INTERNAL REVIEW
FOR RENEWAL
ASSESSMENT

VISTULA UNIVERSITY

NOVEMBER 2022, UPDATED IN JULY 2023

INTERNAL REVIEW

Case number: 2019PL431466
Name Organisation under review: Vistula University
Organisation's contact details: Stokłosy 3, Warsaw, Warsaw, 02-787

HR EXCELLENCE IN RESEARCH 2022-2025

INTERNAL REVIEW FOR THE RENEWAL PHASE

HR STRATEGY FOR RESEARCHERS (HRS4R)

15.11.2022 UPDATED 14.07.2023

1. ORGANISATIONAL INFORMATION

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD students either full-time or part-time conducting research	55
Including: international researchers (i.e., foreigners)	7
Including: externally funded researchers (i.e., for whom the organisation is host organisation)	0
Including: women researchers	22
Including: stage R3 or R4 researchers = researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	31
Including: stage R2 researchers = in most organisations corresponding to the postdoctoral level	20
Including: stage R1 researchers = in most organisations corresponding to the doctoral level	4
Total number of students (if relevant)	9766
Total number of staff (including management, administrative, teaching and research staff)	489

RESEARCH FUNDING (figures for the last fiscal year)	€
Total annual organisational budget	442114
Annual organisational direct government funding (designated for research)	48106
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	10510
Annual funding from private, non-government sources, designated for research	383498

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

Vistula University is non-public university. Established in 1992 under the name of the University of Insurance and Banking, it achieved its current status through dynamic development and contacts with other non-public higher education institutions. Vistula University offers 10 fields of study within BA and MA study programmes, engineering studies, online studies, post-graduate and MBA programmes, doctoral studies, and practical education for managers. All programmes are conducted in Polish and English. Vistula University is among the few universities in Poland that have the full scope of ACCA accreditation and PMI GAC, CIMA and CEEMAN IQA accreditations.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

In terms of 4 thematic areas of the Charter and Code, the analysis of strengths and weaknesses presented below was prepared by four working groups on the basis of an anonymous survey and the obtained quantitative and qualitative data from an opinion surveys conducted among employees at each level of scientific career R1-R4, and it is also based on the opinions and suggestions of the members of individual working groups, which include representatives of researchers at each level of scientific career R1-R4 as well as on the analysis of internal documentation (Rector's Orders).

Area of Gap Analysis	Analysis of strengths and weaknesses
Ethical and professional aspects	Vistula University is committed to maintaining the highest ethical, intellectual and professional standards in all aspects of its vision, mission, goals and core values. The University has created a code of ethical conduct which provides guidance for its academic staff, researchers, administrative employees as well as students. The purpose of the code of ethical conduct is to provide guidelines for standards of behaviour for academic staff, researchers, administrative employees and the student community. The code of ethical conduct was introduced in 2020 by Rector's Orders. The Ethics and Anti-Discrimination Committee is a consultative body of the University Authorities in matters specified by the Vistula University Code of Ethics and the Principles of the European Charter for Researchers. All members of the Vistula University academic community may refer to the Ethics and Anti-Discrimination Committee in matters relating to teaching, research and other academic activities. The Committee acts as an advisory body in the case of each questioned case regarding the ethics of research and employee conduct and, if necessary, makes recommendations on appropriate actions. The Ethics and Anti-Discrimination Committee informs the University authorities about the actions taken and their results. The tasks of the Ethics and Anti-Discrimination Committee include: 1) clarifying cases regarding cases of violating by Vistula University employees the principles of ethical conduct set out in the Code of Ethics, 2) amicable settlement of conflicts arising from the violation of the rules of ethical conduct, 3) considering complaints regarding discrimination, 4) providing advice and guidelines for the academic community in all matters related to the reliability and ethics of scientific research. Moreover, the training offered on ethics issues is compulsory for all researchers at each level R1-R4. Personnel Department is receiving formal confirmations from all academicians. Strengths: The predominance of positive assessments proves the effectiveness of the actions taken so far and shows that employees are open to the transferred knowledge; high prevalence of opinions confirming compliance with the principles of non-discrimination; lack of complaints regarding specific manifestations of discrimination – provide evidence of the proper functioning of the University; lack of negative evaluations in response to the question about satisfaction with the existing solutions in the area of Ethical and Professional Aspects among the group of academic employees performing administrative functions.

	• From the formal point of view, the code of ethical conduct has been created in accordance with the European Charter for Researchers and the Code of Conduct. The code of ethical conduct was adopted at Vistula University in a bilingual version, in Polish and English. The code of ethical conduct provides a well-established guideline for newcomers who may have difficulties as regards internal regulations and procedures. Thanks to the well-designed intranet system, all researchers and academic staff have easy access to the code of ethical conduct.

