



Akademia WSB

Dąbrowa Górnicza, Cieszyń, Olkusz, Żywiec, Kraków, Gliwice

WSB University

HR strategy for researchers

Internal report

(including updated Action Plan)

1. ORGANISATIONAL INFORMATION

Case number: 2019PL460368

Name Organisation under review: WSB University

Organisation's contact details: Cieplaka 1c, Dąbrowa Górnicza, 41-300

SUBMISSION DATE: 11/09/2020

DATE ENDORSEMENT CHARTER AND CODE: 07/11/2019

DATE OF INTERNAL EVALUATION: II-V/2023

STAFF & STUDENTS	FTE
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	299
<i>Of whom are international (i.e. foreign nationality)</i>	73
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	138
<i>Of whom are women</i>	119
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	114
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	91
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	94
<i>Total number of students (if relevant)</i>	14276
<i><u>Total number of staff (including management, administrative, teaching and research staff)</u></i>	<u>348</u>
<u>RESEARCH FUNDING (figures for most recent fiscal year)</u>	€
<i><u>Total annual organisational budget</u></i>	<u>4 498 390,16</u>
<i><u>Annual organisational direct government funding (designated for research)</u></i>	<u>546 877,33</u>
<i><u>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</u></i>	<u>802 064,01</u>
<i><u>Annual funding from private, non-government sources, designated for research</u></i>	<u>162 711,36</u>
<u>ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)</u>	

WSB University is private (non-profit), it has operated since 1995 (5 branches, around 8000 students from 40 countries). Key research fields: Management&Economics, Education, Security, Engineering (ICT included). The academics are trigged to faculties and scientific units: Research Institute on Territorial and Inter-Organizational Cooperation, Centre for Quality and Innovation, Technology Transfer Center and Center of Modern Methods&Technologies. WSB University focuses on interdisciplinary research. Since 2013, WSB University academics have ran over 100 projects: Visegrad Funds, Horizon 2020, Erasmus +, Interreg, AI for Earth, national funds (around 37 mln euro). WSB University cooperates with clusters, euro-regions, enterprises, HEIs, research centers, NGOs, local authorities.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE

Ethical and professional aspects:

As in the survey of WSBU staff and doctoral students in 2019, ethical and professional aspects are rated very highly. The diagnosis carried out in 2023 showed that as many as 99% of respondents positively assessed the observance of the principle of freedom of research ('strongly agree' - 89.91% and 'agree' - 9.17%). The 2019 survey obtained an equally high result of 99%, but with an increase of up to 5% in the rate of the highest ratings for this question ('strongly agree').

Respondents asked about ethical and professional issues in the questions: influence on the issues of research conducted at the University, freedom of belief and expression, defining problem-solving methods also overwhelmingly answered 'strongly agree' (76.15%) and 'agree' (21.10%). Only 1.83% of respondents chose the answer "difficult to say", which is also an increase from the already very high results of the previous survey ["strongly agree" (70.55%) and "agree" (25.15%)].

The high rating of the university's attitude towards researchers was also maintained (the question about the perception of doctoral students and academic staff as professionals and treating them accordingly). The vast majority of respondents (93.58% in total) gave a positive response: 58.72% for 'strongly agree' and 34.86% for 'agree', respectively; 'hard to say' was answered by only 4.59% of respondents, and 'disagree' and 'strongly disagree' by less than 2%. In 2019, 91% of respondents spoke positively in this regard (63% for 'strongly agree' and 28% for 'agree').

The efforts made have also resulted in strengthening of the already highly rated 2019 implementation indicator for public engagement activities for research staff. The obligation to disseminate research results to the general public is met with approval: a positive response was given by a total of up to 89.91% of respondents ("strongly agree" was selected by 63.30% of respondents and "agree" by 26.61%). This is a one per cent increase compared to the last survey, with a one percent decrease in the number of respondents declaring "difficult to say" in this area. Similarly, the need to comply with the obligation to make research results available to expert communities under this principle is rated very highly.

The obligation to disseminate the results of the research met with similar acceptance and appreciation as the previous question. Undecided respondents answering "it is difficult to say" accounted for 9.17% of all respondents, one respondent spoke negatively about the obligation to disseminate the results, representing 0.92% of all respondents.

According to the assumptions and the efforts made, a very high rating was maintained for the principle of non-discrimination, to which as many as eight specific questions were devoted in the survey. At the WSB University, special emphasis is placed on compliance with such standards. For each of the eight questions on discrimination (on grounds of gender, age, national, social or linguistic ethnic origin, religion or belief, sexual orientation, disability, political beliefs, social or material status), respondents strongly confirmed that they did not perceive discrimination. The answer "definitely yes" was given by 76% to 84% of respondents. Between 11% and 17% of all respondents answered "agree".

The number of the undecided for all questions ranged from 2% to 6%. A very high rating was also given to the application at the WSB University of rules and procedures stemming from health, safety and hygiene regulations, as well as those related to the protection of personal data and confidentiality of information. This is linked to the efficient procedures implemented in recent years.

It should be pointed out that in the area of 'ethical and professional aspects', the procedures for regular evaluation of researchers and their scientific activity, its transparency, as well as the independence of the review board were considered the weakest point. A total of 84.41% of respondents (57.80% for 'strongly agree' and 26.61% for 'agree' respectively) gave a positive response assessing the procedures and solutions at WSBU. Difficult to say was chosen by 12.84% of respondents, and a response negatively assessing the system and procedures was given by a total of 3% of respondents. It is hard to see this result as bad. The high percentage of 'Difficult to say' responses is due to the fact that the modernisation of the assessment system planned and announced in the Action Plan has been delayed and is now at the implementation stage, following recent consultations within the WSBU academic community.

In summary, it can be concluded that the area of ethical and professional aspects is one of the university's very strong points, as confirmed by the vast majority of positive answers to each of the questions asked in the block. Neutral answers "difficult to say" did not exceed 9.5% of all answers given to all the questions asked. The percentage of negative answers is within the statistical error limit, not exceeding 3%.

This area was very positively evaluated by the staff (also as part of the internal analysis of procedures - qualitative analysis) at the initial evaluation stage. Accordingly, the actions planned (and implemented) were mainly in the nature of reinforcing good practices, systematising and consolidating them. Awareness-building measures were also taken to promote these practices and disseminate them to all staff.

In conclusion, the status quo was maintained in which:

- the vast majority of the respondents perceive the WSB University as a place that offers them full freedom of speech and choice of research directions and methods within the framework of academic activity;
- the vast majority of staff and doctoral students perceive the WSB University as an institution that guarantees the freedom of research and respect for professional responsibility in scientific activities;
- the WSB University is perceived as an institution that provides organisational conditions for research, carrying out projects and professional development;
- researchers are adequately motivated and their scientific activities are supported in accordance with the professional and ethical principles set out in the Charter for Researchers and Code of Conduct;
- the national, sectoral and institutional regulations governing working conditions, the availability of training courses, promotion opportunities and access to tools are respected;
- the WSB University has units and entities supporting researchers in applying ethical and professional standards, including the Ethics Committee, Quality Centre, Science Development Department, Ethics Committee, as well as tools such as: supervision, anti-plagiarism system, internal regulations concerning intellectual property protection, bibliographic databases available online;
- employees who are obliged to observe and comply with national and industry regulations concerning the management of research funds, can also count on the support of the Science Development Department and the Financial Department in this regard;
- the WSB University attaches great importance to the freedom of scientific research, freedom of publication of its results, supports discourse and diversity of views and research positions;
- there is a strong emphasis on the principles of non-discrimination and equal treatment of workers..

Under the 'ethical and professional aspects' area, 13 initiatives have been planned, 10 of which have been implemented, 1 initiative is underway and 2 will be implemented in the near future.

Implemented Initiatives:

- A1. OTM-R strategy implementation- recruitment policy and recruitment process in a homogeneous document called "Strategy of good practices in terms of recruitment process and employment".
- A2. Formation of University Development Strategy 2021-2026, including HRS4R principles and OTM-R policy.
- A12. Update of reporting system on scientific, didactic and organizational activity, synchronized with the system of periodic appraisal of academic teachers (operated by the website).

