

## TEMPLATE 4: ACTION PLAN

Case number: 2019PL460368

Name Organisation under review: WSB University

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

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### 1. ORGANISATIONAL INFORMATION

Please provide a limited number of key figures for your organisation. Figures marked \* are compulsory.

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	177
Of whom are international (i.e. foreign nationality)	25
Of whom are externally funded (i.e. for whom the organisation is host organisation)	67
Of whom are women	74
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	55
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	54
Of whom are stage R1 = in most organisations corresponding with doctoral level	68
Total number of students (if relevant)	8149
Total number of staff (including management, administrative, teaching and research staff)	274
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	2708676,00
Annual organisational direct government funding (designated for research)	477891,28
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	145849,48
Annual funding from private, non-government sources, designated for research	72208,52
<b>ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)</b>	
<p>WSB University is private (non-profit), it has operated since 1995 (5 branches, around 8000 students from 40 countries). Key research fields: Management&amp;Economics, Education, Security, Engineering (ICT included). The academics are triggered 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&amp;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.</p>	

## 2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p>The internal analysis carried out by the Team, which was based, among others, on the results of surveys conducted among researchers and PhD students of the WSB University revealed strengths and weaknesses in the areas described below.</p> <p>Strengths:</p> <ul style="list-style-type: none"> <li>- the <i>Ethical and professional aspects</i> area is one of the best-evaluated areas of WSB University operations;</li> <li>- the vast majority of the respondents (95%) perceives 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;</li> <li>- the vast majority of staff and doctoral students perceives the WSB University as an institution that guarantees the freedom of research and respect for professional responsibility in scientific activities;</li> <li>- the WSB University is perceived as an institution that provides organisational conditions for research, carrying out projects and professional development;</li> <li>- 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;</li> <li>- the national, sectoral and institutional regulations governing working conditions, the availability of training courses, promotion opportunities and access to tools are respected;</li> <li>- 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;</li> <li>- 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;</li> <li>- 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;</li> <li>- there is a strong emphasis on the principles of non-discrimination and equal treatment of workers.</li> </ul> <p>To sum up, the respondents gave a stellar assessment of the practices and regulations in force at the WSB University in terms of ethics and professionalism. In accordance with the opinions of the academic staff and the results of the internal analysis carried out by the Team, this area does not require changes and additional activities, but only the intensification of</p>

	<p>information activities and reinforcing of the adopted solutions and information activities to promote and disseminate them among all employees.</p>
<p>Recruitment and selection</p>	<p>The rules of recruitment at the WSB University are regulated by:</p> <ol style="list-style-type: none"> <li>1. National legislation: <ul style="list-style-type: none"> <li>Higher Education and Science Law Act, which replaces four acts: <ul style="list-style-type: none"> <li>– Act of 20 July 2018 – Law on higher education and science;</li> <li>– Act of 14 March 2003 on Academic Degrees and Titles, as well as Academic Degrees and Titles in Arts;</li> <li>– Act of 30 April 2010 on the rules governing financing science;</li> </ul> </li> </ul> </li> <li>2. Internal regulations: <ul style="list-style-type: none"> <li>- WSB University Statute;</li> <li>- WSB University's work regulations.</li> </ul> </li> <li>3. Guidelines contained in the WSB University Strategy for 2014-2020 (this document is currently in the process of being updated) <ul style="list-style-type: none"> <li>- Commission recommendations.</li> </ul> </li> </ol> <p>The regulations govern the recruitment of researchers at all stages of their academic development (R1-R4). The WSB University is a privately-owned entity, therefore it is not required <i>in senso</i> to conduct a competitive selection procedure in accordance with the guidelines set out in the Act; however, in accordance with the adopted assumptions and the strategy adopted by the WSB University, all possible measures are taken to ensure full transparency of the recruitment process, hence the plan to develop and implement the OTM-R Strategy, taking into account all the principles and guidelines of the European Charter for Researchers and Code of Conduct. Although the information regarding the ongoing competitions is published on the WSB University's website and on dedicated websites, offering key details (expected profile and competences of the candidates, information about the place of employment and expectations regarding the duties to be performed), the internal analysis revealed that the WSB University's staff recruitment system is not entirely clear to researchers. To date, EURAXESS has not been used for this purpose (<a href="https://euraxess.ec.europa.eu/">https://euraxess.ec.europa.eu/</a>).</p> <p>The current main weakness of the WSB University recruitment process is the limited scope of OTM-R rules being reflected in internal regulations. Another source of the above mentioned gap is the lack of detailed and unified selection criteria and assessment of candidates: a codified process of conducting the recruitment process (including the appointment of selection boards) as a general procedure, applicable to the WSB University as a whole.</p> <p>The analysis clearly showed that transparency is the weakest link of WSB University's employment policy. This applies to recruitment procedures, but above all to salaries. The challenge for the organisation should be to improve the transparency of its recruitment, selection and remuneration policies. According to the respondents, the procedures for qualification of employees are not clear enough, this also applies to the financial thresholds for individual positions.</p> <p>The surveyed WSB University employees have a worse opinion of the very course of the recruitment process (appointment of recruitment committees, transparency of the process) even if they have a good opinion about the shape and scope of the recruitment criteria. The survey has shown that within the scope of WSB University's recruitment activities, some criteria enjoy great feedback of the respondents, such as the diversity of career paths, including combining scientific and practical achievements, international mobility, non-standard career paths, public and social experience, informal qualifications,</p>