Weaknesses:
- Protective attitudes of employees pointing to the need to strengthen their self-confidence; lack of commitment to the University's life and thus required strengthening of the motivation among the part-time employees; lack of sufficient flow of information among the employees; insufficient multicultural integration; the need for modernizing the teaching and laboratory facilities.
- There is no separate internal code of ethics for researchers and academic staff.
- Vistula University does not run systematic training for young researchers and academic staff on issues of professional ethics.
- Vistula University does not have a peer review evaluation system for issues related to code of ethical conduct

Summary of the analysis on fulfilling general principles:
1. Research freedom – strength
2. Ethical principles – strength, but still requiring improvement
3. Professional responsibility - strength
4. Professional attitude - strength
5. Contractual and legal obligations - strength
6. Accountability - strength
7. Good practice in research - strength
8. Dissemination, use of research findings - weakness
9. Public engagement - weakness
10. Non-discrimination attitudes - strength
11. Evaluation/appraisal systems – strength (system for appraisal and development (SORK) functioning since 2019

Internal documentation:
- ORDER No. 1/12/2019 on the employee evaluation and development system (SORK) at Vistula University;
- ORDER No. 9/09/2020 on the members of the disciplinary committee for doctoral students, the appeal disciplinary committee for doctoral students and the disciplinary ombudsman for doctoral students;
- ORDER No. 4/11/2020 on the appointment of the committee for ethics and anti-discrimination of Vistula University; updated by Rector's Order No. 3/11/2021, and, further updated by Rector's Order No. 7/09/2022.

Recruitment and Selection

Strengths: The University has implemented a procedure regulating recruitment and selection of academic teachers, which precisely defines the evaluation criteria and the necessary documentation. The procedure was developed with a view to ensuring transparency of the recruitment process of academic staff. The procedure was introduced by Rector's Order No. 2/02/2020 with appendices used during the recruitment and selection of academic staff. The appendices include: "The procedure of recruitment and selection of academic staff", which specifies all stages and the persons responsible for them, "Recruitment advertisement template", "Summary of the candidate analysis", "Assessment criteria", "Application for an employment contract - academic employee", "Feedback for the candidate" and "Detailed guidelines for the selection committee". The Rector's Order was issued in relation to the OTM-R analysis carried out in 2019 and constitutes the OTM-R policy formulated and planned

	for full implementation. The 2020 recruitment was carried out based on the rules set out in the procedure. Every year, during the Employee Opinion Survey, the University verifies the knowledge and level of satisfaction of academic teachers with the HR Excellence in Research title through the questions included in the questionnaire on the knowledge of the principles and benefits for scientists resulting from the title and the opportunities offered by the Euraxess portal, satisfaction with the existing solutions for researchers in the areas of: Ethical and Professional Aspects, Recruitment and Selection, Working Conditions, Training and Development. During the Employee Opinion Survey, the level of satisfaction with the scope and amount of training offered by universities is also examined. The newly hired academic employees can download an information booklet from SharePoint, where they can find procedures and information regarding the title of HR Excellence in Research. **Weaknesses**: Low awareness of employees regarding their title, also in the external environment of the University. Failure to fully use the procedure regarding the principles of recruitment and selection when searching for employees. Insufficient participation of research and research and teaching employees in the Employee Opinion Survey. All relevant documents regarding Recruitment & Selection procedure apply to all selections performed researchers at each step R1-R4 and till 2025 they will be available in English on Vistula University website (additional action number 20 has been formulated). **Summary of the analysis on fulfilling general principles:** 12. Recruitment – strength/weakness 13. Recruitment (Code) – strength/weakness 14. Selection (Code) – strength/weakness 15. Transparency (Code) – strength/weakness 16. Judging merit (Code) – strength/weakness 17. Variations in the chronological order of CVs (Code) – strength/weakness 18. Recognition of mobility experience (Code) – strength/weakness 19. Recognition of qualifications (Code) – strength/weakness 20. Seniority (Code) – strength/weakness 21. Postdoctoral appointments (Code) – strength/weakness All of the above principles can be regarded as strengths (they are included in the recruitment and selection procedure developed in accordance with OTM-R) and at the same time as weaknesses, because the procedure is still under implementation. **Internal documentation**: • ORDER No. 2/02/2020 on the principles of the recruitment and selection process of academic employees at Vistula University in accordance with the OTM-R policy; updated by **Rector's Order No. 9/10/2022**
Working conditions	**Strengths** - transparent recruitment procedure; guiding new employees; dealing with everyday matters "on the spot"; paying attention to the whole scientific output and experience and not just the formal qualifications; possibility to obtain funding for employee research and projects or organisation of trainings on publication in high ranked journals. **Weaknesses** - As it was expressed in an anonymous survey among employees, salaries and stability of employment as well as incentive systems for those who attempt to submit research project are identified for continuous improvement by implementing ongoing changes (flexibility of approach). Research teams at university could be developed and offer mutual support in employee's scientific plans by developing practice of small informal groups initiating joint project application and effective information on contact points for research projects. **Summary of the analysis on fulfilling general principles:** 22. Recognition of the profession – acknowledged as a strong organisational point of Vistula

