

TEMPLATE 1 – GAP ANALYSIS - PROCESS

Case number: 2019PL460368

Name Organisation under review: WSB University

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

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PROCESS

The HRS4R process must engage all management departments directly or indirectly responsible for researchers' HR-issues. ¹ These will typically include the Vice-Rector for Research, the Head of Personnel, and other administrative staff members. In addition, the HRS4R strategy must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4², as well as appoint a Committee overseeing the process and a Working Group responsible for implementing the process.

Please provide the name, the position and the management line/ department of the persons who are directly or indirectly engaged in the HRS4R process in your organisation:

Name	Position	Management line/ Department
Katarzyna Szczepańska-Woszczyzna	Dean, Vice-Rector	Faculty of Applied Sciences
Michał Szyszka	Assistance Professor, Research coordinator	Faculty of Applied Sciences
Marek Lisiński	Professor, Chair of the Management department	Faculty of Applied Sciences
Katarzyna Chruzik	Professor	Faculty of Applied Sciences
Maciej Witkowski	Professor	Faculty of Applied Sciences
Paulina Polko	Assistant Professor	Faculty of Applied Sciences
Joanna Kurowska-Pysz	Professor, Director of Institute on Territorial and Inter-Organizational Cooperation; Director of Technology Transfer Center.	Research Institute on Territorial and Inter-Organizational Cooperation; Technology Transfer Center
Rui Alexandre Castanho	Assistant Professor	Faculty of Applied Sciences

Łukasz Mencner	Assistant Professor	Faculty of Applied Sciences
Paweł Brzeziński	Lecturer, PhD student	Faculty of Applied Sciences
Regina Bogaczyk	Deputy Dean	Campus in Cieszyn
Monika Nierychły	Lecture, PhD student	Faculty of Applied Sciences
Joanna Drózdź	Specialist for projects, reaserch and analysis	Science Development Department
Agnieszka Piróg	Research coordinator, PhD student	Science Development Department
Ewelina Widerska	Director of Science Development Department, PhD student	Science Development Department
Sabina Ratajczak	Vice-Rector, director of Quality and Innovation Centre	Quality and Innovation Centre
Alicja Białogłowska	Specialist for projects	Science Development Department

Provide information on how the above groups were involved in the GAP-analysis:

*Stakeholder group	*Consultation format	Outcomes
Steering Committee or Working Group with participation with stakeholders and researchers/staff	Meetings / workshops	Internal analysis of relevant procedures and key documents in the WSB University
Community of researchers ranging from R1 to R4	Participation in dedicated meetings focused on HRS4R process with the participation of the vice-rector and HRS4R coordinator. The meetings were organized as part of the gatherings of departments and covered all employees	The obtained results constitute the basis for the developed process and documents, diagnoses and Action Plan.
Community of researchers ranging from R1 to R4 and PhD students	Participation in the Gap Analysis online survey. A survey on the convergence and deviations of internal procedures from the principles set out in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers , complemented by three focus groups involving PhD students, administrative	The obtained results constitute the basis for the developed process and documents, diagnoses and Action Plan.

	staff, as well as research and teaching staff. Then, during preparation of the documents: consultations via email, consultations on the moodle platform (forum)	
PhD students	Participation in online survey and three focus-workshops	The group made numerous comments and suggestions to the drafting documents that were taken into account. E.g. Research policy project, recruitment recommendations, strategy (OTM-R policy) and a draft action plan.
Community of researchers ranging from R1 to R4 and PhD students	Participation in consultations via email, consultations on the moodle platform (forum). Consultation of the developed assumptions and preliminary documents in a group of employees, doctoral students and university stakeholders: the consultations were carried out in the form of open meetings of task forces, as part of presentations (and discussions) during departmental staff meetings and in the form of online consultations (using e-mail communication and the Moodleplatform)	Development of a strategy (OTM-R policy) and a draft action plan.
Scientific management staff	Participation in dedicated meetings focused on HRS4R process for management staff	During the meetings, the directions of the planned changes were discussed and developed: full implementation of the principles of the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers to the WSB University procedures. A list of documents that should be developed or updated has been compiled.
Community of researchers ranging from R1 to R4 and PhD students with cooperation with Scientific management staff	Simultaneously with the preparation of the HRS4R Strategy and the work of the Team, starting from October 2019, an informational campaign was conducted among the entire WSB University community to ensure dissemination of activities and the involvement of the community in the consultation process. Traditional channels and electronic communication channels were used for that	Development of the final version of the Action Plan.