	<p>etc. At the same time, the academic community request the recruitment process to be more precise and based on uniform criteria, in particular with regard to employment in different WSB University Chairs and different groups of researchers. It was also noted that the fact that the recruitment guidelines are based on scattered documents and guidelines rather than on a single, uniform, WSB University-wide document, is a particular weakness. The general objective will therefore be to fully implement the OTM-R (Open, Transparent and Merit-based Recruitment of Researchers) principles at the organisational level. The operational objective is to develop and implement a codified OTM-R policy (strategy), including detailed guidelines for recruitment processes. This will entail a detailed description of the recruitment policy, including elements such as the rules for the selection of the members of the recruitment boards, the way they work, the possibility of including external experts in the work of the board and the individual selection criteria for candidates. As part of the strategy, there are also plans to implement a standardized electronic form for researchers applying for jobs in Polish and English versions. This will make it possible to provide candidates with information on recruitment in an accessible manner, as well as to structure and adapt the necessary information and recruitment requirements to Euraxess in a methodical manner. This strategy will encompass a procedure for determining the competence requirements for individual positions.</p>
Working conditions	<p>Strengths</p> <p>The WSB University is a leading didactic and scientific centre in southern Poland, which implements R&amp;D&amp;I projects. The strategy of the University assumes basing its further development on close cooperation with domestic and international partners, carrying out national and international research projects, participation in national and international scientific and implementation projects, as well as employing topclass experts, giving them opportunities to grow, support research work and collaborate with highly specialised scientific and didactic teams. In 2020 WSB University has received the positive recommendation under the international accreditation CEEMAN. The University and its employees are present in the most reputable international Scientific Societies and Associations, forums, organisations and research teams, including:</p> <ul style="list-style-type: none"> <li>- ARAM Research Group, University of Extremadura;</li> <li>- Research Centre for Endogenous Resource Valorization VALORIZA;</li> <li>- Observatory of Urban and Metropolitan Processes;</li> <li>- Polish University of Sciences, Commission for Czech-Polish and Slovak-Polish relations;</li> <li>- TEIN - Transfrontier Euro-Institut Network;</li> <li>- European University of Management;</li> <li>- American Marketing Association;</li> <li>- European Regional Science Association;</li> <li>- American Management Association;</li> <li>- European network on cultural management and policy (ENCATC).</li> <li>- One of the examples includes one of the University's research centres, namely the Research Institute on Territorial and Inter-Organisational Cooperation. As part of the "Perfect – Regional Excellence Initiative at the WSB University" project, it has developed more than ten research agendas, involving dozens of scientists from Europe, North America, South America and Africa. These include, but are not limited to:</li> </ul> <ul style="list-style-type: none"> <li>- <i>Sustainable inter-organizational cooperation in the process of the renewable energy sources' implementation</i> (together with Madeira University, Portugal);</li> </ul>