	23. Research environment – still requiring improvement and constantly adjusted 24. Working conditions - still requiring improvement and constantly adjusted 25. Stability and permanence of employment - weakness as expressed in an anonymous survey, being addressed by implementing ongoing changes 26. Funding and salaries - weakness as expressed in an anonymous survey, being addressed by implementing ongoing changes (flexibility of approach) 27. Gender balance – strength, fully acknowledged 28. Career development - still requiring improvement and constantly adjusted 29. Value of mobility - acknowledged as strength 30. Access to career advice – weakness / issue reflecting recent legal amendment being addressed 31. Intellectual Property Rights – strength (on the website of Vistula University) 32. Co-authorship - acknowledged and facilitated 33. Teaching - needs additional attention, addressed by implementing ongoing changes (flexibility of approach) 34. Complaints/ appeals – strength institutional regulations in place 35. Participation in decision-making bodies – strength (as we provided broad possibilities) / weakness, not fully used by researchers due to low engagement **Internal documentation**: **ORDER No. 2/05/2020** on the principles of financing research and development activities of Vistula University Employees from the University's own funds; **ORDER No. 6/09/2020** on the determination of bonuses for publishing a scientific work/monograph; updated by Rector's Order No. 1/04/2022 on the system of awards for scientific activity at Vistula University; **ORDER No. 2/01/2021** on the distribution of the subsidy from the funds of the Ministry of Education and Science for the maintenance and development of the research potential granted to Vistula University; updated by Rector's Order No. 4/10/2022 **ORDER No. 4/10/2022** on the distribution of the subsidy from the funds of the Ministry of Education and Science for the maintenance and development of the research potential granted to Vistula University **ORDER No. 1/10/2017** on the appointment of the Research Board
Training and development	**Strengths**: Obtaining a high score in the parameterization process of four science disciplines. The Doctoral School is an advanced form of development for academics, and it enables continued scientific development and diversification of competences of young scientists at a higher academic level. In 2022, the SANA program was launched to build didactic and scientific competences for students. This gives the University's graduates a possibility to enter the path of scientific development at the University. Introduction of doctoral and habilitation seminars. The possibility of co-financing scientific research and participation in conferences. Construction of interdisciplinary research teams. Access to current scientific information on "Share Point". Conducting training, workshops on acquiring grants and developing scientific publications. Conducting lectures, discussions about current research problems. Expanding the offer of the Erasmus+ trips. Career Development Strategy is realised by the Vistula University on the basis of Research & Development Plans of researchers prepared with their direct supervisors (Institute Directors) each 2 years and assessment is conducted each 2 years and realize according to the SORK formulated on the Internal Platform for academicians. SORK with Research&Development Plans & Internal guidelines about the Supervision mechanism & functioning Appeals Mechanism (e.g in 2023 – 3 appeals appeared) is uploaded as additional document for HRS4R., also results of parametrization assessment as additional document is uploaded. **Weaknesses**: Scientific information on the University's website requires attention. Not enough activities related to the building of research teams. Insufficient scientific communication among institutes. Low efficiency of some trainings. The network for scientific cooperation with foreign centres to be expanded. **Summary of the analysis on fulfilling general principles:**

36. Relation with supervisors - weakness. It is necessary to develop forms of better regular contact with the academic supervisor and the head of the field of study.

37. Supervision and managerial duties – weakness. Employee development opportunities need to be regularly assessed in terms of their availability and effectiveness in raising employee competences.

38. Continuing Professional Development – strength, but still requiring improvement. Employees and supervisors should create opportunities for continuous development by improving their competences.

39. Access to research training and continuous development – strength, but still requiring improvement. Employers should provide employees with opportunities for professional development at every stage of their careers R1-R4

40. Supervision – weakness among young researchers, R1-R2. Scientific supervisors should supervise research work, constantly monitor scientific progress and provide feedback.

Internal documentation:
- **ORDER No. 8/09/2020** on the appointment of the Scientific Council of the Vistula Doctoral School;
- **ORDER 3/05/2022** on fees in the procedure for conferring a doctoral degree and fees for participation in a doctoral seminar;
- **ORDER 6/05/2022** on the Regulations of the "Academic Teacher's Student Assistant (SANA) at Vistula University" Program;
- **ORDER 6/09/2022** on amending Order No. 8/09/2020 of the Rector of Vistula University of September 28, 2020 on the appointment of the Council of the Vistula University Doctoral School

Have any of the priorities for the short- and medium term changed?	While the general "priorities" described in our strategies have not changed, the COVID pandemic certainly changed the environment in which we work and conduct research. Therefore, some of our Working Groups have added a priority to identify the new challenges our researchers are currently facing. These "challenges", of course, includes the War in Ukraine.
Have any of the circumstances in which your organization operates, changed and as such have had an impact on your HR strategy?	The COVID pandemic and the War in Ukraine are obvious changes. Additionally, the rising living costs in Warsaw (in relation to the energy crisis) and depreciation of Polish zloty made it more difficult to hire outstanding candidates from abroad, and our researchers are facing less purchasing power with the given project budget. Having said that, such difficulties have facilitated communication between the researchers and the management, and the management has a clearer view on the circumstances in which our researchers and lecturers are operating.
Are any strategic decisions under way that may influence the action plan?	At this stage internal strategic decisions can facilitate the process of implementing the Action Plan 2022-2025. The Rector by establishing a Representative for coordination of international strategic initiatives will have direct and up to date information about the stage and status of the implementation of the HR Excellence in Research at Vistula University.