	<p>purpose. A subpage has been created on the WSB University website dedicated to the HRS4R process (which includes the charter and regulations in English and Polish, WSB University's statute, regulations and key documents such as employee evaluation criteria, individual documents and Recommendations of the Implementation Team, regulations and orders of the Rector concerning HR policy and support for employee research activities, applicable legal acts etc.). Each action was accompanied by a mailing to all employees. Moreover, meetings with representatives of the Implementation Team together with employees within the framework of previously planned meetings of WSB University Chair staff were also held. Communication activities were coordinated by the coordinator of the Implementation Team with the participation of employees of the Science Development Department and the Vice-Rector for Science.</p>	
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Please describe how was appointed the Committee overseeing the process:

The working group was established in September 2019 and is made up of representatives of academic staff, administrative staff and WSB University's PhD students. All groups of researchers are represented in the team – from doctoral students and early stage researchers to highly experienced professors. The team is made up of employees of all the Faculties and Chairs operating within the University structure, including a representative of international community.

Meetings of the Implementation Team were taking place regularly every month (from September 2019 to May 2020). Some of the meetings and works of the Team included external task forces and administrative staff (including heads of Chairs, directors and managers of University units), responsible for the analysed processes and procedures. Representatives of the Team cooperated closely with employees and managers of key organisational units of the university: the Department of Science Development, Quality and Innovation Centre, Rector's Office, as well as Human Resources and Payroll Department.

As part of the teamwork, a full analysis of compliance and discrepancies between the procedures relevant for the WSB University and the principles contained in the European Charter for Researchers and the Code of Employment was conducted. The work of the Team was seamless and its members showed great commitment to the activities undertaken by the teams. Regardless of the inclusion of representatives of the university authorities in the structure of the Implementation Team, the principle of its full autonomy and self-organisation of work was upheld. All decisions of the Implementation Team were made in a democratic way, by the vote of

the participants. Some of the documents and recommendations prepared were subject to external consultations (responsible units of the University, legal services, internal and external stakeholders, academic staff). All documents, procedures, and recommendations developed in the course of the work were subject to internal consultations and voted on, thus being approved by the Team before being submitted to the University Authorities. The work of the team was organised by its coordinator, and reports on the work carried out were regularly reported to the university authorities and each time they received their approval.

Please describe how the Working Group doing the Gap Analysis was appointed:

As part of the work of the Implementation Team, an analysis of compliance of legal acts and internal procedures in force at the University with the principles set out in the European Charter for Researchers and the Code were conducted. In an initial stage, a study based on secondary data analysis was conducted. All internal procedures were analysed in the context of the legal acts in force in Poland: the Act on Academic Degrees and Titles, the Act on Higher Education, Health and Safety Regulations, the Labour Code, the Act on Science Funding, the Act on Public Finance, and more.

This was followed by a study based on a quantitative methodology – an analysis of all 40 points (issues) contained in the *European Charter for Researchers and the Code for the Employment of Researchers*. The initial concept of the survey (including the diagnostic tool - online survey form) was subjected to a methodological consultation process. The survey was also preceded by a public consultation among the University staff. Finally, a study was carried out in the period from December 2019 to March 2020 among all groups of academic teachers of the WSB University, as well as among teaching, research and academic staff and doctoral students (levels R1 to R4). The survey involved 163 of the WSB University academic teachers and PhD students, which accounts for the majority of the employed academic staff members. The survey concerned the employees' opinions on the compliance of regulations and practices in force at the University with the regulations contained in the Charter and the Code. A summary report with the results of the survey was sent to all academic teachers and published on website. The research was supplemented by focus interviews conducted in groups of: doctoral students, scientists and administrative staff of WSB University. As a result of the survey, the Implementation Team prepared a report - a summary of compliance and discrepancies with WSB University procedures concerning all 40 points (problems) outlined in the *European Charter for Researchers and the Code for the Employment of Researchers*. Where discrepancies had been detected, appropriate tasks were assigned.

In the final stage of the study, the results of the analyses were collated, strengths and weaknesses were identified and a preliminary **action plan** was drawn up and submitted to a consultation process. The consultation resulted in a final version of the document, taking into account the suggestions and comments sent. The final version of the document was accepted by the university authorities on 28 June 2020.