- *Microprojects and microfunds as a tools for the public management* (together with Rochester University of Technology, USA)
- *The perspectives of borderlands development – the key factors* (together with University of Extremadura, Spain; Instituto Politecnico de Portalegre, Portugal);
- *Cross-border cooperation in the area of public services* (together with University of the Andes, Columbia, Technological Educational Institute of Crete, National Taiwan University of Arts).

The researchers have the opportunity to carry out their studies in international consortia. Part of the research is carried out under international programmes, such as Horizon 2020 (COST Actions), Erasmus + (Knowledge Alliances and Strategic Partnerships), International, Visegrad Fund, Interreg Central Europe, Cross-Border Cooperation Programmes, including Interreg. What is more, the employees of the University use their scientific competences working for the benefit of external entities such as Azoty SA, Katowice Airport, Katowice Special Economic Zone, Warsaw Stock Exchange, the Silesia Metropolis.

Access to specialised training courses, resources and tools is of great importance for the development of scientific activities of WSB University staff.

An important aspect motivating the WSB University staff to intensify research is the scholarship system, grants awarded for individual and team research, the possibility to benefit from substantive support and WSB funding for publications, translations and conference trips. On 6 May 2020, the Rules of the special system of granting rector's awards to academic staff employed at the WSB University were adopted, promoting scientific activity.

According to the internal study, researchers (and doctoral students) highly value the research infrastructure provided by the University and the conditions for research. According to the survey, WSB University researchers (R1-R4) are generally treated fairly and perceived as professionals at all career levels. The workload is essentially balanced, the employer guarantees appropriate working conditions for people with disabilities. The WSB University provides adequate conditions for the protection of intellectual property rights, but lacks a sanctioned, approved publication policy to promote Open Access to scientific publications and research data.

#### Weaknesses

According to the respondents, the teaching duties performed at the WSB University are not properly appreciated. The study also points to insufficient transparency and consistency in the remuneration systems and the burden of additional teaching and administrative tasks on staff at different career levels. This is particularly true for younger and less experienced workers, who indicate that R-3 and R-4 researchers are in a privileged position and that, in general, their non-scientific burden is lower and the opportunities for accessing scientific development tools are higher. Employees in groups R-1 and R-2 have a much bleaker view of the WSB University as an employer that guarantees stability.

Counteracting this issue (which is, by the way, conditioned by the situation on the Polish labour market) will be part of the OTM-R strategy of the University.

The internal information policy of the university also proves to be an important and pertinent issue. The analysis showed that not all staff have knowledge of the available opportunities and conditions, as well as the ways to strengthen