3. ACTION PLAN 2022-2025

Please provide a list of all individual actions to be taken in the organization's HRS4R (HR Strategy for Researchers) that relate to the organisation's strengths and weaknesses identified in the gap analysis

Action	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks

1. Obtaining a high scientific level of research activity, in particular of employees' publications - an increase in the share of publications with high scores in the achievements of each employee and the achievements of each discipline (economics and finance, management and quality sciences, political and administrative sciences and history).	23. Research environment 24. Working conditions	spring semester 2024/2025	Science Department	Increasing the share of publications with high scores at the individual level of the University • 2022 – 60 publications with high score • 2025- 240 publications with high score	IN PROGRESS	In response to the identified problems, our activities will include, inter alia: further consultancy cooperation with advisers. Will be constantly monitored and if necessary updated in relation to implemented legal amendments (scoring, ministerial lists, etc.) as well as internal structural modification (chosen disciplines). Linked with actions No. 3, 5, 15 This action is connected with Research environment principle and Working conditions in case that Vistula University has improved working conditions for researchers (e.g additional rooms for researchers, developed access to data bases in the library)
2. Providing both financial resources for conducting research in the form of obtained grants and research projects (greater number of obtained grants and/or their greater financial value), as well as financial	23. Research environment 24. Working conditions	spring semester 2024/2025	Science Department in cooperation with Research Institutes	An 30% increase in the number of applications submitted by research and teaching staff • 2022 - 3 • 2025 - 4	IN PROGRESS	Linked with actions No. 3, 5, 15

results of the conducted research.						
3. Supporting scientific activity by developing internal communication, expanding the scope of information provided, intensifying inter-institutional cooperation, and introducing a training system.	23. Research environment 24. Working conditions 28. Career development 30. Access to career advice	spring semester 2024/2025	Science Department in cooperation with the Science and Research Centre and Research Institutes	The scope and frequency of information provided electronically; the scope and importance of inter-institutional cooperation; the scope and frequency of training during Research Board meetings, support for the functioning of the science department; the number of meetings and attendance rate Communication: Mailing by ViceRector for Research (possibilities about external grants, funding, research projects): - 2022 – 2 per year - 2025 – 3 per year Mailing by Research Department (e.g. conferences, subsidies): -2022 - 10 per year - 2025 - 12 per year Trainings with attendance of external Experts (e.g from NCN, Research Organisations): 2022 – 3 per year 2025 – 5 per year	IN PROGRESS	In response to the identified problems, our activities will include, inter alia: further consultancy cooperation with advisers; dissemination of information on the website and newsletters of the science department, dissemination of information through mailing and newsletters of the science department/ where possible, we will organise cyclical meetings led by NCN specialists; Will be continued - regular organizational meetings and ad hoc consultations to provide internal information, clarify doubts and, in the case of research units, explain to employees that the creation and enforcement of research plans of teams in which they participate is necessary; superiors providing their subordinates with the relevant information.

4. Increasing the level of qualifications of the research and teaching staff	39. Access to research training and continuous development	spring semester 2024/2025	HR department	Number of training courses offered to develop teaching and research skills: -soft skills 2022 – 2 per year 2025 – 3 per year -obtaining funds for scientific research 2022 – 1 per year 2025 – 2 per year -writing grant applications 2022 – 1 per year 2025 – 2 per year	IN PROGRESS	A training plan will be created to improve teaching and scientific skills based the conducted Employee Opinion Survey.
5. Improving the system of financial and non-financial incentives for researchers at every level of scientific career R1-R4	25. Stability and permanence of employment 26. Funding and salaries	spring semester 2022/2025	Science Department in consultation with the Finance Director	Developing a new system of awards and incentives to motivate researchers at each level of career R1-R4; number and value of prizes awarded Awards/incentives for results of research activities: 2022 – 5 researchers from 4 disciplines 2025 – 10 researchers from 4 disciplines each prize: *confidential data* Budget for awards/Incentives for results of research activities: 2022 max budget: *confidential data* 2025 max budget: *confidential data*	IN PROGRESS	Order No. 01/04/22 on rewarding - will be implemented the first round of the new directive will be implemented in the beginning of 2023 Appropriate Rector's Order on 1/04/2022 on the system of awards for scientific activity at Vistula University is uploaded as additional document to present which kind of incentives and rewards are foreseen and how many prizes are going to be offered for what kind of research activities
6. Improving financial and organizational opportunities to undertake scientific development for the teaching staff by encouraging and inviting via frequent	23. Research environment 24. Working conditions 25. Stability and permanence of employment	spring semester 2024/2025	Science Department in consultation with the Finance Director	Increase of the amount of support budget; way of formulating budget, number of applications from employees at each level of scientific	IN PROGRESS	