- A13. Implementation of digital rules about collecting, storing and sharing scientific publications and research results in the repository.
- A14. Publication (practical guidelines) for scientific employees about good practices of publishing/ sharing publications in free access (repository).
- A15. Developing an internal information channel for scientists. Expanding the website so that all information on supporting research, career path, rights and existing procedures, career counseling, funding sources, internships and international exchanges, and other career support tools are available in one place. The service has to include the information on how to enable researchers inclusion in the institution and realized activities.
- A16. Development of an internal information channel: regular mailing (newsletter) on supporting research activities and opportunities for the development of scientists;
- A19. Organization of meetings for new research workers and Ph.D. students (open to everyone) about possibilities of sharing, popularizing and promoting R&D results;
- A22. Creation and dissemination of informative materials about security and information processing policies to research employees and Ph.D. students of WSB University.

Initiatives partially implemented:

- A11: Creation of WSB University research policy including operational rules for the implementation and promotion of scientific activity, as well as creating a motivational environment for scientific activity;
- A25. Implementation of rules of professional supervision in the area of supporting didactic and scientific work of young employees and Ph.D. candidates by more experienced scientists. Inclusion of the rules to Scientific Career Development Guide and the informative leaflet for newly employed (A10).

Initiatives to be implemented in the near term:

- A18. Creation of Scientific Career Development Guide containing a compilation of useful information on career paths, funding mechanisms for research, dissemination activities, opportunities, ways of raising competences at the WSB University and beyond (e.g. as part of the commercialization process) and about University units which are offering support to employees;
- A23. Update of the collection of national and European regulations and guidelines on ethical issues in the R&D field, available on the WSB University's website. Provision of key documents in English.

Recruitment and selection:

In the conducted survey, a total of 86% of respondents rated the recruitment standards applied at the WSBU as above average, and this is an increase of 10 percentage points compared to the survey conducted in 2019. When asked about transparent standards for the admission of academic staff to the WSB University, respondents (researchers and research and teaching staff) in 2023 overwhelmingly gave positive answers: "strongly agree" was selected by 50.46% of all respondents, and the answer "agree" reflected the opinion of 35.78% of respondents. The answer 'difficult to say' was chosen by 9.17% of all respondents. In 2019, the answer "strongly agree" was selected by 40.49% of respondents, the answer "agree" reflected the opinion of 36.20% of people, while "difficult to say" was selected by as many as 22.7% of respondents.

The Recruitment (Code) principle was rated highly in the current survey. When asked about WSBU's job advertisements and the use of transparent recruitment procedures that can be compared internationally, 46.79% of respondents strongly agreed. Together with the 36.70 per cent of respondents who answered 'agree', this represents a total of 83.49 per cent of affirmative responses. The positive trend is indicated by the low percentage result for the answer 'difficult to say', which was given by 11.93% of respondents. In comparison, in 2019, positive answers were declared by 77.3%, while the neutral 'hard to say' was indicated by 22.09% of respondents, as much as 10% more than the current figure..

It is worth noting that, as in the previous survey, the implementation of the principles of Judging merit (Code) was highly appreciated by the respondents. - 86% of positive evaluations, only 12% "it is difficult to say"; the principle of Variations in the chronological order of CVs (Code) - 86% positive responses, only 13% "hard to say"; principle of Recognition of mobility experience (Code) 97% of positive answers; Recognition of qualifications (Code) - 89% of positive answers, only 10% "hard to say"; Seniority (Code) - 88% positive responses, only 10% "hard to say".

The rule concerning Postdoctoral appointments (Code) for staff with doctoral degrees was evaluated as good, but below the expected indicators. The question of whether clear rules are set at WSBU for researchers with doctoral degrees regarding professional expectations, employment prospects (time), maximum duration of the post or requirements for academic promotion received 81.65% positive responses (44.95% of respondents answered 'strongly agree' and 36.70% answered 'agree'). 16% of respondents answered 'difficult to say' and 1.83% (2 people) disagreed with the statement in the question. This is primarily due to the fact that academics with a doctorate, and therefore only on the road to habilitation, undertake the most professional activities. They also often have numerous responsible duties, including administrative, organisational tasks, etc. It is noteworthy that the above-mentioned principles were assessed as already fulfilled at the preliminary assessment stage, and the action plan mainly included activities and initiatives oriented towards strengthening good practices and their standardization.

The least implemented principles are **Selection (Code) and Transparency (Code) and Transparency (Code)**. When asked whether the composition of the committees is represented by people with different qualifications and experience, including whether they comprise representatives from different disciplines, industries and sectors, a fully affirmative answer was given by 47% of respondents, an affirmative answer by 35%, while 'hard to say' was indicated by 16% of the respondents. In contrast, when asked about the feedback to candidates, i.e. announcing results, selection criteria, providing information on strengths and weaknesses, 43.12% answered 'strongly yes' and 33.94% answered 'agree'. However, there was an increase here in the number of 'hard to say' responses to 20.18%. The answers received, as well as the conducted analysis of practices in recruitment activities, point out to the need of a continuous effort to consolidate and strengthen good practices despite the implementation of the principles of the Code.

In summary, the strengths of the recruitment and selection area include recruitment standards, recognition of qualifications, assessment of merit and variations from the chronological order of CVs considered in the recruitment process (acceptance of breaks in candidates' careers, perception of breaks as career evolution). Weaknesses in the survey included: Selection of staff according to the Code (composition of committees) and transparency of the recruitment procedure (feedback to candidates).

It should be noted that the WSB University is a non-public entity, and therefore it is not required *in a sense* to conduct the competition procedure in accordance with the guidelines set out in the Act. However, in accordance with the adopted assumptions and strategy of the University, all measures are taken to make the recruitment proceedings as transparent as possible. Therefore, among other things, there is the plan to develop and implement the OTM-R Strategy, considering all the principles and guidelines of the European Charter for Researchers and the Code of Conduct. A fundamental weakness of AWB's recruitment process remains the limited extent to which the OTM-R principles are anchored in internal university regulations. A derivative of the aforementioned gap is also the lack of detailed and standardised criteria for recruitment and assessment of candidates: a codified process for conducting the recruitment process (including the appointment of recruitment committees) as a university-wide procedure. It is also important that such rules are simplified as much as possible and include the possibility to provide feedback to candidates.

The analysis clearly showed that it is transparency that is the weakest element of WSBU's employment policy. This applies not only to recruitment procedures, but especially to remuneration. The challenge for the organisation should be to improve the transparency of the organisational policy on recruitment, selection and remuneration. According to the interviewees, employee qualification procedures are not clear enough, and this also applies to financial thresholds for individual positions. The overall objective for the next years will therefore be to fully implement the OTM-R principles, i.e. Open, Transparent and Merit-based Recruitment Rules at organisational level. The operational objective, which is deferred to the next period, is to develop and implement a codified OTM-R policy (strategy), including detailed guidelines for recruitment processes. This will be a framework description of the recruitment policy, including such elements as the rules for the selection of members of the recruitment committees, the way they work, the possibility of including specialists from other units in the work of the committees and the individual criteria for selecting candidates. In addition, the strategy plans to implement an electronic, standardised form for researchers applying for jobs in Polish and English. This will make it possible to provide recruitment information to candidates in an accessible way and to methodically structure and align the necessary information and recruitment requirements with Euraxess.

Within the 'Recruitment and Selection area', 9 initiatives were planned for implementation, 4 of which have been completed, 1 is underway and 4 will be implemented in the next period.

Initiatives implemented:

- A1. OTM-R strategy implementation- recruitment policy and recruitment process in a homogeneous document called "Strategy of good practices in terms of recruitment process and employment".
- A2. Formation of University Development Strategy 2021-2026, including HRS4R principles and OTM-R policy;
- A6. Creation of recruitment web page under the WSB University's website which will enable to perform an online recruitment process (including online applications in English) in accordance with the standardized recruitment form;
- A21. Organization of training sessions for members of the committee about good practices during recruitment processes.

Initiatives partially implemented:

- A4. Creation of recruitment advertising scheme in accordance to Euraxess guidelines.

Initiatives to be implemented in the near term:

- A3. Creation of good practice guideline in terms of recruitment and employment.
- A5. Publishing recruitment announcements on the website: <https://euraxess.ec.europa.eu/>;
- A17. Update of the remuneration policy for researchers. The policy would specify the rules and mechanisms of financing scientists. It will regulate both the process of determining the remuneration of newly hired people, as well as changes in the remuneration of those already working.
- A24. Creation of the quality control system for OTM-R policy, based on reports and online survey (the system will include analytical data of the recruitment committee reports submitted to the Rector and feedback on the process obtained from candidates – recruitment participants).

