

Table 1. Characteristics of research and research-and-teaching positions at the UAK, along with the profile of competencies

Position	Level ¹	Education/degree or an academic title	Profile of necessary competences	Desired competencies profile
assistant lecturer	R1 (First Stage Researcher - up to the point of PhD)	MSc / MEng (MSc Eng.)	<ol style="list-style-type: none"> 1) conducts scientific research under merit-based supervision; 2) strives to deepen knowledge in the field of research methodology and scientific disciplines; 3) demonstrates good knowledge and understanding of the field/discipline; 4) demonstrates the ability to develop, under merit-based supervision, data; 5) demonstrates the ability to critically analyse, evaluate and synthesize new and complex concepts; 	<ol style="list-style-type: none"> 1) demonstrates general language skills, social communication skills, especially in context internationally

			6) can present research results (and evaluate their importance).	
lecturer	R2 (Recognized Researcher – PhD holders or equivalent who are not yet fully independent)	PhD	<p>Competences specified for level R1 as well as:</p> <ol style="list-style-type: none"> 1) systematized knowledge in a given field/discipline and skills and research methods related to that field/discipline; 2) the ability to conceptualize, design, perform and adapt research in accordance with the principle of scientific integrity; 3) makes his/her own contribution in the form of original research that extends knowledge by developing extensive material or innovations, some of which deserve publication in the country or abroad, or a patent; 	<ol style="list-style-type: none"> 1) understands current trends in the industry and other related sectors; 2) understands the importance and relevance of their research work for products and services in a given industry and other related sectors; 3) is able to present his/her professional knowledge and skills to a wider range of scientists and the general public; 4) should be able to contribute, within the framework of scientific and

			<p>4) has the ability to critically analyse, evaluate and synthesize new and complex concepts;</p> <p>5) is able to present research results (and their significance) to colleagues and a wider group of scientists;</p> <p>6) takes responsibility for development of his/her career, he sets out realistic and achievable career goals, identifies and develops ways to increase employability;</p> <p>7) is a co-author of articles presented at conferences.</p>	<p>professional activities, to technical, social or cultural progress in a knowledge-based society;</p> <p>5) is a scientific supervisor (mentor) of R1 level scientists, effectively supporting them in research and development.</p>
university professor (associate professor)	R3 (Established Researcher - researchers who have developed a level of independence)	PhD Hab./ PhD	<p>Competences specified for the R2 level and:</p> <p>1) has an established position in the scientific and professional environment;</p>	<p>1) skilfully presents scientific research and its results; the research community and the general public</p> <p>2) establishes cooperation with relevant</p>

			<ul style="list-style-type: none"> 2) makes a significant contribution to the development of knowledge and scientific research through cooperation; 3) formulates research issues and defines opportunities in the field of his/her specialty; 4) determines the appropriate research methodology; 5) independently conducts research that contributes to the development of research; 6) takes a leading role in the implementation of joint research projects in cooperation with colleagues and project partners; 7) is the main author of publications; 8) organizes conferences; 9) is a research supervisor (mentor) of R1 level scientists, 	<ul style="list-style-type: none"> research and development groups in a given industry; 3) shows innovative approach to research; 4) may create research groups and obtain funding/resources for the development of research; 5) is involved in the development of his professional career and acts as a scientific supervisor (mentor) in relation to others employees.
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			effectively supports them in their work research and development.	
professor	R4 (Leading Researcher – researchers leading their research area or field)	Prof.	<p>Competences specified for level R3 and:</p> <ol style="list-style-type: none"> 1) enjoys international recognition for extraordinary scientific achievements in his/her field/discipline; 2) demonstrates the ability to critically assess the definition and conduct of scientific research; 3) makes a significant contribution (breakthrough) to the development of a given field/discipline or a whole range of fields/disciplines; 4) knows the strategic vision of the development of the research sector; 5) recognizes the effects and possibilities of wider use of own scientific research; 	<ol style="list-style-type: none"> 1) is an expert in managing and conducting research projects 2) has specialized skills in managing and raising the professional level of his subordinates; 3) has documented achievements in obtaining funds for research; 4) except cooperation and team building, focuses on planning

			<p>6) publishes and presents articles and books that have a significant impact on professional development, sits on committees organizing conferences and gives guest lectures;</p> <p>7) is a scientific supervisor (mentor) of R1 level scientists, effectively supports them in research and development work.</p>	<p>(e.g. career paths of scientists and raising funds for the team);</p> <p>5) has communication and networking skills within and beyond the research community;</p> <p>6) is able to create an innovative environment conducive to research.</p>
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