campaigns to apply for the University funds available to all research staff	26. Funding and salaries			career R1-R2 during the year, 2022 – *confidential data* 2025 – *confidential data* 2022 – ad hoc from Financial Director based on individual actual needs 2025 – creating stable support budget 2022 – 1from R1, 1 from R2 2025 – 2from R1, 2 from R2		
7. Conducting the recruitment and selection process of research and research and teaching employees based on the established recruitment and selection procedure in accordance with the OTM-R policy	12.Recruitment 13. Selection 14. Transparency	spring semester 2024/2025	HR department	100%" of the selections to be performed according to the new policy to all types of researchers R1-R4 2022 (non applicable because of the parameterization period that finished in 2022 in Poland) R1 - N/A R2 - N/A R3 - N/A R4 - N/A 2025 R1 – 100% R2 – 100% R3 – 100% R4 – 100%	IN PROGRESS	Update of the Rector's Order on the recruitment and selection procedure for research and research and teaching staff.
8. Raising the awareness among researchers (R1 - R4) regarding the use of transparent recruitment and selection procedures and the OTM-R policy regarding the title of HR Excellence in Research, working conditions offered by universities, transparent recruitment rules and space for the	13. Selection 14. Transparency 15. Judging merit	spring semester 2022/2023	HR Department	Annual 2-5% increase of the importance of results in the employee opinion survey in the field of HR Excellence in Research broken down into R1-R4 Satisfaction from solutions that function at Vistula University regarding: - Ethical and Professional Aspects 2022-63%	IN PROGRESS	Update of the Employee Opinion Survey with respect to the awareness of the research staff of the awarded title of HR Excellence in Research (broken down into R1-R4).

				2025-70% - Recruitment and Selection 2022-60% 2025-70% - Working Conditions 2022-58% 2025-70% - Training &Development 2022-60% 2025-70% Percentage of researchers taken the survey broken down into R1-R4 2022- not applicable (no division among R1-R4) 2025 – R1 – 50% R2 – 50% R3 – 50% R4 – 50%		
9. Raising agency of the institution to attract potential external candidates and carry out the recruitment and selection process in accordance with the OTM-R procedure and policy.	12.Recruitment 13. Selection 14. Transparency 19. Recognition of qualifications 20. Seniority	spring semester 2022/2023	HR Department	Number of canals accessible for potential candidates who submitted an application in response to a recruitment advertisement in English. 2022 – 2 canals of recruitment (Euraxess and www of Vistula University) 2023 – 3 canals (Euraxess, www of Vistula University, Ministry announcement database)	IN PROGRESS	Marketing activities: Publishing the principles in accordance with the OTM-R procedure and policy, marketing communication to increase the awareness of the title and the applicable OTM-R procedures and policy
10. Needs analysis of the research and teaching staff regarding the topic of training.	39. Access to research training and continuous development	spring semester 2022/2023	HR Department	Results of employee preference surveys based on annual employee opinion survey, conducting trainings in accordance of the needs mentioned in the Employee Opinion Survey	IN PROGRESS	A training plan will be created to improve teaching and scientific skills based the conducted Employee Opinion Survey.

				2022 – 1 training for all researchers groups R1-R4 2025 - 4 according to specific needs of each researchers group R1 - 1 training R2 - 1 training R3 - 1 training R4 - 1 training		
11. Improving scientific communication among Vistula University employees and creating interdisciplinary research teams within the University	38. Continuing Professional Development 39. Access to research training and continuous development	spring semester 2022/2023	Science and Research Centre	Number of interdisciplinary research teams 2022 – 1 2025 – 2	IN PROGRESS	We are currently creating a research team in the disciplines of management and quality sciences as well as economics and finance.
12. Building research networks with other Polish and foreign universities	23. Research environment	spring semester 2023/2024	Department of International Cooperation	Number of signed contracts, work results	NEW	
13. Appointment of supervisors of scientific development of employees - mentors	30. Access to career advice 36. Relation with supervisors 37. Supervision and managerial duties 40. Supervision	spring semester 2023/2024	Science and Research Centre	Number of supervisors Mentoring for R1 researchers – formulated by SANA program (additional document is uploaded as attachment) 2022 - 5 2025 - 10 Mentoring R4 researchers for R1/R2 researchers – formulated by Polish Law (appointed by the Director of the Institute) 2022 - 2 2025 - 4	NEW	
14. Promoting the research achievements of Vistula employees	8. Dissemination exploitation of results 9. Public engagement	spring semester 2023/2024	Marketing Department	Update of the University's website, number of seminars, lectures on the Vistula University www site information about: - monographs	IN PROGRESS	Based on data provided by the Research Department and individual employees.

