

Vistula University (VU)

## **HR Excellence in Research**

Internal Gap Analysis Report II  
and  
2019-2021 Action Plan

Warsaw, 4 June, 2019

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### Summary

*Appendix No. 1 –Questionnaire for Employees (in Polish)*

## Introduction

Teams specifically dedicated to the issues of HR Excellence in Research have been constantly undertaking actions and improving the methods and tools of their own activity since 2015.

In 2019, under the Rector's Order, HR Excellence in Research Board was appointed as a formalized team in order to initiate and implement actions and measures aimed at providing both the research and research and didactic staff with the best working conditions, and at ensuring transparent recruitment processes and adequate space for the development of science in accordance with the European standards.

The long-term tasks of the HR Excellence in Research Board, resulting from the Human Resources Strategy for Researchers, developed by the European Commission, include implementation of the European Charter for Researchers, the Code of Conduct of Documents adopted by the European Commission in 2005 in the field of recruitment of research and research and didactic staff, undertaking periodic activities focused on improving work and development conditions for both research staff and research and didactic staff as well as ensuring that Vistula University continues to hold the title of HR Excellence in Research.

The HR Excellence in Research Board operates on the basis of regular meetings, e-mail communication, and a dedicated tab on the University's website.

University management staff is highly interested in the issue of HR Excellence in Research, which in practice translates into periodic reporting by appropriate persons to the Executive Council in the field of HR Excellence in Research at Vistula University, as well as ongoing discussions within the Executive Board meetings. In addition, both academic teachers and administrative staff participate in cyclic discussions on topics falling into the scope of interest of HR Excellence in Research during general meetings of all staff and middle-level staff meetings - the Quality Committee.

## I. Internal Gap Analysis

Vistula University, together with the Vistula School of Hospitality (formerly the Warsaw School of Tourism and Hospitality Management), are the pillars of the dynamically developing Vistula Group of Universities. Both universities are situated in a common campus in Warsaw. In 2014, they were joined by the University of Business in Wrocław, and in 2018, by the Pułtusk Academy of Humanities and Józef Rusiecki University in Olsztyn.

The Vistula Group of Universities means 27 years' experience on the education market, combining tradition with modern trends in the world of science. The Group's universities are united by a common mission. We provide young people with the knowledge that they will find useful in the future. We stand out for practical fields of study that will ensure our graduates' success in the labour market in the dynamically changing economic environment in Poland and Europe. Our lecturers are scientists and practitioners of recognised standing and experience. We operate in close cooperation with business and international organisations.

We are currently educating over 5,000 young people from 83 countries. Our lecturers come from all continents. As part of the Erasmus program, students can study in 40 countries. The openness of the Vistula Group of Universities provides our students with unique conditions for study and development. Polish students do not have to travel abroad to gain knowledge or experience in an international environment. At the Vistula Group of Universities, we draw on the energy and opportunities that arise from the joint activities of our five higher education institutions.

Vistula University's educational offer covers 10 fields of study within Bachelor's, Master's, engineering and online programmes, as well as postgraduate, doctoral, MBA and the Vistula Executive Education programme, which has a markedly practical dimension and is specially dedicated to managers. All fields of study are also conducted in English. The University is one of the leaders in innovative education. The quality of our offer is confirmed by rankings and international educational organizations. In the last ranking of the "Perspektywy" magazine, Vistula University was recognized as the "Most Internationalized

University in Poland". The jury appreciated our University's openness to the world, multicultural character of the student community and the high level of study programs in English.

We cooperate with over 130 companies in the world as well as with international organizations. VU is also one of the most important international associations for the development of science. As indicated by the report of the Polish Graduate Tracking System (Pol. ELA), in the "Management" category, our field was ranked first - its graduates earn the highest salary in the country.

## 1. Methodology

In December 2015, Vistula University signed the Declaration of Support for the "European Charter for Researchers" and the "Code of Conduct for the Recruitment of Researchers". **In 2017, the University received the logo of HR Excellence in Human Resources.**

In the years 2016-2018, Vistula University introduced many changes planned for those years and created a plan for the following years, within a specially established working group called HR Excellence in Research Board.

The working group consists of:

- Deputy Rector for Scientific Research,
- Rector's Proxy for Research,
- Deans,
- Directors of institutes and research centres (or persons authorized by them),
- Director of the publishing house,
- Library director,
- HR Manager,
- Coordinator for innovation, university development and research,
- Secretary - HR department employee.