	<p>their professional stability (using for example the scholarship system). Therefore, the challenge is to make the communication channels more efficient and to increase the effectiveness of communication activities, including the extension of the university's website directed at internal stakeholders: access to the research support platform, regular and effective information policy based on the University's intranet, mailing, internal meetings and a Polish and English version of the website dedicated to scientists.</p>
<p>Training and development</p>	<p><b>Strengths</b></p> <p>This area of the staffing policy of the WSB University reflects the trends indicated above: praise in the area of ethical aspects and research freedom, as well as access to research support infrastructure is accompanied by the gaps identified in the information policy and in the area of support for young workers by more experienced staff.</p> <p>The WSB University undertakes numerous activities to support researchers, which are accompanied by extensive information activities. The WSB University provides ongoing access to information about all events and cooperation opportunities, including international ones. The WSB University organize various trainings (e.g. in the area of a scientific workshop, conducting research, use of quantitative and qualitative research tools, use of modern teaching methods).</p> <p>These include, but are not limited to:</p> <ul style="list-style-type: none"> <li>- Conversational English language course and English academic writing courses;</li> <li>- Training courses on: "Working with data and result objects", "Visualisation of information using table reports and charts", "Statistical analysis of study results", "R&amp;D project manager", "Effective use of websites for scientists";</li> <li>- statistical data analysis laboratory, qualitative research laboratory, software licenses made available to scientists, including Atlas, SPSS, EndNote, remote access to EBSCO databases and others.</li> </ul> <p>All researchers have access to research funding opportunities (grants, scholarship), as well as financing of publications, translation of articles, participation in various conferences and internships abroad. Senior academic staff and supervisors of WSB University are obliged to provide adequate knowledge and share good practices with beginner researchers, as well as they should include them to their ongoing research projects.</p> <p><b>Weaknesses</b></p> <p>The diagnosis showed that some of the solutions and possibilities of the WSB University are not known to all employees and their use is not sufficiently common. This applies both to the possibility of using the experience of older workers by young staff as well as to raising awareness among superiors and mentors about the importance of supervision, cooperation and training activities.</p> <p>The respondents pointed out the need to increase standards of good cooperation in relation between young employees (not having a diverse scientific background), highly experienced employees and direct superiors. There is a certain dichotomy here, because at the same time, the vast majority of the doctoral students evaluated the qualifications and experience of the more experienced workers quite highly. The unfavorable</p>

	<p>balance – deficiency of young people aged 24-35, despite the abundance of doctoral students - seems to be an important issue. It stems not only from structural conditions, but also from the priorities of WSB University's human resources policy.</p> <p>Since the WSB University is recognized on the educational market as a centre for practical education, it attracts older, more experienced candidates. At the same time, the high competence requirements for the recruited candidates for teaching and scientific positions are met mainly by mature scientists with well-established research and project experience. Thus, there is a certain imbalance between experienced researchers and doctoral students in management positions, as well as young researchers aged 24-35 and doctoral students of that age who do not yet have significant research or professional experience.</p> <p>Identified issues are structural in nature, but the weaknesses of the current solutions also include insufficient use of tools to support some of researchers' career development, career guidance, uneven distribution of responsibilities (R-3 and R-4 groups are privileged) and insufficient usage of research support by young workers, and following possibilities: inclusion in research grants and projects, inclusion in research teams. The diagnosis also clearly indicated a disproportionate burden of additional responsibilities on those workers who show higher than average initiative and efficiency.</p> <p>In this area, attention should also be paid to deficits in the effectiveness of communication within the institution – not all of the possibilities of support are known by employees. The diagnosis carried out indicated that some of the solutions and possibilities of the WSB University are not known to all employees.</p> <p>Corrective actions will be included not only in the OTM-R Strategy, but also in the currently drafted WSB University Development Strategy for 2020-25. The WSB University will continue to monitor the needs in the area of further training, methodological and teaching support and professional supervision. Moreover, if necessary, further optimize them in order to provide every opportunity for doctoral students, researchers at all levels of their careers. This applies both to the possibility of taking advantage of the experience of older workers by young people and to raising awareness among superiors and mentors of the importance of supervision, cooperation and training activities.</p>
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### 3. ACTIONS

<i>Proposed ACTIONS</i>	<i>GAP Principle(s)</i>	<i>Timing (at least by year's quarter/semester)</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target(s)</i>
A1. OTM-R strategy implementation- recruitment policy and recruitment process in a homogeneous document called "Strategy of good practices in terms of recruitment process	(+/-) 4. Professional attitude (-/+ ) 12. Recruitment (-/+ ) 13. Recruitment (Code) (+/-) 14. Selection (Code) (-/+ ) 15. Transparency (Code) (++) 16. Judging merit	III quarter 2021	Science Development Department in cooperation with the Quality and Innovation Centre and the Human Resources and Payroll	IA1: Approval of a uniform recruitment Strategy (Policy) at the WSB University by the Senate. IA1.2: Publication of the OTM-R Strategy (Policy) online in Polish and English - link to the website.