				2022 - 2 2025 - 4 - publications (articles more than 100 points) 2022 – 2 2025 – 4 - external research grants 2022 – 0 2025 – 1		
15. Organizing training in the field of obtaining external funds for research	23. Research environment 24. Working conditions 26. Funding and salaries	spring semester 2023/2024	Research Department	Number of trainings	IN PROGRESS	Dependent on the availability of workshops and courses as provided by official, authorized institutions such as NCN
16. Encouraging the directors of the institutes to organise less formal groups of team meetings in order to activate staff research to each level of research career R1-R4	30. Access to career advice 36. Relation with supervisors 37. Supervision and managerial duties 40. Supervision	spring semester 2022/2023	Science and Research Centre in cooperation with Research Institutes	Number of meetings per year	IN PROGRESS	Institutes have been jointly organizing seminars on research topics suggested by employees.
17. Organising systematic training for young researchers and academic staff on issues of professional ethics	2. Ethical principles	spring semester 2022/2023	HR Department in cooperation with the Ethics and Anti-Discrimination Committee	Number of trainings, 2022- 1 2025- 2 percentage of scientists participating in the trainings 2022 – no data 2025 – 100%, (obligatory)	NEW	Based on data provided by the Ethics and Anti-Discrimination Committee.
18. Modifying the code of ethical conduct by adjusting it appropriately for researchers and developing a peer review evaluation system for issues related to the code of ethical conduct	2. Ethical principles	spring semester 2023/2024	Ethics and Anti-Discrimination Committee	Modified Code of Ethics; the number of scientists who have read and operated in accordance with the Code of Ethics	NEW	

19. Creation and implementation of the gender equality plan (GEP)	10. Non discrimination 27. Gender balance	Winter semester 2024/2025	HR Department	Creating GEP (direct cooperation with team from Equation Project); implementing by Rector's Order.	NEW	in direct cooperation with team from Equation Project
20. Usage of the English language among all communication and documentation related to employment and research ethics (they will be delivered both in Polish and English languages)	1. Research Freedom 10. Non discrimination 15.Transparency (Code)	Winter semester 2024/2025	HR Department/ Research Department	Visibility of communication and documentation on the www of Vistula University 2022 – partially, to be analysed 2025 – 100%	NEW	in direct cooperation with Marketing Department
21. Creating guidelines for selection Committees involved in the recruitment of personnel OTM-R	16. Judging merit (Code)	Winter semester 2024/2025	HR Department	Visibility of guidelines on the www of Vistula University 2022 – no 2025 – yes	NEW	

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.

Please provide the link to the dedicated webpage(s) on your organisation's web site *:	

URL *:	https://www.vistula.edu.pl/en/science-and-research/hr-excellence-in-research

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles (Internal Review for Award Renewal)
To ensure the transparency of the recruitment of academic staff, a procedure was introduced by Rector's Order No. 2/02/2020 with attachments that are required during the recruitment and selection of academic staff. The attachments include: "The procedure of recruitment and selection of academic staff", which specifies all stages and the persons responsible for them, "Recruitment advertisement template", "Summary of the candidate analysis", "Assessment criteria", "Application for an employment contract - academic employee", "Feedback for the candidate" and "Detailed guidelines for the selection committee". The Rector's order was introduced in relation to the OTM-R analysis (check-list) carried out in 2019 and constitutes the OTM-R policy formulated and planned for full implementation. In 2020, recruitment was carried out using the rules set out in the procedure.

OTM-R Policy as a comprehensive approach of Vistula University process of recruitment and selection is published on the Vistula University website www https://www.vistula.edu.pl/en/science-and-research/hr-excellence-in-research

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Please be aware that your OTM-R policy should be 'embedded' into the institutional HR strategy at the award renewal phase. The extended version of the reviewed HR strategy including the OTM-R policy and actions should be published on your organisation's website.

4. IMPLEMENTATION

General overview of the implementation process: (max. 1000 words)

In December 2015, Vistula University signed a declaration of support for the "European Charter for Researchers" and the "Code of Conduct for the Recruitment of Researchers". As the second step in the University's preparation to apply for the title of HR Excellence in Research, a working group was created to conduct a gap analysis and develop an action plan at the beginning of July 2016. The working group developed two anonymous studies in which employees assessed the level of the University's compliance with the requirements stipulated in the Charter and the Code. The results of those studies were subjected to a critical analysis. The issuing summary report and an action plan met with the unanimous approval of international experts and, in August 2017, our University received the right to use the title and logo of HR Excellence in Research.

In 2019, HR Excellence in Research Board was created (Rector's Order No. 1/03/2019) to monitor the whole process of implementing actions according to the HR Excellence in Research.

In 02.2022 in order to make the process clearer and to increase the involvement of the research community during the whole process, a new HR Excellence in Research structure was established, i.e., HRS4R Steering Committee, HR Excellence in Research Board and four Working Groups, for the respective areas each: Ethical and Professional Aspects, Recruitment and Selection, Working Conditions, Training and Development (Rector's Order No. 1/02/2022).
In 11.2022, according to the current structure of the University an update of the Rector's Order was implemented: (Rector's Order No. 10/10/2022) Chairperson of four working groups are in charge of implementation, because of the specifics of the entrepreneurial University.

During the implementation process, Vistula University was encouraged to set clearer strategic priorities and create a more "Strategy-oriented" Action Plan regarding HR Excellence in Research, that is why the current actions contained in the Action Plan 2022-2025 are more streamlined, and the more detailed actions are clustered and grouped within more important actions.