So far, the working group has prepared two anonymous surveys, in which the researchers assessed the degree to which Vistula University meets the requirements set out in the Charter and the Code and the level of implementing changes in accordance with the planned activities for 2016-2018. The results of the research underwent a critical analysis conducted by a working group. **35 staff members** representing various working positions at Vistula University responded to the survey.

As a result of the discussion on issues identified in the research as a challenge for Vistula University, the working group has developed an action plan that is being implemented at the University and which has been presented in this report. The results of the gap analysis were also consulted with our youngest researchers (i.e. employees under 35). The proposed action plan met with general acceptance. The information obtained during the consultation enabled us to continue updating the plan and its modification taking into account the comments of younger researchers. Therefore, we are convinced that our action plan reflects the concerns and expectations of different groups of employees and scientists from various scientific backgrounds and having diverse achievements. As a result, it is better adapted to those diverse needs and requirements

## 2. Questionnaire

The survey concerned the degree of improvements implemented at Vistula University, in accordance with the changes planned for the years 2016-2018 regarding the implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

The survey was prepared based on the Internet service Microsoft Forms. The research included 40 closed questions and 6 open questions. In the first survey, the participants were asked to assess the degree of importance - the importance of a given issue for the academic environment and the degree of implementation - the sufficiency of the implemented and already functioning solutions at Vistula University.

The second survey, apart from questions, also offered a possibility to propose actions to be implemented in the next years. The full list of questions asked in the survey are provided in the Appendix to this report (Appendix No. 1.).

The degree of importance was assessed as follows:

- Definitely important (4)
- Important (3)
- Not important (2)
- Definitely not important(1)

The degree of implementation was assessed as follows:

- I totally agree (4)
- I agree (3)
- I do not agree (2)
- I totally disagree (1)

An invitation to participate in the research was sent by email to all Vistula University's academic staff, including PhD students on 13 May 2019. The questionnaire was anonymous and did not contain information about the identity of the person answering questions or the IP address of the computer from which it was filled out. Participation in the survey was closed on May 27, 2019, receiving responses from 35 people.

**Table 1.** Characteristics of respondents

Position	The number of people who replied to the survey	% of all people who replied to the survey
Professor	16	43
Adjunct professor	6	18
Lecturer	3	9
PhD Student	3	9
Administrative employee	3	9
Language instructor	1	3
Assistant	0	0
Not Specified (question about the position left unanswered)	3	9

*Source: Own elaboration.*

### 3. Results Analysis

Based on the respondents' feedback, we can compare the level of importance, as well as the level of implementation defined by employees.

Table No. 2 shows that as many as 38 out of 40 analyzed areas were considered significant by respondents, and in 35 out of 40 areas respondents recognized the level of implementation of existing solutions by Vistula University as satisfactory.

**It can be concluded that Vistula University has implemented effective solutions, as the level of satisfaction with the implementation of all analyzed areas is in the range of 54-97%. The obtained results are satisfactory.**

During the analysis of the results, the following percentages were taken into account: 0-66% - red, 67-74% - pink, 75-89% - light green, 90-100% - dark green. The percentage of respondents who assess a given area as important or the level of

implementation as satisfactory (the sum of answers rather yes and definitely yes) is presented depending on the question asked.

According to the respondents, the highest degree of implementation (between 90-100%) as regards actions undertaken by Vistula University referred to: *ethics principles, the principle of non-discrimination, freedom of research, responsibility, gender balance, access to scientific training and sustainable development, working conditions, professional responsibility, dissemination, use of results.*

**Areas: ethical principles and the principle of non-discrimination were rated the highest by respondents and obtained as much as 97% of possible percentage points.**

Next, **75-89%** of respondents expressed the opinion that the implemented solutions were satisfactory (rather yes and definitely yes) in other areas, such as: *professional approach, contractual obligations or regulations, good practice principles in research, social involvement, relations with the scientific supervisor, continuation of professional development, recognition of the profession, research environment, stabilization and permanent employment, career development, value of mobility, access to career counselling, intellectual property rights, co-authorship, scientific guidance, complaints/appeals, impact on decision-making bodies, recruitment, recruitment (code), selection of personnel, transparency, deviations from the chronological order of CVs, recognition of experience in the field of mobility, recognition of qualifications, positions for employees with the PhD title.*

However, the obtained results indicate that in the range of 0-66% there are three areas requiring the implementation of additional measures and actions. Those include: *seniority, financing and remuneration, teaching.*

The current goal of the working group includes also development and implementation of actions aimed at improving the majority of the 40 areas analyzed for gaps.

