.

Within her competences the Ombudsman supports the person or unit that turns to her for assistance. The support provided is not limited solely to substantial and procedural assistance. The Ombudsman assists her clients to get out of a difficult and unpleasant situation with dignity and satisfaction with the actions taken.

The Table 5 below presents types of activities undertaken by the Ombudsman in relation to the reported cases.

**Table 5. Actions taken by the Ombudsman in response to case reports by particular groups of stakeholders. \*/\*\***

<b>Actions taken</b>	<b>S</b>	<b>PhD</b>	<b>FM AW FTS</b>	<b>O</b>	<b>Total</b>
Presenting information regarding operation of the UW and its legal regulations, referring to competent persons or units.	29	1	20	1	51
Support in settling the case by obtaining information or explanation in an appropriate unit or working through the emotions	29	5	26	3	63
Supporting clients in problem solving by helping to diagnose the problem and find the best solution.	26	5	40	4	75
Mediation	8	3	15	1	27
Mediation that did not come to fruition	0	0	1	0	1
Signalling [ <i>whistleblowing</i> ]: Referring reported irregularities in the operation of the university	0	0	1	0	1
Other	9	0	7	5	21

\* The sum of actions indicated exceeds the total number of cases (115), because some cases required more than one action

\*\* Description of abbreviations: S-Students, PhD-PhD fellows, FM-Faculty Members, AW-Administrative Workers, FTS-Faculty-Technical Staff, O-Others

In 2016, the methods of the Ombudsman practiced in previous years have been further strengthened: information and education (especially in the organisational and legal area), obtaining information and clarifying matters in the right unit with a special emphasis on support in dealing with organisational difficulties and hearing and help in analysing the situation and available strategies. The scope of using an academic tool of mediation in the Ombudsman's work is also still growing.



Mediation was conducted in conflicts between students, between students and personnel, between personnel at the same level of the academic structure and between superiors and subordinates. It is worth emphasising that in a vast majority of cases, personnel and students were familiar with objectives and rules of conducting mediation and were ready to take advantage of this type of support. Personnel who is in conflict with their superiors, who is afraid of supervisor's reaction and the risk of further repercussions on his part generally has the biggest doubts as to participation in mediation. In individual cases, there were refusals to take part in mediation (this was generally the case in matters where there potentially were grounds for mobbing). In a vast majority of mediations, the parties came to an agreement and although it did not always cover all parties' needs and interests, participants generally declared their satisfaction with the conclusion of the agreement and the decision to participate in the mediation. However, if such mediations take place, a large part of them brings positive results; in particular, change in the treatment of subordinates. Most of the mediations were conducted by the Ombudsman in person (directly or by turns, contacting alternately with parties of the conflict). In exceptional cases, when it was not possible or indicated, the Ombudsman benefited from the support of mediators from the Centre for Dispute and Conflict Resolution at the Faculty of Law and Administration of the University of Warsaw.

In 2016, for the first time, the Ombudsman, with the support of her employee, began to systematically monitor effects of the activities carried out, including the level of satisfaction of the reporting persons with the way of settling the matter. Details on this subject are presented in Table 6.

**Table 6. Level of satisfaction with the way of settling the case**

Settling the case in a satisfactory manner for the reporting person	Number
Yes	56
To a certain extent	41
No	7
No information	11

Although, for various reasons, not all matters can be managed in full accordance with the way persons reporting them would like, most of the reporting persons are satisfied

with the decision to address their case to the Ombudsman. Even in situations when reporting persons do not express their will to take further actions or interventions at the university, an opportunity to share their problem with someone neutral and independent, and discuss existing opportunities basing on organisational and legal knowledge of the Ombudsman is an intrinsic value.

The analysis of the Ombudsman shows that in almost half of the cases (about 49%), they were managed in a fully satisfactory way. In 41 cases (about 36%), the Ombudsman managed to some extent to help person reporting a problem (e.g. resolve a conflict), but not in 100% in the way a reporting person expected it to be. Obviously, while solving conflicts, especially through mediation, solution is generally the result of some concessions from both sides. The group of partially satisfied persons also included those who, although they did not decide to continue the intervention of the Ombudsman, were satisfied with the support they received from her, and those who received information or explanations that turned out not to be fully beneficial for them. There was also a small group of people (6% of reports), who despite the efforts of the Ombudsman did not receive help, and the existing problem generated further feelings of frustration and injustice, which could result in even leaving work. In general, these matters were of an employment nature.

The category “lack of information” included primarily those cases where contact with a reporting person was discontinued, and as a result, the Ombudsman did not take any action. If actions were taken, it was difficult to assess their real effectiveness due to the lack of contact with the interested person.

## **Conclusion**

In 2016, the work of the Ombudsman was based on principles and procedures developed in previous years. The number of cases reached a relatively constant level. It seems, however, that next years it would be useful to strengthen communication activities informing about the function and role of the Ombudsman, in particular those addressed to students. Perhaps a useful solution would be an introduction of a permanent mechanism informing new students about the existence of the Ombudsman and her role.

It seems that an important facilitation of the academic life would be to solve the problem of lack of clarity and transparency of organisational and legal foundations for functioning of the academic life. The Ombudsman expresses full readiness to participate in activities aimed at facilitating access to legal regulations binding at the university and increasing their transparency and intelligibility – both at the stage of generating ideas for solutions and their implementation.

From the perspective of the Ombudsman, an important step towards improving the quality of life of members of the academic community may be the implementation of the Anti-mobbing Procedure and creation of the UW personnel Code of Ethics. In particular, this last document can be an important support in situations in which different groups of personnel have a different view of what is right and proper in interpersonal relations, in relation to superiors, subordinates and students – in particular in matters that elude legal regulations, but are subject to non-modified system of social and environmental standards.

*Report prepared by Anna Cybulko*