Working conditions:

Compared to the previous survey, a very high response rate of good and very good (above average) of those evaluating the implementation of the principle of recognition of the profession was maintained. A total of 93.58% of positive responses were obtained ("strongly agree" - 58.72%, "agree" - 34.86%, "hard to say" - 4.59%). In 2020, 91% of respondents gave an affirmative answer. As in the previous survey, the implementation of the principle of a **research-friendly environment** was also very highly rated. It was viewed positively by as many as 93.58% of the respondents ('strongly agree' - 58.72%, 'agree' - 34.86%). The measures taken also resulted in an excellent evaluation of the implementation of the **Working conditions principle**. It was viewed positively by 89.91% of the respondents ('strongly agree' - 68.81%, 'agree' - 21.10%). In 2020, 87% of positive ratings were recorded. The same is true for the **principle of Stability and permanence of employment**. Its positive assessment already appeared in 2020 (82.21%). This is now up to 88.99%, with a 10 percentage increase in the number of "strongly agree" responses. In the current survey, it is up to 57.80%, alongside 31.19% 'agree' responses and less than 10% 'hard to say'.

The Funding and salaries principle was assessed in a slightly more polarised way, although generally positively. It should be clarified that the evaluation of the implementation of this principle, due to its multifaceted nature and the fact that the WSB University is a private institution, was split into two questions. One concerned compulsory social security, benefits under national legislation, as well as national and sectoral collective agreements. In this case (as in the last survey), more than 94% of the respondents answered in the affirmative (62.39% for the answer 'strongly agree' and 32.11% for 'agree'). The remaining survey participants chose the answer 'difficult to say', which accounted for less than 6% of the respondents. The second question concerned - in line with the intention of the principle - the attractiveness and adequacy (fairness) of the remuneration system. It must be stressed that these are individualised issues and mostly perceived very subjectively. For this question, 76.15% gave a positive answer (43.12% for 'strongly agree' and 33.03% for 'agree'). Compared to previous questions, there was an increase in the number of respondents who gave the answer 'difficult to say' (16.51%). Only 7.34% of all respondents rated the implementation of this principle negatively. This result is comparable and generally proves an improvement of 4 percentage points compared to the last survey, with as many as 10 percentage points less 'hard to say' and 'disagree' responses now. This represents a very good result, especially in the context of the economic crisis and the rising cost of living. These phenomena are linked to many aspects including the COVID-19 pandemic, lockdown, the war in Ukraine, and also economic stagnation and the current high inflation.

As expected, similarly to the initial survey, the principle of Gender balance was assessed very positively. When asked about the policy of equality, balance at each stage of the career of women and men, the largest group of respondents

answered "strongly agree" (67.89%) and "agree" (27.52%). The answer 'difficult to say' accounted for only 3.67% and 'disagree' for 0.92%. The situation, relative to the previous survey, is very good and stable in this area. It is worth mentioning that in the last 2 years, the WSB University has implemented a Gender Equality Strategy, appointed an Equality Plenipotentiary, and carried out a whole range of information and training activities in the area of equality and diversity policies.

The implementation of the principles has also been evaluated very positively: Career development - 85% positive evaluations - and Value of mobility - 95% positive evaluations.

In the light of the survey, the access to career advice - **the principle of Access to career advice** - remains a weak point of the university. Only 45% of respondents rated the WSB University's policy in this respect and the availability of counselling very positively, 31% positively. The answer "it is difficult to say" was given by as many as 20% of the respondents, and almost 4% indicated deficiencies in the above-mentioned area. Unfortunately, in this area, in the view of the survey, the situation has slightly deteriorated in relation to the last diagnosis, despite the measures taken by the university.

The assessment of the implementation of **the principle of Intellectual Property Rights** should be considered another strong point of the HEI. The majority of respondents have a strongly positive opinion of the WSB University's policy in this respect (54%), with 39% rating it positively and only 7% of respondents rating it neutrally ("hard to say"). The situation is similar with regard to **the principle of Co-authorship**, oriented towards respecting the norms of co-authorship and promoting fair and transparent cooperation between researchers. The implementation of this principle was assessed positively by a total of 93% of respondents, maintaining and even improving on the assessment from 2020.

The evaluation of **the Teaching Principle** was met with a weaker rating. Issues such as the appropriate remuneration of involvement in teaching and mentoring duties for junior staff and their inclusion in staff appraisal systems were viewed positively by 82% of researchers (49% for 'strongly agree' and 33% for 'agree'). Unfortunately, as many as 13% indicated "difficult to say" and 4.59% of respondents disagreed with the statement in the question. This issue should be addressed in the next measures to be implemented. The implementation of the **Complaints/appeals principle** was rated at a relatively high level. The procedures provided, the rules and their implementation were rated positively by 84% of respondents. Similarly, the principle of Participation in decisionmaking fared similarly in the survey, with 87% positive ratings.

In conclusion, taking into account the results of the survey, as well as the review of procedures and measures taken at the institutional level, the implementation of the following principles should be considered as the strengths of the WSB University in the analysed area: gender balance, working conditions not related to financial aspects, stability and permanent employment, co-authorship, intellectual property rights, and recognition of mobility. Weaknesses, on the other hand, will again concern the following implementations of the principles: Access to career advice and Teaching, which includes an assessment of involvement of supervisors in the development of young academics (teaching).

The 16 planned initiatives concerned the area of 'Recruitment and selection' 10 of which have been completed, 1 is underway and 5 will be implemented in the next period.

Initiatives implemented::

- A1. OTM-R strategy implementation- recruitment policy and recruitment process in a homogeneous document called "Strategy of good practices in terms of recruitment process and employment";
- A2. Formation of University Development Strategy 2021-2026, including HRS4R principles and OTM-R policy;
- A7. Training for WSB University employees on possibilities supporting scientific activities, principles of financing scientific and research projects, and existing internal procedures.
- A8. Conducting an informative campaign among Ph.D. candidates and research tutors about good practices in the master- student relation (in accordance with new institutional conditions of teaching at third-cycle studies).
- A9. Training for WSB University employees in the scope of creating an efficient collaboration in the student-master relation, in a context of preparing and leading a scientific and research activity.

- A10: Creation of an informative leaflet for newly employed containing the information about existing procedures on how to apply for research grants, development possibilities, rights, duties - important during the adaptation process of new employees (on-boarding).
- A12. Update of reporting system on scientific, didactic and organizational activity, synchronized with the system of periodic appraisal of academic teachers (operated by the website).;
- A15. Developing an internal information channel for scientists. Expanding the website so that all information on supporting research, career path, rights and existing procedures, career counseling, funding sources, internships and international exchanges, as well as other career support tools are available in one place. The service has to include the information on how to enable researchers inclusion??? in the institution and realized activities??? (znovu fragment jest dłuższy niż w polskim tekście).
- A16. Development of an internal information channel: regular mailing (newsletter) on supporting research activities and opportunities for the scientists development;
- A25. Implementation of rules of professional supervision in the area of supporting didactic and scientific work of young employees and Ph.D. candidates by more experienced scientists. Inclusion of the rules to Scientific Career Development Guide and the informative leaflet for newly employed (A10)

Initiatives partially implemented:

- A4. Creation of recruitment advertising scheme in accordance to Euraxess guidelines.

Initiatives to be implemented in the near term:

- A3. Creation of good practice guidelines in terms of recruitment and employment;
- A17. Update of the remuneration policy for researchers. The policy would specify the rules and mechanisms of financing scientists. It will regulate both the process of determining the remuneration of newly hired people, as well as changes in the remuneration of people already working.
- A18. Creation of Scientific Career Development Guide which will contain a compilation of useful information on career paths, funding mechanisms for research, dissemination activities, opportunities, ways of raising competences at the WSB University and beyond (e.g. as part of the commercialization process) and about University units which are offering support to employees.
- A20. Developing regulations about resolving employee conflicts;
- A24. Creation of the quality control system for OTM-R policy, based on reports and online survey (the system will include both the analytical data of the recruitment committee reports submitted to the Rector and the feedback on the process obtained from candidates – recruitment participants).