An in-depth analysis of the survey results revealed some challenges. The working group chose to focus its attention especially on those issues which **scored less than 66%**, but it also intends to take actions aimed at introducing improvements in other issues analyzed in the framework of the gap analysis.



**Table 2.** Survey Results

	Issue	IMPORTANCE	IMPLEMENTATION OF SOLUTIONS	
		Total number of answers: definitely important and important	Total number of responses: definitely not important and not important	Total number of answers: I tend to agree and strongly agree
0-66% (3)	67-74% (2)	75-89% (25)	90-100 % (10)	
1.	Freedom of scientific research	97%	3%	94% 6%
2.	Ethical principles	100%	0%	97% 3%
3.	Professional responsibility	97%	3%	91% 9%
4.	Professional approach	94%	6%	77% 23%
5.	Obligations resulting from a contract or regulations	94%	6%	77% 23%
6.	Responsibility	97%	3%	94% 6%
7.	The principles of good practice in scientific research	89%	12%	77% 23%
8.	Dissemination, use of findings	97%	3%	91% 9%
9.	Social involvement	91%	9%	86% 14%
10.	Relations with the scientific supervisor	91%	9%	83% 17%
11.	Supervision and management responsibilities	100%	0%	74% 26%
12.	Continuing professional development	97%	3%	86% 14%
13.	Recognition of the profession	80%	20%	89% 11%
14.	The principle of non-discrimination	94%	6%	97% 3%
15.	Scientific research environment	97%	3%	83% 17%
16.	Working conditions	100%	0%	91% 9%
17.	Stabilization and permanent employment	97%	3%	83% 17%
18.	Financing and remuneration	100%	0%	57% 43%
19.	Gender balance	63%	37%	94% 6%
20.	Career development (...)	89%	11%	89% 12%
21.	The value of mobility	94%	6%	86% 14%
22.	Access to scientific training and continuous development	91%	9%	94% 6%
23.	Access to career counselling	80%	20%	77% 23%
24.	Intellectual property rights	91%	9%	86% 14%
25.	Co-authorship	91%	9%	86% 14%
26.	Scientific guidance	92%	9%	77% 23%
27.	Teaching	94%	6%	66% 34%
28.	Employee evaluation systems	97%	3%	91% 9%
29.	Complaints / appeals	94%	6%	89% 12%
30.	Impact on decision-making bodies	91%	9%	80% 20%
31.	Recruitment	91%	9%	83% 17%
32.	Recruitment (code)	89%	11%	86% 14%
33.	Personnel selection	100%	0%	80% 20%
34.	Clarity	89%	11%	80% 20%
35.	Merit evaluation	97%	3%	71% 29%
36.	Deviations from the chronological order of	66%	34%	83% 17%
37.	Recognition of mobility experience	86%	14%	80% 20%
38.	Recognition of qualifications	89%	11%	86% 14%
39.	Seniority	91%	9%	54% 46%
40.	Positions for employees with the PhD title	94%	6%	77% 23%

Source: Own elaboration

## II. 2019-2021 Action Plan

The working group planned to take appropriate measures to be implemented in 2019-2021. Table No. 3 presents a general plan of actions to be implemented in this period in accordance with the guidelines of the European Commission. We have classified the proposed improvements and determined that they will be implemented in 2019, 2020 and 2021 with the possibility of changes in the schedule resulting from legislative changes in Poland.