and employment”.	(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) (-/+ ) 25. Stability and permanence of employment		Department	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.
A2. Formation of University Development Strategy 2021-2026, including HRS4R principles and OTM-R policy	(+/-) 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
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
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 <a href="http://www.kariera.wsb.edu.pl">www.kariera.wsb.edu.pl</a> TA4: The recruitment advertisement template in line with the Euraxess standard is used in the WSB University recruitment procedure.
A5. Publishing recruitment announcements on the website: <a href="https://euraxess.ec.europa.eu/">https://euraxess.ec.europa.eu/</a>	(-/+ ) 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: <a href="https://euraxess.ec.europa.eu/">https://euraxess.ec.europa.eu/</a> TA5: Researchers have the opportunity to apply via the website in English.
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 <a href="http://www.kariera.wsb.edu.pl">www.kariera.wsb.edu.pl</a> website
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.
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. Complains/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.
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.
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.
A11: Creation of WSB University research policy which will contain operational rules for	(++) 1. Research freedom (++) 2. Ethical principles (+/-) 4. Professional	I quarter 2021	Institute for Territorial and Interorganisational Cooperation Studies in	IA11: Approval of the policy by the WSB University authorities: TA: Reduction of at least 10% negative and "hard to

the implementation and promotion of scientific activity, as well as creating a motivational environment for scientific activity	attitude (++) 7. Good practice in research (++) 22. Recognition of the profession		cooperation with the Science Development Department and the Quality and Innovation Centre	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.
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
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
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.
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	(+/-) 4. Professional attitude (++) 5. Contractual and legal obligations (++) 6. Accountability (+/-) 28. Career development (-/+ ) 30. Access to career advice (+/-) 37. Supervision and managerial duties	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

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: <a href="https://euraxess.ec.europa.eu">https://euraxess.ec.europa.eu</a> including ongoing funding possibilities.	(++) 38. Continuing Professional Development (++) 39. Access to research training and continuous development			every stage of their scientific career
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.
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.
A18. Creation of Scientific Career	(+/-) 11. Evaluation/ appraisal systems	IV quarter 2021	Science Development	IA18: An internal document approved by

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.	(-/+ ) 25. Stability and permanence of employment (-/+ ) 26. Funding and salaries (+/-) 28. Career development (+/-) 34. Complains/ appeals (+/-) 40. Supervision		Department In cooperation with the Technology Transfer Centre	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
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
A20. Developing regulations about resolving employee conflicts.	(+/-) 34. Complains/ 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.
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.
A22. Creation and dissemination of informative materials about security and information processing policies to research	(+/-) 4. Professional attitude (++) 7. Good practice in research	I quarter 2021	Promotion and Information Centre in cooperation with the Science Development	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

employees and Ph.D. students of WSB University			Department and the Rector's Office	staff. TA22.2: Improvement of the responses to the question on data protection procedures in place in the next survey (Gap Analysis).
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.
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.
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 nextw survey by at least 10 percentage points in response to the question concerning access to professional support and effective

				cooperation with the scientific supervisor.
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The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan.

The WSB University, appreciating the impact of the European Charter for Researchers and the Code of Conduct for Employee Recruitment on ensuring a high-quality working environment and research, and emphasising the value of employees as a key resource of the organisation, will implement the OTM-R policy as an integral part of the HRS4R Strategy and its Development Strategy.

The processes defined in OTM-R strategy correspond to the existing Development Strategy, one of the key areas of which is increasing the quality and efficiency of human capital. In view of the above, the development and implementation of the OTM-R Strategy - Recruitment Policy and Recruitment Process in an unified "Best Practices Strategy for the Recruitment and Employment Process" remains a priority. It should be emphasised that the WSB University has been implementing elements from the policy area defined in the OTM-R for several years now, observing a significant part of the principles, and this process has been strengthened with the efforts of the HR Logo and the start of the committee's work.