Training and development:

In the area of training and development, the implementation, as well as the reinforcement of the individual principles was generally rated by the staff at a very high level, thus maintaining the positive trends already confirmed in the 2020 survey. The evaluation of the implementation of the principle **'Relation with supervisors'** in the researcher environment and development opportunities (researchers' contacts with mentors and supervisors to provide them with opportunities to build their competences and develop their workshop) received positive confirmation by 87% of the respondents. 56% of respondents answered 'strongly agree', 31% 'agree'. A neutral response was given by 10% of the respondent group and a negative response by 2.25%. Similarly, the implementation of the Principle **'Supervision and managerial duties'** received a confirmation from 88% of respondents. **The Continuing Professional Development** principle also received similar results, at 90%, with as many as 61% of respondents indicating 'strongly agree'. With regard to the principle of Access to research training and continuous development, as many as 95% of respondents indicated that it was fully implemented. Slightly lower results were found for the implementation of the principle of Supervision and Responsibility in the management of human capital and support for the development of young staff by more experienced researchers. The principle of **'Scientific Care (Supervision)'** received a confirmation of being implemented in the opinion of 87% of respondents ('strongly agree' - 50%, 'agree' - 37%).

The above results, as well as the analysis of documents and activities undertaken at the WSB University, indicate that it is the area of training and development, in addition to ethical and professional aspects, that are the strongest points of the university. The weak point, in this area, on the other hand, is the implementation of the principles concerning supervision. It should be emphasised that the results obtained reflect the numerous actions taken, both those included in the Action Plan and those resulting from the Development Strategy. Many activities are being implemented at the WSB University to support researchers. They can also count on extensive information support. The University provides constant access to information on all events and opportunities for cooperation, including international ones. The WSB University organises numerous training courses (e.g. on scientific workshop, conducting research, using quantitative and qualitative research tools, applying modern teaching methods). It also provides tools and applications to support research (e.g. IBM SPSS, survey service, Atlas programme). All researchers have access to funding mechanisms for research (grants, fellowships) and funding for publications, translation of articles, participation in conferences and placements abroad. Senior researchers and supervisors at WSBU are, in turn, required to provide relevant knowledge and share good practice with early career researchers, including involving them in ongoing projects.

The 16 planned initiatives were in the area of 'training and development', 10 of which have been implemented, 1 is in progress and 5 will be implemented in the next period.

Initiatives implemented:

- A1. OTM-R strategy implementation- recruitment policy and recruitment process in a homogeneous document called "Strategy of good practices in terms of recruitment process and employment"; (nazwa dłuższa niż w oryginalnym dokumencie)
- A2. Formation of University Development Strategy 2021-2026, including HRS4R principles and OTM-R policy;
- A7. Training courses for WSB University employees on possibilities supporting scientific activities, principles of financing scientific and research projects, and existing internal procedures.
- A8. Conducting an informative campaign among Ph.D. candidates and research tutors about good practices in the relation: master- student (in accordance with new institutional conditions of teaching at third-cycle studies).
- A9. Trainings for WSB University employees in terms of creating an efficient collaboration in the student-master relation, in the context of preparing and leading a scientific and research activity;
- A10: Creation of an informative leaflet for newly employed containing information about existing procedures on how to apply for research grants, development possibilities, rights, duties - important during the adaptation process of new employees (on-boarding).
- A12. Update of reporting system on scientific, didactic and organizational activity, synchronized with the system of periodic appraisal of academic teachers (operated by the website).;
- A15. Developing an internal information channel for scientists. Expanding the website so that all information on supporting research, career path, rights and existing procedures, career counselling, funding sources, internships and international exchanges, and other career support tools are available in one place. The service has to include the information on how to enable researchers inclusion in the institution and realized activities.
- fragment trochę inny niż ten polski, brak strony internetowej

Initiatives partially implemented:

- A25. Implementation of rules of professional supervision in the area of supporting didactic and scientific work of young employees and Ph.D. candidates by more experienced scientists. Inclusion of the rules to Scientific Career Development Guide and the informative leaflet for newly employed (A10).

Initiatives to be implemented in the near term:

- A18. Creation of Scientific Career Development Guide containing a compilation of useful information on career paths, funding mechanisms for research, dissemination activities, opportunities, ways of raising competences at the WSB University and beyond (e.g. as part of the commercialization process) and about University units which offer their support to employees.
- A20. Developing regulations about resolving employee conflicts.

Changes in short and medium-term priorities:

The short- and medium-term priorities adopted at the outset were not modified in any profound way. Changes concerned shifting deadlines and assigning some tasks to other organisational units of the University, due to the transformation of the WSB University organisational structure. The planned deadlines for individual tasks were also shifted. This was due to the fact that the deadline for obtaining the HR Excellence in Research Award had been changed, the activities undertaken for the strategic development of the infrastructure of the WSB University and the concentration of the activities of individual WSBU units on counteracting the effects of the COVID-19 pandemic.

Changes in the circumstances in which WSBU operates, affecting the HR Strategy:

The implementation of the HR Excellence in Research strategy coincided with a period of major change at the University, related among other things to the participatory development and adoption of the New Development Strategy 2021-25 with a 2030 perspective as well as the Sustainability Strategy. There was also the need to adapt the organisational structures of the University to the new evaluation requirements due to the change in the law on higher education and science as a result of the Act which entered into force on 20 July 2018: Constitution for Science. Another circumstance that strongly influenced the implementation of all processes at WSBU was the constraints related to the COVID-19 pandemic and the need to develop a new strategy for the operation of the university during the pandemic period. The numerous activities undertaken during this time were primarily aimed at ensuring safety, sustaining teaching processes and carrying out research. Other activities were pushed into the background. The deadlines for the initiatives adopted as part of the HRS4R Strategy were rolled over.

Current strategic decisions affecting the Action Plan:

The main directions of the University development, adopted in both the HRS4R Strategy and the Development Strategy, have not changed, but have been specified in detail. The core of the strategy and the idea behind the strategy reads: Individuals and their development at the centre. We create a multidimensional space for development in which everyone feels comfortable. The strategic vision is: WSB University is an open and innovative University that is passionate about people, their development and the challenges of the future.

Strategic goals and corresponding directions of development:

I. International University:

- High quality of research conducted at WSBU confirmed by scientific categories A and B+;
- WSBU a leader in internationalisation among higher education institutions in Poland;

II. Leader in Socio-Economic Development:

- WSBU as a valued partner for business and local governments through cooperation based on utility and high quality of services;
- WSBU perceived as a leading opinion leader in selected areas relevant to socio-economic development;

III. Participative University:

- An University perceived as a place for comprehensive and unconstrained development;
- An open and proactive organisational culture that enables the dynamic development of the University;

IV. LifeLong Academy - 'A lifelong university':

- High loyalty of WSBU graduates resulting from the high quality and usefulness of education;
- University perceived as a university that educates for the challenges of the future in society and business;

V. Digital WSBU:

- Integrated Management and Learning System supported digitally.