**Table3.** 2019-2021 Action Plan – general view of areas, according to the planned semester of implementation

**2019/2020**

- Winter semester*
- Dissemination, use of results
  - Social involvement
  - Relations with the scientific supervisor
  - Supervision and management responsibilities
  - The principle of non-discrimination
  - Stabilization and permanent employment
  - Financing and remuneration
  - Gender balance
  - Career development / Access to career counselling
  - Teaching
  - Employee evaluation systems
  - Recruitment
  - Personnel selection
  - Clarity
  - Merit evaluation

- Summer semester*
- Relations with the scientific supervisor
  - Supervision and management responsibilities
  - Continuing professional development
  - Financing and remuneration
  - Access to scientific training and continuous development
  - Access to career counselling
  - Scientific guidance
  - Merit evaluation

**2020/2021**

- Winter semester*
- Career development / Access to career counseling
  - Recruitment
  - Personnel selection
  - Transparency
  - Merit evaluation
  - Recognition of mobility experience
  - Recognition of qualifications
  - Seniority

- Summer semester*
- Relations with the scientific supervisor
  - Positions for employees with the PhD title

Source: Own elaboration.

Tables No. 4 and 5 show a detailed action plan for 2019-2021 according to the planned implementation semester and according to each of the 40 areas.

**Table4.** Detailed plan for 2019-2021 according to the planned semester of implementation

2019/2020 Winter Semester		
1. Dissemination, use of results	1. Publishing research projects to the SharePoint site.	AD 1 Coordinator for Research and Scientific Activities
2. Social involvement	1. Developing the principles for promoting scientific works in social media, including the obligation to provide relevant information by scientists - in cooperation with the Marketing Department; requirements for scientists regarding the promotion of scientific works on academic websites (e.g. Research Gate, Academia.edu, etc.).	AD1 Social Media Specialist, Coordinator for Innovation, University Development and Research

<b>3.</b>	Relations with the scientific supervisor	1. Introducing to the Scientific Council meetings the subject of reports of units directors on the scientific development of their subordinate employees.	AD1 Coordinator for Innovation, University Development and Research
<b>4.</b>	Supervision and management responsibilities	1. Introducing to the Scientific Council meetings the subject of reports of units directors on the scientific development of their subordinate employees.	AD1 Coordinator for Innovation, University Development and Research
<b>5.</b>	The principle of non-discrimination	1. Posting information on the University's website in the career tab.	AD1 HR Manager, Coordinator for Innovation, Coordinator for Innovation, University Development and Research
<b>6.</b>	Stabilization and permanent employment	1. Adapting the employment principles to the new Act 2.0 on higher education and creating a new division of employee profiles into research, research and didactic, and didactic; defining new requirements for each group of employees.  2. Defining the evaluation criteria and updating the documentation (Rector's Order) on the evaluation of employees of different profiles.	AD1 Director for Organization and Planning AD2 Rector, Director for Organization and Planning, HR Manager
<b>7.</b>	Financing and remuneration	1. Reducing the teaching pensum for research and research and didactic staff - changes in individual contracts.	AD1 Director for Organization and Planning
<b>8.</b>	Gender balance	1. Posting information on the University's website in the career tab.	AD1 HR Manager, Coordinator for Innovation, University Development and Research
<b>9.</b>	Career development / Access to career counselling	1. PLN 200,000 - Financial support of the university for activity and mobility (participation in conferences and membership in international associations - building networking relations).	AD1 Deputy Rector for Scientific Research, Chief Financial Officer
<b>10.</b>	Teaching	1. Adapting employee contracts to the new Act on higher education - new requirements for 3 employee profiles.  2. Trainings related to the use of modern technologies in didactics.  3. Developing new remuneration regulations, including a higher workload for classes conducted in English.	AD1 Director for Organization and Planning AD2 Coordinator for Innovation, University Development and Research, HR Manager AD3 Director for Organization and Planning
<b>11.</b>	Employee evaluation systems	1. Updating the procedure, assessment criteria in accordance with the Act 2.0. on higher education.	AD1 Rector, Director for Organization and Planning, HR Manager
<b>12.</b>	Recruitment	1. Creation of CV response templates.	AD1 HR Manager
<b>13.</b>	Recruitment (code)	1. Completing the process of formulating extensive and precise TSOs, so that the candidate is clearly informed about the expectations related to the function/position.  2. Creation of CV response templates.	AD1 Director for Organization and Planning, HR Manager, Coordinator for Innovation, University Development and