Make sure you also cover all the aspects highlighted in the checklist, which you will need to describe in detail:

How have you prepared the internal review?*

Annual research on the opinions of researchers and academics: regarding the HR Excellence in Research and the 40 Principles divided into 4 areas: Ethical and Professional Aspects, Recruitment and Selection, Working Conditions, Training and Development - regular meetings of working groups and steering committees and providing suggestions by their members regarding the strengths and weaknesses in each area and current problems and the level of fulfilling the actions - regular weekly meetings of a special Team HR Excellence in Research - dedicated for Internal Review to prepare information needed by Euraxess - consulting and adjusting knowledge among chairs of the 4 areas to assess the strengths and weaknesses, conduct a GAP analysis and set actions to be taken within the next 3 years according to the current practice. With regard to the comments from the Consensus Report, actions under the Action Plan 2022-2025 were aggregated in terms of quantity and priorities, as a result of which 18 actions were formulated with the assigned departments responsible for the implementation. Moreover, indicators were defined that will enable annual monitoring of progress in their implementation.

How have you involved the research community, your main stakeholders, in the implementation process?*

Vistula University updated and created a new HR Excellence in Research structure in order to enable better, clear communication and involvement of diverse research community R1-R4 and implementation of planed actions. To fulfil need, since the February 2022 it has been regulated by the Rector's Order No. 1/02/2022 and provides: Steering Committee, HR Excellence in Research Board and four Working Groups- one for each respective area: Ethical and Professional Aspects, Recruitment and Selection, Working Conditions, Training and Development.

The Steering Committee is composed of: Vice-Rector for Science, Director of the Science and Research Centre, Chair of the Ethics and Anti-Discrimination Committee, Director of Organization and Planning, Internationalization Coordinator, Secretary.

The HR Excellence in Research Board consists of Vice-Rector for Science, Director of the Science and Research Centre,

Directors of institutes and research centres (or persons authorized by them), Director of the Publishing House,

Library Director, Internationalization Coordinator, Secretary.

In the Steering Committee and HR Excellence in Research Board and Four Working groups, there are representatives of researchers from R1-R4.

Moreover, we managed to invite 15 researchers from level R1-R4 (it means 25% of all researchers from R1-R4) to participate in the analysis of strengths and weaknesses of the 4 main areas and preparation of the current action plan. Members of the four working groups till 2022 included:

Working Group on Ethical and Professional Aspects:

R1- Davud Han Aslan, PhD, Chair of the Group

R4 – Prof. Ryszard Michalski, PhD

R3 - Tomoyuki Hashimoto, PhD

R2 - Przemysław Piotr Damski, PhD

R1 - Patryk Kaleta, MA

R1- PhD student no 1 representative of the Doctoral School (from 2023)

Working Group on Recruitment and Selection:

Barbara Smuk, Chair of the Group

Macit Eser

R4 – Prof. Marta Götz, PhD

R4 – Prof. Elżbieta Jędrych, PhD

R3 – Prof. Radosław Lolo, PhD

R2 – Prof. Magdalena Kaczkowska-Serafińska, PhD

R1 - PhD student no 2 representative of the Doctoral School (from 2023)

Agata Papudzińska

Dorota Rutkowska

Working Group on Working Conditions:

R4 – Prof. Marta Götz, PhD, Chair of group

R3 – Prof. Aldona Piwko, PhD

R3 – Prof. Agnieszka Legucka, PhD

R3 – Prof. Agata Włodkowska-Bagan, PhD

R2 - Magdalena Kaczkowska-Serafińska, PhD

R1 - Magdalena Rybicka, MA

R1 - PhD student no 3 representative of the Doctoral School (from 2023)

Anna Dobaczewska-Wasilewska

Working Group on Training and Development:

R4 – Prof. Elżbieta Jędrych, PhD, Chair of group

R4 – Prof. Radosław Lolo, PhD

R3 – Prof. Marlena Plebańska, PhD

R2 - Magdalena Kaczkowska-Serafińska, PhD

R1 - Anna Rękawek, MA

R1 - PhD student no 4 representative of the Doctoral School (from 2023)

Do you have an implementation committee and/or steering group regularly overseeing progress?*

At the stage of applying for the EC award, a new HR Excellence in Research structure was established in 02.2022.

Steering Committee is responsible for implementing the European Charter for Researchers and the Code of Conduct documents enacted by the European Commission in 2005, when recruiting the research and research-didactic Staff and for ensuring the continuity of maintaining the title of HR Excellence in Research by Vistula University.

HR Excellence in Research Board is responsible for providing information regarding the implementation of the HRS4R action plan, analysing and accepting the Gap Analysis and actions with indicators provided by 4 working groups to be implemented and published on the Vistula University's account on the EURAXESS website, undertaking cyclical activities to improve the working and development conditions for the research and research and teaching employees at Vistula University, raising awareness of possibilities of HR Excellence in Research among the research and research-didactic employees at Vistula University and keeping the records of HR Excellence in Research Board documents on the Vistula University's account on the EURAXESS website.

Working Groups are responsible for analysing the opinions of employees on four areas: Ethical and Professional Aspects, Recruitment and Selection, Working Conditions, Training and Development, preparing the GAP Analysis (strengths and weaknesses) and actions with indicators to be implemented in four areas, according to 40 principles of HR Excellence in Research to improve the working and development conditions for the research and research and didactic employees at Vistula University.