ACTION PLAN

Proposed actions (<i>Actions</i> – A)	Principle in gap analysis	deadline	unit responsible	held	indicator(s) (<i>Indicator(s)</i> – I) / Target(s) (<i>Target(s)</i> – T)	Completion status	comments
A1. OTM-R strategy implementation- recruitment policy and recruitment process in a homogeneous document called “Strategy of good practices in terms of recruitment process and employment”.	4. Professional attitude 12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code) 17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code) 19. Recognition of qualifications (Code) 20. Seniority (Code) 21. Postdoctoral appointments (Code) Stability and permanence of employment	III quarter 2021	Science Development Department in cooperation with the Quality and Innovation Centre and the Human Resources and Payroll Department		IA1: Approval of a uniform recruitment Strategy (Policy) at the WSB University. IA1.2: Publication of the OTM-R Strategy (Policy) online in Polish and English - link to the website. IA1.3: Percentage of new recruitment procedures in line with the policy (currently unmonitored). IA1.4: Percentage of international (currently unmonitored) applicants IA1.5: Percentage of applicants from under- represented groups (identified by the Equality Commissioner) (currently unmonitored). TA1: implementation of all OTM-R Policy principles as a formalised procedure in the University.	Completed	Document available on www.PL: https://wsb.edu.pl/files/pages/734/polityka_hrs4r_awsb.pdf ENG: https://wsb.edu.pl/files//pages/3500/policy_hrs4r_wsbu.pdf
A2. Formation of University Development Strategy 2021-2026, including HRS4R principles and OTM-Rpolicy	4. Professional attitude 10. Non discrimination 12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 23. Research environment 24. Working conditions 26. Funding and salaries 28. Career development 33. Teaching 36. Relation with supervisors 37. Supervision and managerial duties 40. Supervision	IV quarter 2020	Centre for Quality and Innovation		IA2: Adoption of the Strategy in the form of a resolution of the WSB University Senate. TA: Updating the WSB University Development Strategy. TA2: Improving the results of the new survey in 2023 by at least 10 percentage points in response to the question of researchers’ knowledge of the WSB University’s strategic objectives	Completed	Document available on www. PL: https://www.e-bip.org.pl/wsb/24244 https://wsb.edu.pl/uczelnia/strategia ENG: (summary) https://wsb.edu.pl/en/university/strategy-of-development
A3. Creation of good practice guideline in terms of recruitment and employment	12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 21. Postdoctoral appointments (Code) 25. Stability and permanence of employment	II quarter 2021	Science Development Department in cooperation with the Innovation Quality Centre and the Human Resources and Payroll Department.		IA3: Good practice guideline concerning recruitment and employment, available online (in the pdf file). TA3: Researchers employed in the WSB University are familiar with the rules of recruitment and hiring - an improvement of at least 10 percentage points in a new survey in 2023 in terms of the responses to the question concerning the researchers’ knowledge of the rules and principles of recruitment in the WSB University	Completed	The OTM-R Strategy (Policy) and Team Recommendations are currently being applied: https://wsb.edu.pl/files/pages/734/rekomendacje_postepowanie_konkursowe.pdf
A4. Creation of recruitment advertising scheme in accordance to Euraxess guidelines	12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code)	I quarter 2021	Science Development Department in cooperation with the Human Resources Department		IA4: Job opportunity notice templates in Polish and English language version published on www.kariera.wsb.edu.pl TA4: The recruitment advertisement template in line with the Euraxess standard is used in the WSB University recruitment procedure.	Completed	The task will continue. A service is currently being used to enable comprehensive management of the recruitment process: https://erecruiter.pl/ Advertisements are published on dedicated databases and websites
A5. Publishing recruitment announcements on the website: https://euraxess.ec.europa.eu/	12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code)	II quarter 2021	Science Development Department in cooperation with the Human Resources Department.		IA5: Link redirecting to the website: https://euraxess.ec.europa.eu/ TA5: Researchers have the opportunity to apply via the website in English.	Completed	The task will continue. Currently, adverts are published in dedicated databases and websites, including a nationwide database of competitions: https://bazaogloszen.nauka.gov.pl/
A6. Creation of recruitment web page under the WSB University’s website which will enable to perform an online recruitment process (including online applications in English) in accordance with the standardized recruitment form.	12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 19. Recognition of qualifications (Code) 21. Postdoctoral appointments (Code)	II quarter 2021	Science Development Department in cooperation with the Human Resources Department.		IA6: Researchers have access to information on scientific and professional development opportunities at every stage of their scientific career. TA6: Implementation of the recruitment process service on the www.kariera.wsb.edu.pl website	Completed	The task will continue. The development of a coherent tool is still in progress, so far different solutions have been used depending on the specificities and scope of recruitment: https://wsb.edu.pl/en/student/international-office/fellowship-and-scholarship-opportunities

A7. Trainings for WSB University employees on possibilities supporting scientific activities, principles of financing scientific and research projects, and existing internal procedures.	23. Research environment 25. Stability and permanence of employment 26. Funding and salaries 30. Access to career advice	Since IV quarter 2020	Science Development Department in cooperation with the Quality and Innovation Centre	IA7: Implementation of a minimum of 3 training courses concerning the relevant area. Training at least 50 researchers, making part of the training courses and training materials available online on the e-learning platform. TA7: Providing WSB University researchers with access to information on scientific and professional development opportunities at every stage of their scientific career.	Completed	A total of 20 dedicated training courses, workshops on the topics in question were organised at the WSB University in the period 2020-2023. The task will continue.
A8. Conducting an informative campaign through Ph.D. candidates and research tutors about good practices in relation: master- student (in accordance with new institutional conditions of teaching at third-cycle studies).	34. Complaints/ appeals 36. Relation with supervisors	Since IV quarter 2020	Office for Doctoral Education and Scientific Advancement in cooperation with the Science Development Department.	IA8: Sending out information by means of a newsletter and e-mails to all employees and doctoral students of the WSB University at least once a year. TA8: All academic staff and PhD students are informed about good practices and apply them to the master-student relationship.	Completed	Meetings and electronic communication channels were used to carry out the task. The task will continue.
A9. Trainings for WSB University employees in terms of creating an efficient collaboration in relation of student-master, in a context of preparing and leading a scientific and research activity.	24. Working conditions 28. Career development 30. Access to career advice 36. Relation with supervisors 40. Supervision	since I quarter 2021	Office for Doctoral Education and Scientific Advancement in cooperation with the Science Development Department and the Centre for Quality and Innovation.	IA9: Organising at least 3 tutoring/mentoring training sessions. At least 50 researchers and at least half of PhD students participating in the courses. Making part of the training courses and training materials available online on the e-learning platform. TA9: Providing WSB University researchers with access to information on scientific and professional development opportunities at every stage of their scientific career.	Completed	A total of seven training meetings (contact and formula) were delivered. The task will continue.
A10: Creation of an informative leaflet for newly employed which will contain information about existing procedures on how to apply for research grants, development possibilities, rights, duties, which are important during the adaptation process of new employees (on-boarding).	21. Postdoctoral appointments (Code) 24. Working conditions 25. Stability and permanence of employment 28. Career development 40. Supervision	II quarter 2021	Human Resources and Payroll Department in cooperation with the Science Development Department	IA10: Creation of a guide, which will be available to all employees (especially newcomers) in electronic form in Polish and English. TA10: Providing WSB University researchers with access to information on scientific and professional development opportunities at every stage of their scientific career.	Completed	The information pack is available on the internal Intranet for full-time staff. In addition, a public guide to lecturers has been created: https://wsb.edu.pl/uczelnia/wykladowca
A11: Creation of WSB University research policy which will contain operational rules for the implementation and promotion of scientific activity, as well as creating a motivational environment for scientific activity	1. Research freedom 2. Ethical principles 4. Professional attitude 7. Good practice in research 22. Recognition of the profession	I quarter 2021	Institute for Territorial and Interorganisational Cooperation Studies in cooperation with the Science Development Department and the Quality and Innovation Centre	IA11: Approval of the policy by the WSB University authorities: TA: Reduction of at least 10% negative and "hard to say" responses in the 2023 survey to the question concerning the knowledge of strategic assumptions of the WSB University.TA11: Providing researchers with access to information on strategic objectives of the WSB University.	in progress	A research policy has been created at the university and procedures are in place to regulate the conduct of research, in accordance with the principles of ethics, scientific integrity, freedom to conduct research, and non-discrimination. These documents are updated and adapted to the current requirements and standards of the policies of leading research centres. A total of more than 20 schools, workshops and meetings with renowned scientists have been held to animate scientific activity. The task will continue.