		Research AD2 HR Manager
<b>14.</b> Personnel selection	1. Creation of CV response templates.	AD1 HR Manager
<b>15.</b> Clarity	1. Completing the process of formulating extensive and precise TSOs, so that the candidate is clearly informed about the expectations related to the function/position. 2. Creation of CV response templates.	AD1 Director for Organization and Planning, HR Manager, Coordinator for Innovation, University Development and Research  AD2 HR Manager
<b>16.</b> Merit evaluation	1. Introducing the possibility of submitting documentation, scientific achievements reviews, diplomas, acknowledgements, student surveys, dissemination and communication, detailed descriptions of the course of grants, scholarships, knowledge transfer, etc. presenting the full profile of the candidate.	AD1 HR Manager
<b>2019/2020 Summer Semester</b>		
<b>17.</b> Relations with the scientific supervisor	1. Introducing the function of the "supervisor", which independent scientific employees (full professors and associate professors - holders of habilitation) would exercise over employed teachers (PhD and MA, MSc).	Ad1 Vice-Rector for Science, Coordinator for Innovation, University Development and Research,
<b>18.</b> Supervision and management responsibilities	1. Introducing the principles for creating CDP [Career Development Plan] plans for all employees in a time horizon of four years. 2. Introducing the function of the "supervisor", which independent scientific employees (full professors and associate professors - holders of habilitation) would exercise over employed teachers (PhD and MA, MSc).	AD1 HR Manager, Deputy-Rector for Scientific Research AD2 Coordinator for Innovation, University Development and Research,
<b>19.</b> Continuing professional development	1. Implementation of the development management process (including training) on the Employee Portal platform for academic employees.	AD1 HR Manager, Project Coordinator (Project Office)
<b>20.</b> Financing and remuneration	1. Modifying the remuneration system in relation to the new 3 groups of employment (including financial rewards for high-scoring publications). 2. Promoting the possibility of obtaining the following benefits: for scientific and research activities (e.g. for outstanding doctoral dissertations and scientific monographs) periodic (annual) Rector's awards and, at the request of the Senate, awards of the Minister of Science and Higher Education.	AD1 Director for Organization and Planning AD2 Deputy-Rector for Scientific Research
<b>21.</b> Access to scientific training and continuous development	1. Implementation of the development management process (including training) on the Employee Portal platform for academic employees.	AD1 HR Manager, Project Coordinator (Project Office)
<b>22.</b> Access to career counselling	1. Informing outgoing employees about the possibilities of cooperation with other universities providing them with offers from the Ministry websites	AD1 HR Department, Department of Science

	and euraxess.com.	
23. Scientific guidance	1. Informing outgoing employees about the possibilities of cooperation with other universities providing them with offers from the Ministry websites and euraxess.com.	AD1 HR Department, Department of Science
24. Merit evaluation	1. Creating the evaluation criteria for candidates applying for academic staff positions.	AD1 HR Manager, Organization and Planning Director
<b>2020/2021 Winter Semester</b>		
25. Career development / Access to career counselling	1. Creating in cooperation with institute directors career development strategies for researchers at every stage of their career and posting them on the website.	AD1 Directors of Institutes, Coordinator for Innovation, University Development and Research, HR Manager
26. Recruitment	1. Working out the recruitment procedure for the academic staff in accordance with the OTM-R to be verified with the new provisions of the Act 2.0 on higher education and implemented.	AD1 HR Manager, Director for Organization and Planning
27. Recruitment (code)	1. Working out the recruitment procedure for the academic staff in accordance with the OTM-R to be verified with the new provisions of the Act 2.0 on higher education and implemented.	AD1 HR Manager, Director for Organization and Planning
28. Personnel selection	1. Working out the recruitment procedure for the academic staff in accordance with the OTM-R to be verified with the new provisions of the Act 2.0 on higher education and implemented.	AD1 HR Manager, Director for Organization and Planning
29. Clarity	1. Working out the recruitment procedure for the academic staff in accordance with the OTM-R to be verified with the new provisions of the Act 2.0 on higher education and implemented.	AD1 HR Manager, Director for Organization and Planning
30. Merit evaluation	1. Working out the recruitment procedure for the academic staff in accordance with the OTM-R to be verified with the new provisions of the Act 2.0 on higher education and implemented.	AD1 HR Manager, Director for Organization and Planning
31. Recognition of mobility experience	1. Creating the evaluation criteria for candidates applying for academic staff positions.	AD1 HR Manager, Director for Organization and Planning
32. Recognition of qualifications	1. Creating the evaluation criteria for candidates applying for academic staff positions.	AD1 HR Manager, Director for Organization and Planning
33. Seniority	1. Creating the evaluation criteria for candidates applying for academic staff positions.	AD1 HR Manager, Director for Organization and Planning
<b>2020/2021 Summer Semester</b>		
34. Relations with the scientific supervisor	1. Introducing the principles for creating individual CDP [Career Development Plan] plans for all research and didactic and research employees in a time horizon of four years.	AD1 Coordinator for Innovation, University Development and Research, Deputy-Rector for Scientific Research
35. Positions for employees with	1. Conducting employee evaluation every 4 years. The possibility of changing the profile (research, research	AD1 HR Manager, Director for Organization and