Systematic meetings of the HRS4R Steering Committee - at least once per academic year, HR Excellence in Research Board - at least once per semester, four working Groups – according to the needs, each group's chairperson should invite group members and stay in direct contact with them in order to implement planned actions.

During such meetings, Chair of working groups are responsible for monitoring and performing tasks within their areas of activity, were indicated. Then, the potential deadline for completing the tasks and the manner of communication regarding its performance were specified. Before preparing the report, Chairs of working groups collected information from specific people, the representatives of individual departments from their area, involved in the implementation of the tasks from the action plan.

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy

It will be put in the strategy of the University 2026-2030, Chairs of the four working groups have developed a strategy/decision-making function on a higher level at the University, so the three of them (R4 – Prof. Marta Götz, PhD, Chair of the Working Conditions group; R4 – Prof. Elżbieta Jędrych, PhD, Chair of the Training and Development group; Barbara Smuk, Chair of the Recruitment and Selection group) are the co-authors of the VU Strategy for 2021-2025, what already aligns the policymaking with HRS4R. The VU Strategy 2021-2025 has 7 main goals, 3 of them are strictly connected with HRS4R. Objective 1. Greater internationalization of the University; Objective 2. Higher quality of science and research/ Objective 4. Care for the efficiency of an organization friendly to students and employees.

Moreover, in 2022 Rector signed Rector's Order No. 09/10/2022 on the rules of the recruitment and selection process of academic employees at Vistula University pursuant to § 18 sec. 2 point 2 of the Statute of Vistula University and in accordance with the guidelines of the European Charter for Researchers and the Code of Conduct for the Employment of Researchers (https://www.euraxess.pl/pl/poland/pracodawcy/karta-i-kodekspracodawcy) and the OTM-R policy (https://euraxess.ec.europa.eu/europe/news/new-open-transparent-and-merit-based-recruitment-researchers-otm-r). Vistula University OTM-R policy is fully aligned with the HR policy and research strategy for 2021-2025 and our intention is to prolong basic points of HR Excellence in Research to be included in the strategy of the University for the next period, i.e., 2026-2030. The goals of the Action Plan 2022-2025 from HRS4R are foreseen in Vistula University strategic planning and has been approved at the level of the organization governing bodies – HR Excellence in Research Steering Committee and Rector.

How has your organisation ensured that the proposed actions would be also implemented?

Vistula University ensures that proposed actions will be implemented within a clear process of communication and by setting meetings and moreover by deep involvement of Chairs of four working groups as well as due to the involvement of the research community. Chairs of the working groups are in charge of the implementation, thanks to the specifics of the entrepreneurial, non-public University. At the beginning of each year, research on employees opinions will be continued and regular meetings by Steering Committee, HR Excellence in Research Board and four Working groups will also be continued. In line with the current financial capabilities of the University, involvement of the HR Department and Research Department will be increased. The Rector will appoint a Plenipotentiary for the coordination of international strategic initiatives, who will implement the already identified need for a holistic

coordination of activities related to HR Excellence in Research as one of the strategic activities of Vistula University. That will enable proper implementation of HRS4R aligned with VU Strategy 2021-2025.

How are you monitoring progress (timeline)?*

Until 2019, the HR Excellence Research Board (previously known as the 'Working Group') was dedicated to monitoring the implementation progress in relation to the planned actions. The COVID pandemic pushed us to consider more realistic implementation of action points (particularly in relation to mobility), and thus in 2022, the new structure (HRS4R Steering Committee, the HR Excellence Research Board, and four Working Groups) was introduced in order to address new challenges (which includes the War in Ukraine). VU is monitoring progress each semester.

How will you measure progress (indicators) in view of the next assessment?*

Vistula University will actually monitor level of fulfilment of indicators by responsible unit for each action according to HRS4R, indicated units provides actual level of fulfilment to chairs of working groups, and then to HR Excellence in Research Board and then to knowledge to Steering Committee and once per year (at the end of academic year) giving feedback by these units to Steering Committee. Vistula University will continuously monitor the levels of meeting the indicators by units responsible for each action according to HRS4R, responsible units provide information on the current levels of meeting the indicators to Chairs of respective working groups, and then the Chairs pass on the feedback to the HR Excellence in Research Board. Next the Research Board provides information regarding the implementation of the action plan to the Steering Committee once per year (at the end of the academic year). As part of the gap analysis, the need to appoint the Rector's Plenipotentiary for the coordination of international strategic initiatives was identified. The Plenipotentiary will coordinate the process of monitoring the implementation of the agreed action plan 2022-2025 in line with HRS4R and of organizing cyclical meetings of the Steering Committee, the HR Excellence Research Board, and four Working Groups.

How do you expect to prepare for the external review?*

In addition to publicly available materials (e.g., strategy), the Steering Committee can share any relevant internal documents, and people who are involved in the implementation process are available for interviews. As noted earlier, our University's size acts to our advantage, facilitating in-depth communication among different departments. We believe that the external reviewers can meet all key personnel (for both strategic and operational levels) during the review process, highlighting our understanding of transparency. Additionally, all documents are available in both English and Polish, so that our local stakeholders who are external to the University can review the relevant documents at their discretion.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)