Based on the links between the proposed (A) actions, the OTM-R principles and the indicators defined by the indicators and targets. The key tasks are listed below, together with the OTM-R policy areas assigned to them.

**A1: Development of a comprehensive OTM-R policy strategy and its implementation in the WSB University recruitment processes.**

**A3. Development of the best practices guide concerning recruitment and employment**

**A21. Organisation of training sessions for committee members on the best practices in recruitment processes.**

This task will be made possible by:

- [1] Publication of the OTM-R policy online in Polish and English (Strategy to be published by the end of 2021)
- [2] Development and implementation of an internal guide defining clear OTM-R procedures and practices for all types of positions.
- [4] Making sufficient use of the e-recruitment tool.
- [6,7] Increasing the attractiveness of the offer for external and foreign candidates (through the implementation of OTM-R policy).
- [10] Development and implementation of measures to monitor whether the most suitable scientists are applying.
- [16, 17] Development and implementation of clear rules on the appointment and make-up of recruitment and selection boards.
- [19] Development and implementation of clear guidelines for recruitment and selection boards to help assess "merit" in a way that leads to the selection of the best candidate.
- [21] Development and implementation of a procedure providing appropriate feedback to respondents (candidates) in Polish and English.
- [22] Development and implementation of appropriate complaint mechanisms.

**A4: Development of a recruitment announcement template compliant with the Euraxess standard**

**A6. Creation of a recruitment page on the WSB University's website enabling electronic submission of applications online (including in English) in line with a standardised recruitment form.**

- [4] Making sufficient use of the e-recruitment tool.
- [6, 7] Increasing the attractiveness of the offer for external and foreign candidates (through the implementation of OTM-R policy).

- [10] Development and implementation of measures to monitor whether the most appropriate scientists are applying.
- [11] Development and implementation of guidelines and templates (including EURAXESS) for advertised positions.
- [12] Including in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit.
- [13] Taking full advantage of the EURAXESS service.
- [21] Development and implementation of a procedure for providing appropriate feedback to respondents (candidates).
- [22] Development and implementation of appropriate complaint mechanisms.

**A18. Developing a Guide for scientific career development, including a summary of useful information on career paths, mechanisms of financing research and dissemination activities, opportunities, improving one's competences inside and outside the WSB University and on University units offering support to employees.**

**A10. Development of a handbook for newly employed staff containing information on the relevant procedures for applying for research funds, development opportunities, rights and obligations, including key duties and information for the process of new employee onboarding.**

- [6,7] Increasing the attractiveness of the offer for external and foreign candidates (through the implementation of OTM-R policy).
- [9] Implementing a policy that ensures attractive working conditions for researchers.
- [10] Development and implementation of measures to monitor whether the most appropriate scientists are applying.

**A24. Creation of a quality control system for OTM-R policy, based on reports and an online survey (the system will encompass an analysis of the reports of the selection committees submitted to the Rector and feedback on the process from the candidates - participants in the recruitment process).**

- [5] Implementation of a quality control system for OTM-R.
- [10] Development and implementation of measures to monitor whether the most suitable scientists are applying.
- [21] Development and implementation of a procedure for providing suitable feedback to respondents (candidates).
- [23] Development and implementation of a system that enables assessment of whether OTM-R delivers on its objectives.

#### **4. IMPLEMENTATION**

General overview of the expected implementation process:

The organisation of the implementation, support and monitoring of the HRS4R strategy is based on a three-tier structure, encompassing: The Implementation Team (The WSB University HRS4R Strategy and OTM-R Policy Implementation Team), the Monitoring Team and the inclusion of the entire WSB University staff thanks to a consultation process. Thus, representatives of researchers of all levels (R1-R4), doctoral students, administrative staff and external stakeholders are involved in the implementation process.