the PhD title	and didactic, didactic) and the possibility of financing research and development works.	Planning
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*Source: Own elaboration*

**Table No.5.** 2019-2021 detailed action plan according to 40 areas.

L.P.	Issue	Actions to be implemented.	Deadline for implementation
1.	Dissemination, use of results	1. Publishing research projects to the SharePoint site.	AD1 winter semester 2019/2020
2.	Social involvement	1. Developing the principles for promoting scientific works in social media, including the obligation to provide relevant information by scientists - in cooperation with the Marketing Department; requirements for scientists regarding the promotion of scientific works on academic websites (e.g. Research Gate, Academia.edu, etc.).	AD1 winter semester 2019/2020
3.	Relations with the scientific supervisor	1. Introducing to the Scientific Council meetings the subject of reports of units directors on the scientific development of their subordinate employees 2. Introducing the principles for creating individual CDP [Career Development Plan] plans for all research and didactic and research employees in a time horizon of four years. 3. Introducing the function of the "supervisor", which independent scientific employees (full professors and associate professors - holders of habilitation) would exercise over employed teachers (PhD and MA, MSc).	AD1 winter semester 2019/2020 AD2 summer semester 2020/2021 AD3 summer semester 2019/2020
4.	Supervision and management responsibilities	1. Introducing to the Scientific Council meetings the subject of reports of units directors on the scientific development of their subordinate employees 2. Introducing the principles for creating CDP [Career Development Plan] plans for all employees in a time horizon of four years. 3. . Introducing the function of the "supervisor", which independent scientific employees (full professors and associate professors - holders of habilitation) would exercise over employed teachers (PhD and MA, MSc).	AD1 winter semester 2019/2020 AD2 summer semester 2019/2020 AD3 summer semester 2019/2020
5.	Continuing professional development	1. Implementation of the development management process (including training) on the Employee Portal platform for academic employees.	AD1 summer semester 2019/2020
6.	The principle of non-discrimination	1. Posting information on the University's website in the career tab.	AD1 winter semester 2019/2020
7.	Stabilization and permanent employment	1. Adapting the employment principles to the new Act 2.0 on higher education and creating a new division of employee profiles into research, research and didactic, and didactic; defining new requirements for each group of employees. 2. Changing the employee evaluation platform from SORK to ASSECO. 3. Defining the evaluation criteria and updating the	AD1 winter semester 2019/2020 AD2 summer semester 2018/2019 AD3 winter semester

		documentation (Rector's Order) on the evaluation of employees of different profiles.	2019/2020
8.	Financing and remuneration	1. Modifying the remuneration system in relation to the new 3 groups of employment (including financial rewards for high-scoring publications). 2. Promoting the possibility of obtaining the following benefits: for scientific and research activities (e.g. for outstanding doctoral dissertations and scientific monographs) periodic (annual) Rector's awards and, at the request of the Senate, awards of the Minister of Science and Higher Education. 3. Reducing the teaching pensem for research and research and didactic staff - changes in individual contracts.	AD1 summer semester 2019/2020 AD2 summer semester 2019/2020 AD3 winter semester 2019/2020
9.	Gender balance	1. Posting information on the University's website in the career tab.	AD1 winter semester 2019/2020
10.	Career development / Access to career counselling	1. PLN 200,000 - Financial support of the university for activity and mobility (participation in conferences and membership in international associations - building networking relations). 2. Creating in cooperation with institute directors career development strategies for researchers at every stage of their career and posting them on the website.	AD1 winter semester 2019/2020 AD2 winter semester 2020/2021
11.	Access to scientific training and continuous development	1. Implementation of the development management process (including training) on the Employee Portal platform for academic employees.	AD1 summer semester 2019/2020
12.	Access to career counselling	1. Informing outgoing employees about the possibilities of cooperation with other universities providing them with offers from the Ministry websites and euraxess.com.	AD1 summer semester 2019/2020
13.	Scientific guidance	1. Introducing the function of the "supervisor", which independent scientific employees (full professors and associate professors - holders of habilitation) would exercise over employed teachers (PhD and MA, MSc). 2. Informing outgoing employees about the possibilities of cooperation with other universities providing them with offers from the Ministry websites and euraxess.com.	AD2 summer semester 2019/2020
14.	Teaching	1. Adapting employee contracts to the new Act on higher education - new requirements for 3 employee profiles. 2. Trainings related to the use of modern technologies in didactics. 3. Developing new remuneration regulations, including a higher workload for classes conducted in English.	AD1 winter semester 2019/2020 AD2 winter semester 2019/2020 AD3 winter semester 2019/2020
15.	Employee evaluation systems	1. Updating the procedure, assessment criteria in accordance with the Act 2.0. on higher education.	AD1 winter semester 2019/2020