A12. Update of reporting system on scientific, didactic and organizational activity, synchronized with the system of periodic appraisal of academic teachers (operated by the website).	11. Evaluation/ appraisal systems 28. Career development 33. Teaching 37. Supervision and managerial duties	II quarter 2021	Science Development Department in cooperation with the Technology Transfer Centre	IA12: A new periodic evaluation system sheet. Developing a web application for the Regular Staff Assessment System. TA12: Providing WSB University researchers with access to an effective, convenient online reporting tool at every stage of their scientific career	Completed	The new system has been implemented and will eventually be linked to the user panel on the University 10 website and the Knowledge Base system: https://bazawiedzy.wsb.edu.pl/ PL: https://wsb.edu.pl/uczelnia/jakosc-ksztalcenia/procedury-uczelnianego-wewnetrznego-systemu-zarzadzania-jakoscia-ksztalcenia ENG: https://wsb.edu.pl/en/university/quality-assurance/internal-quality-management-system-procedures
A13. Implementation of digital rules about collecting, storing and sharing scientific publications and research results in the repository.	3. Professional responsibility 7. Good practice in research	III quarter 2021	Science Development Department in cooperation with the Technology Transfer Centre	IA13: Approval of the document by the WSB University Authorities. TA13: Researchers apply the best practices in research by publishing research results in an open repository, following the applicable legal standards	Completed	Implementation work of the OMEGA-PSIR system started in May 2021, and from February 2022. The WSB Academy Knowledge Base has been made available for use. It is an obligatory central database for the recording and dissemination of the academic output and achievements of WSB staff, doctoral students and students, and can be found at the: https://bazawiedzy.wsb.edu.pl/
A14. Publication (practical guidelines) for scientific employees about good practices of publishing/ sharing publications in free access (repository).	3. Professional responsibility 7. Good practice in research 31. Intellectual Property Rights 32. Co-authorship	IV quarter 2020	Science Development Department in cooperation with the Technology Transfer Centre	IA14: Publication available in a PDF file and on the WSB University employee website. TA14: WSB University researchers have access to specialised and up-to-date information on making their publications available to external experts and the community at every stage of their research careers.	Completed	Several useful documents have been developed: https://wsb.edu.pl/files/pages/734/instrukcje/google_scholar_pakiety_informacyjne.pdf https://wsb.edu.pl/files/pages/734/instrukcje/jak_polaczyc_numer_orcid_z_kontem_w_pbn.pdf https://wsb.edu.pl/files/pages/734/instrukcje/instrukcja.pdf https://wsb.edu.pl/files/pages/734/instrukcje/sugestie_dorobku_do_dodania_w_profilu_autora_i_laczenie_publicacji_z_kontem_orcid.pdf The task will continue.
A15. Developing an internal information channel for scientists. Expanding the website so that all information on supporting research, career path, rights and existing procedures, career counseling, funding sources, internships and international exchanges, and other career support tools are available in one place. The service has to include the information on how to enable researchers inclusion in the institution and realized activities. The website will contain links to relevant national portals (MNISW, KPK) and European ones: https://euraxess.ec.europa.eu including ongoing funding possibilities.	4. Professional attitude 5. Contractual and legal obligations 6. Accountability 28. Career development 30. Access to career advice 37. Supervision and managerial duties 38. Continuing Professional Development 39. Access to research training and continuous development	II quarter 2021	Science Development Department In cooperation with the Promotion and Information Centre and the Rector's Office	IA15: The indicator will be an intranet page containing all necessary information for researchers. TA15: Providing WSB University researchers with access to information on scientific and professional development opportunities at every stage of their scientific career	Completed	Researchers gained access to the Intranet service, and the University's web services dedicated to scientific activities in Polish and English were expanded: https://wsb.edu.pl/en/research/wsb-university-fellowship/ / Research https://wsb.edu.pl/nauka-i-badania/aktualnosci/ / Nauka i Badania The task will continue.

A16. Development of an internal information channel: regular mailing (newsletter) on supporting research activities and opportunities for the scientists development.	4. Professional attitude 28. Career development 30. Access to career advice	II quarter 2021	Promotion and Information Centre in cooperation with the Science Development Department and the Rector's Office	IA16: The indicator will be the maintenance of the newsletter: sending a minimum of 2 informational emails to all researchers employed by the WSB University. TA16: Providing WSB University researchers with access to information on scientific and professional development opportunities at every stage of their scientific careers.	Completed	There is now a newsletter (regularly every month) and a regular information mailing to academic staff. In addition, staff have gained access to an intranet service. The task will continue.
A17. Update of the remuneration policy for researchers. The policy would specify the rules and mechanisms of financing scientists. It will regulate both the process of determining the remuneration of newly hired people, as well as changes in the remuneration of people already working.	11. Evaluation/ appraisal systems 21. Postdoctoral appointments (Code) 25. Stability and permanence of employment 26. Funding and salaries 33. Teaching	III quarter 2021	Human Resources and Payroll Department In cooperation with the Rector's Office	IA17: internal document approved by the WSB University Authorities. TA17: All research staff (R1-R4) need to have access to information on their preferred scientific and professional development path and to the remuneration rules and salary level for each position.	to be implemented	The task will continue.
A18. Creation of Scientific Career Development Guide which will contain compilation of useful information on career paths, funding mechanisms for research, dissemination activities, opportunities, ways of raising competences at the WSB University and beyond (e.g. as part of the commercialization process) and about University units which are offering support to employees.	11. Evaluation/ appraisal systems 25. Stability and permanence of employment 26. Funding and salaries 28. Career development 34. Complaints/ appeals 40. Supervision	IV quarter 2021	Science Development Department In cooperation with the Technology Transfer Centre	IA18: An internal document approved by the authorities of the WSB University and published on the University website. TA18: All research staff (R1-R4) need to have access to information on scientific and professional development opportunities and to the remuneration rules and salary level for each position	to be implemented	The task will continue.
A19. Organization of meetings for new research workers and Ph.D. students (open to everyone) about possibilities of sharing, popularizing and promoting R&D results.	8. Dissemination, exploitation of results 9. Public engagement	since IV quarter 2020	Science Development Department, Office for Doctoral Education and Scientific Advancement and the Centre for Quality and Innovation	IA19: At least one meeting a year. IA7.2: At least 70% of the newly recruited employees and doctoral students participating. TA19: Newly recruited employees and doctoral students are familiar with the principles of disseminating and promoting R&D results	Completed	A total of 20 training courses, workshops on the subject were organised at the WSB Academy in the period 2020-2023. A new formula of open online meetings is currently being developed, which take place quarterly. The task will continue.
A20. Developing regulations about resolving employee conflicts.	34. Complaints/ appeals 40. Supervision	IV quarter 2021	Chair of Management In cooperation with the Chair of Pedagogy	IA20: Adoption of the Ordinance of the Rector of the WSB University. TA20: WSB University has procedures for resolving staff conflicts, of which it informs the research staff.	to be implemented	The WSB Academy has appointed a Disciplinary Ombudsman and an Equality Officer.. The task will continue.
A21. Organization of trainings for members of the committee about good practices during recruitment processes.	14. Selection (Code)	since III quarter 2021	Quality and Innovation Centre in cooperation with the Science Development Department.	IA21: At least one meeting a year. TA21: At least 90% of the members of the recruitment committees who participated in the training during the two years preceding the recruitment process.	Completed	During the reporting period, 3 training meetings were held in this thematic area.
A22. Creation and dissemination of informative materials about security and information processing policies to research employees and Ph.D. students of WSB University	4. Professional attitude 7. Good practice in research	I quarter 2021	Promotion and Information Centre in cooperation with the Science Development Department and the Rector's Office	IA22: Sending information by e-mail as an attachment and making it available on the website. TA22: Raising awareness of data security policies among the academic staff. TA22.2: Improvement of the responses to the question on data protection procedures in place in the next survey (Gap Analysis).	Completed	Polityka bezpieczeństwa jest restrykcyjnie przestrzegana w Akademii WSB, regularnie prowadzone są szkolenia, w elastycznych terminach, z uwagi na fakt, że pracownicy mają obowiązek w nich uczestniczyć. Regularnie (ok. raz na kwartał) wysyłane są materiały informacyjne. Zadanie będzie kontynuowane.

A23. Update of the collection of national and European regulations and guidelines on ethical issues in the R&D field, available on the WSB University's website. Providing key documents in English.	3. Professional responsibility	I quarter 2021	Promotion and Information Centre in cooperation with the Science Development Department	IA23: Updating a dedicated subpage on the WSB University's website. TA23: Researchers and PhD students of the WSB University have access to a set of current rules and standards on ethical issues in the field of R&D.	to be implemented	Zadanie będzie kontynuowane.
A24. Creation of the quality control system for OTM-R policy, based on reports and online survey (the system will include analytical data of the recruitment committee reports submitted to the Rector and feedback on the process obtained from candidates – recruitment participants).	15. Transparency (Code) 34. Complains/ appeals	IV quarter 2021	Science Development Department In cooperation with the Human Resources and Payroll Department	IA24: An annual OTM-R report in an electronic form enabling the evaluation of the OTM-R system in the WSB University. TA24: Obtaining feedback on the implementation of the OTM-R policy to assess it and take possible corrective action.	to be implemented	Zadanie będzie kontynuowane.
A25. Implementation of rules of professional supervision in the area of supporting didactic and scientific work of young employees and Ph.D. candidates by more experienced scientists. Inclusion of the rules to Scientific Career Development Guide and the informative leaflet for newly employed (A10).	11. Evaluation/ appraisal systems 24. Working conditions 30. Access to career advice 34. Complains/ appeals 37. Supervision and managerial duties	IV quarter 2021	Quality and Innovation Centre in cooperation with the Science Development Department	IA25: A single internal document covering the principles of supervision relations, the use of progress sheets and using evaluation tools to obtain objective feedback. TA25: TA3: Researchers employed by the WSB University are familiar with the principles of professional supervision and support of more experienced employees. Improving the results of the next survey by at least 10 percentage points in response to the question concerning access to professional support and effective cooperation with the scientific supervisor.	in progress	Aspekty superwizji zostały włączone do zasad oceniania, przeprowadzone zostały szkolenia dla pracowników w tym zakresie. Zadanie będzie kontynuowane.