The work and activities are carried out directly by the Implementation Team, which also coordinates the research and consultation process in the academic community and has the possibility to establish task forces and teams, which involve other members of staff. *The Monitoring Team* assesses and



verifies the implementation process. The implementation work is supervised directly by the Head of the Implementation Team: Vice- Rector for Science and Education, Dean of the Faculty of Applied Sciences.

The HRS4R strategy is an integral part of the WSB University Development Strategy, which is currently being updated. In parallel with the HRS4R Strategy, an OTM-R quality assessment system based on evaluation tools and a list of indicators will be implemented. The horizontal assumption of the Action Plan is to consolidate and fully implement the principles of the European Charter for Researchers and the Code of Conduct for Recruitment in all internal procedures of the WSB University.

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

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	At the current stage of preparation of the Strategy, the Implementation Team has organised additional consultations and focus groups in individual stakeholder groups (such as PhD students, administrative staff). Starting with the next semester (Oct 2020) formalised working subgroups (teams) will be established to support the Team in the implementation of the envisioned activities. The development of the Action Plan included identifying of the WSB University units responsible for particular activities, and their representatives will join the Implementation Team to ensure better communication and coordination of activities (with ongoing contact at the operational level). Other working groups, committees and bodies appointed at the University (including the Ethics Committee, Anti-Harassment Committee) will be involved in the activities (due to their all-encompassing nature within the WSB University's structures). All units and teams involved will exchange information on their scope and progress. An online reporting tool will be developed for this purpose. In addition, a schedule of works, as well as working and reporting meetings of the Implementation Team and the Monitoring Team will be prepared. The above will be reported to the Steering Committee, consisting of representatives of the University authorities. The organisation of activities and proper communication within the teams will be ensured by the coordinator of the Implementation Team. Similarly to the previous stage of the preparation of the strategy, the Implementation Team meetings will be held once a month, while the Monitoring Team will meet twice a quarter. The progress of each stage of work is reported quarterly to the Steering Committee by the Implementation Team. The Steering Committee holds working meetings on average once a quarter, but has an insight into the status of the individual teams' work at all times.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	The Implementation Team and the Monitoring Team includes representatives of researchers of all levels (R1-R4), all WSB University departments and administrative staff. Meetings of the Implementation Team have an open character (information about the meeting, its

	<p>date and detailed subject matter together with an invitation to join is provided to all employees of the University.) Due to the ongoing epidemic, some of the meetings were carried out through the ZOOM platform, to which other employees also had access. If a similar situation were to happen again in the future, we should consider continuing working using this solution. The documents developed in the course of the work are also made available to all employees and PhD students of WSB University via an online consultation platform, based on the Moodle platform. The links, together with invitations to join in the work and statements/feedback are made available to the entire academic community.</p> <p>According to the guidelines, two years after carrying out the first GAP Analysis, the study will be repeated (XII 2021 - II 2022) in the following areas: survey, review of internal documents and procedures, consultation within the focus groups key to WSB University staff and stakeholders. All consultation and design activities will have participatory and transparent character. As before, all employees will have the opportunity to participate in the process of consultation and provide feedback on the developed documents. In accordance with the University's organisational culture, WSB University employees are invited to participate in the consultation process not only within the framework of horizontal communication (e-mails and invitations sent to them by the Team), but also by the University Authorities during important events for the academic community, respecting the seriousness and priority of the process of implementation of the HRS4R strategy within WSB University.</p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.</p>	<p>As of now, within the framework of the full implementation of HRS4R and OTM-R strategies, two strategic design activities are being carried out at the WSB University, namely the development of <i>the University Development Strategy for 2021-2026</i> and the development of <i>the OTM-R Strategy (Policy)</i>. Both activities are of a priority and key character in the process of planning further development of the WSB University. The documents created as a result of these activities are intended to shape the organisational policy of the University; they are developed on the initiative of the University Authorities in a participatory dimension, in accordance with the adopted assumptions of the concept of turquoise management. Thus, the implementation of the assumed strategic objectives of the WSB University (Defined strategic areas:</p> <ul style="list-style-type: none"> <li>- Organisational excellence;</li> <li>- Teaching excellence;</li> <li>- Research excellence;</li> </ul> <p>Strategic objective: Teaching activities and research constitute an integrated system) is functionally linked to the implementation of HRS4R and OTM-R principles.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>As indicated, the proposed activities constitute the axis of the concept of WSB University development. Their priority for further development of the University is confirmed by the fact</p>