16.	Recruitment	<p>1. Working out the recruitment procedure for the academic staff in accordance with the OTM-R to be verified with the new provisions of the Act 2.0 on higher education and implemented.</p> <p>2. Creation of CV response templates.</p>	AD1 winter semester 2020/2021 AD2 winter semester 2019/2020
17.	Recruitment (code)	<p>1. Working out the recruitment procedure for the academic staff in accordance with the OTM-R to be verified with the new provisions of the Act 2.0 on higher education and implemented</p> <p>2. Completing the process of formulating extensive and precise TSOs, so that the candidate is clearly informed about the expectations related to the function/position.</p> <p>3. Creation of CV response templates.</p>	AD1 winter semester 2020/2021 AD2 winter semester 2019/2020 AD3 winter semester 2019/2020
18.	Personnel selection	<p>1. Working out the recruitment procedure for the academic staff in accordance with the OTM-R to be verified with the new provisions of the Act 2.0 on higher education and implemented</p> <p>2. Creation of CV response templates.</p>	AD 1 winter semester 2020/2021 AD2 winter semester 2019/2020
19.	Clarity	<p>1. Working out the recruitment procedure for the academic staff in accordance with the OTM-R to be verified with the new provisions of the Act 2.0 on higher education and implemented</p> <p>2. Completing the process of formulating extensive and precise TSOs, so that the candidate is clearly informed about the expectations related to the function/position.</p> <p>3. Creation of CV response templates.</p>	AD1 winter semester 2020/2021 AD2 winter semester 2019/2020 AD3 winter semester 2019/2020
20.	Merit evaluation	<p>1. Working out the recruitment procedure for the academic staff in accordance with the OTM-R to be verified with the new provisions of the Act 2.0 on higher education and implemented</p> <p>2. Creating the evaluation criteria for candidates applying for academic staff positions.</p> <p>3. Introducing the possibility of submitting documentation, scientific achievements reviews, diplomas, acknowledgements, student surveys, dissemination and communication, detailed descriptions of the course of grants, scholarships, knowledge transfer, etc. presenting the full profile of the candidate.</p>	AD1 winter semester 2020/2021 AD2 summer semester 2019/2020 AD3 winter semester 2019/2020
21.	Recognition of mobility experience	<p>1. Creating the evaluation criteria for candidates applying for academic staff positions.</p>	AD1 winter semester 2020/2021
22.	Recognition of qualifications	<p>1. Creating the evaluation criteria for candidates applying for academic staff positions.</p>	AD1 winter semester 2020/2021
23.	Seniority	<p>1. Creating the evaluation criteria for candidates applying for academic staff positions.</p>	AD1 winter semester 2020/2021
24.	Positions for	<p>1. Conducting employee evaluation every 4 years. The</p>	AD1 summer

	employees with the PhD title	possibility of changing the profile (research, research and didactic, didactic) and the possibility of financing research and development works.	semester 2020/2021
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*Source: Own elaboration.*

## Summary

The HR Excellence in Research Board, during regular meetings, will undertake actions aimed at efficient planning and implementation of the tasks presented in this report. In addition, the team's representatives will report to the Executive Board on the state of implementation of the planned actions and provide information on the necessary support enabling their implementation. Employees and administrative staff will be informed about the actions undertaken during general meetings of all staff and middle-level staff meetings - the Quality Committee.