Total: Completed: 14; in progress: 4; to be implemented: 7. Tasks completed but to be continued: 7

Comments on the implementation of the OTM-R principles:

The WSB University is preparing a comprehensive procedure for the employment of researchers (R1-R4), the implementation of which will be based on the OTM-R principles. The development of the procedure requires adapting its mechanisms to the current legal solutions, the specifics of the university's operation, and grant proceedings in which WSB University participates. It is also necessary to take into account the high requirements and standards associated with the results of the evaluation of the scientific activity.

3. Implementation

General overview of the implementation process:

WSB University was awarded the HR Excellence in Research logo in June 2021 based on the 2020-2022 Action Plan adopted as a part of the Strategy for Research Staff (HRS4R). The strategy identified areas for action to fully align practices at WSB University with the principles of the European Charter for Researchers and the Code of Practice for the Recruitment of Research Staff.

As a part of the HR Excellence in Research Strategy, 25 initiatives have been adopted for implementation, 14 of which have been carried out between 2020 and 2022, four initiatives are underway and seven remain to be implemented in the next period. This result means that approximately 70% of the planned actions adopted in the HRS4R Strategy have been implemented over a 2-year period.

The alignment of WSBU's internal procedures with the principles of the Charter and the Code is a key step in achieving the university's strategic objectives set out in the Development Strategy adopted for 2021-2025. In particular, this concerns the following objectives and development directions: International University (academic excellence; high quality of research conducted at WSBU; WSBU a leader in internationalisation among higher education institutions in Poland) and Participative University (the Academy perceived as a place of comprehensive and unconstrained development; open and proactive organisational culture enabling dynamic development of the Academy). The aim of taking actions in these areas is to provide employees with the best possible conditions for work, research and professional development, as well as to attract recognised scientists from home and abroad to conduct research and teach students.

The process of implementing the horizontal assumptions of the HRS4R Strategy at the WSB University was applied gradually from 2017. It was intensified during the period of systemic changes in the area of higher education and the organisation of science in Poland, which were initiated as a result of the amendment of the law on higher education and science, in connection with the enactment on 20 July 2018 of the Constitution for Science. The intention of the reform was to raise the quality of Polish science and higher education, as well as to increase the degree of their internationalisation. It assumed, among other things, the creation of the best possible working conditions for researchers and academic teachers, which will enable them to fully exploit their potential and develop their careers. It is worth emphasising that the WSB University has made use of this potential by taking numerous and wide-ranging measures to support the working conditions and research quality of its researchers. These include organising numerous training courses (e.g. on scientific skills, conducting research, using quantitative and qualitative research tools, applying modern teaching methods); providing access to research laboratories and to tools and applications to support research (e.g. IBM SPSS, survey service, Atlas programme); providing researchers with access to research funding mechanisms (grants, scholarships); funding publications, translation of articles, participation in conferences and foreign internships. Activities oriented towards stimulating and creating opportunities for employees to carry out research in international consortia have played a special role in this respect. The WSB University has taken numerous measures to participate in international programmes, i.e. Horizon 2020 (COST Actions), Erasmus + (Knowledge Alliances and Strategic Partnerships), International Visegrad Fund, Interreg Central Europe, Cross-border Cooperation Programmes min. These opportunities were complemented by the establishment of strategic research partnerships with leading national 2nd and 1st sector entities, such as Azoty SA, Katowice Airport, KONRTAK, the Katowice Special Economic Zone, the Upper Silesian and Zagłębie Metropolitan Area, and the Katowice Metropolis.

These activities, carried out systematically and consistently, have resulted in a significant increase in the scientific status of the university and, consequently, in the research status of its staff. In the last evaluation of the quality of scientific activity conducted in Poland for 2017-2021, 4 scientific disciplines were included: management and quality sciences, pedagogy, security sciences and civil engineering and transport. By the decision of the Minister of Education and Science of 25 July 2022, on the basis of the evaluation assessment, the WSB University received:

- the scientific category A in the discipline of management and quality sciences - as one of the 9 highest scoring HEIs out of 55 that evaluated this discipline; it is worth noting that no HEI received the distinctive category A+ in this discipline, and the highest score of the WSB University among other HEIs for criterion I exceeded the reference value for category A;
- the scientific category A in the discipline of pedagogy - as one of the 7 highest scoring HEIs out of 41 that evaluated this discipline; it is worth noting that no HEI received the distinctive category A+ in this discipline.

The categories obtained are linked to the habilitation and doctoral qualifications currently held. The university is authorised to award postdoctoral and doctoral degrees in seven academic disciplines: management and quality sciences, pedagogy, security sciences, civil engineering and transport, family sciences, international relations and security engineering.

The awarded scientific categories in the evaluated disciplines confirm the high scientific level of the AWSB University, as well as the commitment of the academic staff to the development and internationalisation of research conducted at the university. Therefore, at present, the implementation of the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers at WSBU is treated as an important, even necessary, pro-development factor, resonating with the objectives and directions of the strategic development of both the university and its staff.

A key issue in the implementation of the university's development strategy remains the monitoring of the effects and progress in the implementation of the measures set out in the HRS4R Strategy adopted by WSBU and accepted by the

European Commission. In order to achieve this efficiently, the HRS4R Strategy Implementation Team and the OTM-R policy were established to analyse and oversee the actions adopted under the HRS4R Action Plan on an ongoing basis, and to identify tasks for individual organisational units of the university.

Between October 2020 and mid-2021, a series of audits, workshops and staff meetings were conducted at the university in connection with the development of the new development strategy. In turn, from the beginning of 2022, further research activities and consultations were carried out in conjunction with the preparation (also in a participatory dimension) of a gender equality plan and diversity policy at the WSB University. For the preparation and development of the internal evaluation of the HRS4R Strategy, a number of additional meetings of the team and team representatives with employees took place.

In summary, a transparent, open and sustainable HR policy has become the foundation for building a modern and systemic approach to managing human resources potential at the WSB University, simultaneously being an effective tool to support the research activities of the Academy. Currently, the Academy is facing further challenges. Due to further development, the acquisition of new academic rights and new projects requiring staff involvement in the process of creating a legal and organisational framework. These will contribute to the implementation of standards for the completion of key HR processes: recruitment, selection, professional and task adaptation (on-boarding), periodic appraisal, motivation, development and promotion, preservation of work-life balance, as well as conflict-free and dignified employees' resignation (off-boarding).

4. Aspects of implementation included in the checklist

Preparation for internal review:

The team of The HRS4R Strategy Implementation and the OTM-R policy was directly responsible for analysing the progress of the implementation process of the elements of the HRS4R Strategy and the OTM-R policy. The team analysed the individual steps, milestones and progress in the implementation of the actions planned within the HRS4R Strategy during regular meetings (meetings were held remotely during the pandemic period). The Representatives of the Team cooperated in this respect with individual coordinators of activities undertaken at the WSBU and its organisational units, which are substantively responsible for the preparation and implementation of individual activities included in the Action Plan.

In February and March 2023, a series of meetings was held with the staff of individual departments, and a survey was carried out in March. The survey questionnaire was sent to all university employees (R1-R4) so as to guarantee anonymity, information security and confidentiality of the data collected. The results of the survey made it possible to analyse the strengths and weaknesses of the university in the areas of implementation of the individual principles. Importantly, the standardisation of the diagnostic tool (questionnaire) provided the possibility to make a detailed comparison of the results of the internal survey against the results of the survey initiating the university's efforts to obtain the HR distinction in 2020. It should be emphasised that already in the initiating survey the procedures at the university were rated highly or very highly by the majority of researchers. What is more, the analysis of the survey results allows us to conclude that at the WSB University progress has been made in the implementation of the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. De facto, an increase in positive statements was noticed in most of the evaluations of the implementation of the individual principles. Affirmative-confirmative evaluations predominate, and the implementation of none of the principles raises doubts among the respondents - academics and doctoral students. Moreover, the qualitative analysis of the conducted activities and their effectiveness translated into the conclusion that approximately 30% of the activities that were planned and implemented will be continued or maintained as permanent mechanisms of the university's functioning in the following years (this refers in particular to training and information activities). On the other hand, the activities that, for various reasons, could not be implemented, will be implemented in the next period, as included in the revised action plan in the four key areas of HRS4R.