	<p>that they were initiated by the WSB University Authorities and the Steering Committee for HRS4R consists of representatives of the University Authorities. At the same time, the key organisational units of the WSB University (Rector's Office, Quality and Innovation Centre, Science Development Department, Human Resources and Payroll Department) were involved in planning and implementation of these activities. Thus, the implementation of the proposed activities will directly involve all persons who will supervise scientific staff, administrative staff and persons responsible for strategic, operational and financial aspects of the functioning of the WSB University.</p>
<p>How will you monitor progress (timeline)?</p>	<p>As before, the ongoing work of the Implementation Team and working groups will be documented in regular reports and ongoing reporting within meetings of employee teams, meetings of chairs and meetings of heads of organisational units of the WSB University. Before each Monitoring Team meeting, the coordinators present detailed reports (summaries) on the progress of the ongoing work. The work planned under the <i>Action Plan</i> is covered by a schedule whose realisation will also be monitored and reported. Justified adjustments and updates to the HRS4R implementation schedule will be allowed. After meetings and approving the reports, as well as any modifications to the schedule, the Implementation Team is obliged to submit them to the Monitoring Team, together with possible indications of the need to introduce changes to the strategy implementation plan at the substantive or organisational level. In case of such a need, the Implementing Team and the Monitoring Team will include or activate other units of the WSB University in order to increase support for the implemented activities, for example by involving other specialists and representatives of the academic community in the activities of the Implementing Team.</p>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>According to the work schedule, the units of the WSB University responsible for the implementation of particular activities are obliged to provide the Team with documentation: documents, prepared guidelines, reports, electronic sources, summaries of implemented activities, including information campaigns, trainings, workshops, etc. This documentation also includes adopted internal legal acts, formalized procedures, training schedules and attendance lists, documentation of competition and recruitment procedures, etc.</p> <p>According to the assumptions, after two years, another diagnosis in the area of HRS4R and OTM-R policy in the WSB will be carried out, including a survey, analysis of documents and procedures (including new ones, developed within the Action Plan), as well as focus studies in groups of key stakeholders for the WSB University. The results of the first and second surveys will be compared in detail and consulted with the academic community.</p> <p>The legal acts and procedures developed as part of the planned activities will take into account the process of collecting information about the processes to which they relate (for example concerning the make-up of recruitment committees) and assign responsibility for their collection and transfer to the relevant organisational units of the WSB University. The implementation team will report progress to the Monitoring</p>

Team in synthetic form before each meeting.
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Additional remarks/comments about the proposed implementation process:

In connection with the COVID-19 epidemic and the limited possibilities of organising meetings since April 2020, the works of the Implementation Team and the Monitoring Team were carried out using online communication tools (Zoom, MS Teams), which did not have a negative impact on the progress of work or the consultation process.

The implementation process of the adopted solutions (Action Plan) will continue via electronic communication channels, enabling contact with the academic community of the WSB University, proven in the process of developing the assumptions and guidelines of the HRS4R strategy to date. In particular, these will include:

- A subpage on the WSB University website dedicated to researchers: <https://wsb.edu.pl/index.php?idg=cnba> (in Polish);
- Moodle consultation platform;
- Internal intranet platform;
- banner with a link on the University homepage;
- electronic banners in the University's internal information platforms;
- information posts published.