Involvement of the scientific community, the main stakeholders, in the implementation process

The forms of involvement of WSB University's scientific community (the main stakeholders) used were as follows:

- Following the university's organisational culture and its participatory nature, WSBU employees are invited to participate in the consultation process not only through horizontal communication (emails and invitations addressed to them by the Team), but also by the University Authorities during important events for the academic community, respecting the seriousness and the priority nature of the HRS4R strategy implementation process at WSBU.
- Meetings of the Implementation Team are open (information about the meeting, its date and detailed subject matter, along with an invitation to join, is communicated to all employees of the University. Most meetings are conducted remotely. All consultation and design activities are participatory and transparent. As before, every employee has had the opportunity to be involved in the process of consultation and giving opinion on the documents being prepared.
- The documents developed are made available to interested WSBU employees and doctoral students via Teams (originally the Moodle platform was used).
- The topics of HRS4R-related activities are regularly addressed during University Senate meetings, meetings of the Faculties and during Heads' Meetings, which take place every first Wednesday of the month and during which current tasks and implementations are discussed.
- The work involves interdisciplinary teams and units of the university that are entrusted with the implementation of individual initiatives, including the development of new procedures or documents,
- Implementation is accompanied by information campaigns on the implementation of the individual initiatives. Regular mailings are used, as well as a tab on the website dedicated to the HR Excellence in Research award,
- In 2023, face-to-face meetings were held with the coordinator during meetings of individual WSBU departments and a survey was conducted to assess the level of implementation of the principles adopted in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Based on the results of the survey and a re-examination of procedures and documents, the strengths and weaknesses of the University were established in four areas: ethical and professional aspects, recruitment and selection, working conditions, training and development.

Strategy Implementation Team

For the implementation of the HR Excellence in Research Strategy, a Team for the Implementation of the HRS4R Strategy and the OTM-R Policy at WSB University was established on 20th August 2019. The Team is currently constituted with the following composition:

Chair: Dr hab. Katarzyna Szczepańska-Woszczyna, Prof. AWSB

Coordinator: Michał Szyszka

Members:

Prof. Marek Lisinski, Ph.D.

dr hab. Katarzyna Chruzik, prof. AWSB

Eugenia Rostańska, Ph.D., Prof. AWSB

Maciej Witkowski, Ph.D., Professor AWSB

dr hab. Paulina Polko, Prof. AWSB

dr hab. Joanna Kurowska-Pysz, Prof. AWSB

dr Edyta Nowak-Żółty,

dr Rui Alexandre Castanho
dr Łukasz Mencner
Paweł Brzeziński, MA
dr Regina Bogaczyk, MA
Secretary: Marta Kuźma, MA

The tasks of the Team include:

- Conducting an analysis of the documents and procedures in force at the WSB University and conducting a survey among the staff in terms of aligning the above with the principles and guidelines contained in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.
- Developing and updating of procedures for Open and Transparent Recruitment Processes (OTM-R).
- Development, evaluation and updating the Action Plan and Strategy for enhancing the attractiveness of working conditions and career development of researchers' (The Human Resources Strategy for Researchers - HRS4R), in accordance with the principles and guidelines contained in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.
- Collaboration with other units of the university in carrying out the above tasks.

Alignment of organisational policies with HRS4R

The HRS4R Strategy is an integral part of the University's Development Strategy and is also complementary to other strategic documents, most notably: Gender Equality Plan and the Sustainability Strategy. Adopted by the Senate for the period 2021-2025 with an outlook of 2030, the strategy assumes the achievement of strategic objectives for which operational actions are required in line with the HR Excellence in Research (HRS4R) Strategy. Within the framework of this Strategy, the following horizontal objectives and corresponding lines of action, among others, have been adopted:

- International University: High quality of research conducted at WSBU confirmed by scientific categories A and B+; (WSBU as a leader in internationalisation among higher education institutions in Poland).
- Participative University: the Academy perceived as a place of comprehensive and unfettered development; Open and proactive organisational culture enabling dynamic development of the Academy.
- Digital AWSB: Integrated Management and Learning System supported digitally.
- Leader in Social and Economic Development: WSBU as a valued partner for business and local governments through cooperation based on usability and high quality services; WSBU perceived as a leading opinion leader in selected areas relevant to socio-economic development.

The presented goals, directions of action are fully in line with the activities planned within the HRS4R Strategy of the WSB University. In each of the strategic areas an important role is played by the adaptation of internal procedures, solutions or working conditions to the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. In the above-mentioned areas, a decisive role is played, among others, by such specific objectives as: strengthening the scientific potential of the Academy; supporting the scientific careers of employees; enhancing the research competences of WSBU researchers; developing international research cooperation; increasing the effectiveness of the work of individual organisational units; strengthening the position of the Academy as an employer caring for the welfare of its employees; computerising research and teaching activities; raising the level of research infrastructure.

Actions to ensure implementation of proposed initiatives

The proposed activities are in line with the axis of the University's development strategy. Their priority importance for the further development of the WSB University is confirmed by the fact that they were initiated by the Rector of the University, and the Steering Committee for HRS4R consisting of representatives of the Academy authorities. At the same time, the key organisational units of WSBU (Rector's Office, Quality and Innovation Centre, Science Development Department, HR and Payroll Department) have been involved in the implementation of these activities. Thus, the implementation of the measures directly involves all individuals who are the superiors of researchers, administrative staff and those responsible for the strategic, operational and financial aspects of the Academy's functioning. Furthermore, the activities are carried out in a participatory dimension, in broad and open consultations additionally accompanied by an information campaign.

The Implementation Team and the Monitoring Team include representatives of researchers at all levels (R1-R4), of all WSBU faculties and of administrative staff. Meetings of the Team are held adequately to the needs (implementation of tasks), but a rule of a minimum of 4 meetings a year is followed. The individual activities of the Strategy and the progress in the implementation of initiatives within the HRS4R Strategy is discussed four times a year during the WSB University Senate meeting. The implementation of the HRS4R Strategy took place as agreed between the Coordinator and the organisational units of the Academy assigned to the individual activities. Supervision over the implementation and realisation of activities is exercised directly by the Rector of the Academy: dr hab. Zdzisława Dacko-Pikiewicz, prof. WSBU, as the Chairperson of the Steering Committee.

Monitoring progress

As indicated earlier, the results of the monitoring of the progress in the implementation of the various initiatives within the HRS4R Strategy were analysed at successive meetings of the Implementation Team. The Coordinator presented reports on activities to the Steering Committee; in addition, progress in the implementation of the HRS4R Strategy was reported and discussed at meetings of the University Senate. A qualitative review of procedures and documents and a survey were conducted again in 2023. The survey was conducted among all employees (R1 to R4), i.e. research and teaching, teaching and doctoral students. The survey was based on a questionnaire developed in 2020, which ensured that the results could be compared and conclusions could be drawn. Reports from both surveys were made available on the University's website: <https://wsb.edu.pl/nauka-i-badania/logo-hr-excellence-in-research>

Measuring progress (indicators) in view of the next evaluation

The implementation of the initiatives indicated in the revised Action Plan (adopted for the next 3 years) will be based on the timetable accepted by the University Authorities. The monitoring of the University's compliance with the HR Excellence in Research standards will be supervised by the Coordinator and the Team for the Implementation of the HRS4R Strategy and the OTM-R Policy at the WSB University, in cooperation with the Science Development Department. At least an annual cycle of reporting on progress in the implementation of the HRS4R strategy is assumed..

Activities to prepare for the external review

In order to efficiently prepare the University for the external review, the adopted and proven model of progress monitoring and analysing the effectiveness of implemented activities will be continued.

The HRS4R Strategy Implementation Team will analyse the documents and procedures, as well as reports (oral and written) prepared by the University units with substantive responsibility for individual activities. A survey will be conducted again based on a questionnaire, as before.

The indicators obtained in this way will help to reassess the effectiveness of the measures introduced. In addition, all materials relating to the implementation of each of the planned measures set out in the HRS4R Strategy will be collected. The members of the Implementation Team and managers of the units responsible for the initiatives implemented as part of the HRS4R Strategy will be informed about the process of conducting the external review, as well as about the formal and practical aspects of this stage. Prior to the review, communications activities will also be targeted at the University's employee community.

Additional remarks/comments on the proposed implementation process

During the implementation of HRS4R, the communication tools with the WSBU research community used during the preparation and evaluation of the strategy will continue to be applied, primarily the following:

- WSBU internal mailing and newsletter
- Intranet to which researchers have access
- Polish language website: <https://wsb.edu.pl/nauka-i-badania/logo-hr-excellence-in-research>
- English-language website: <https://wsb.edu.pl/en/research/hr-excellence-in-research/justification>
- articles in the WSBU periodical: "Science and Business".