

# Policy

## HR Excellence in Research

### WSB University

#### for the years 2021-2024

#### 1. University description

Akademia WSB (WSB University - WSB) has been operating on the educational market for 27 years running I, II and III cycle education, post graduate studies and other forms of non-formal education (business training) on 15 different fields of study which are conducted in 3 languages: Polish, English and Russian. Center of Technologies Transfer, Center of Business Engineering, Center of Economic Cooperation and Center of Modern Methods and Education Technology function at the University. WSBU employs 1200 academic staff and 270 of non-academic, at present it educates 14000 students, out of which 3500 are international students of over 80 different nationalities. In the framework of various forms of non-formal training, it educates 6000 learners. Apart from didactic activities, WSBU implements academic research and conducts actions activating local community.

WSBU cooperates with many academic and research centres in Poland and abroad. Therefore didactic activities are more innovative and research potential is substantial. WSBU implements other forms of non-formal education focusing on the increase of the region, companies and students competitiveness on the international labour market-WSB Science Academy, Science Festivals, School of Leaders, Youth Academy of Media (MAM), E-Teacher Academy. Additionally, WSB focuses on innovation in the learning process, which is carried out, among others, through e-learning activities, by the use of specially configured e-learning platform. Centre for Modern Methods and Educational Technology monitors the operation of e-learning platform e-learning courses. 3300 people are covered by distance learning, including students, entrepreneurs and international students.

At WSB, pro-quality attitude is dominated, therefore, a lot of activities for the development of infrastructure and permanent improvement of the education process have been undertaken. WSBU has an Institutional Internal Quality Assurance System which was introduced in 2008. It has obtained numerous distinguished assessments from the most important institutional accreditation of the National Accreditation Commission. WSB University holds international accreditations by CEEMAN, KAUT, HR Excellence in Research.

WSB implements modern standards in the scope of quality of education what is confirmed by the following distinguished assessments awarded by: Polish Accreditation Commission, the accreditation of Management major, awarded by the Foundation of Promotion and Accreditation of Economic Majors. WSBU has obtained the pro-quality award from the Ministry of Science and Higher Education. The award is granted for the best educational programs and for implementing the innovative systems of the education quality.

WSB has one of the highest scientific category and is a leader in non-formal education in the southern Polish. Being in close collaboration with many educational establishments in the country and abroad, WSBU presents the high level of educational and innovational service and the potential of scientific work is getting higher and higher. Collaboration with foreign universities from all over the world includes academic exchange, joint educational programs, double degree programs and joint research. WSB has been working with the program

LLP/Erasmus+ since 2001. WSB is a member of the European Universities Association, Businet, EAEC, CEEMAN, EAIE.

At the regional and state levels, WSBU closely cooperates with business, public administration institutions (institutions of local government, government and resort), non-government organizations and social and economic institutions. WSBU is highly experienced in building effective relations with the social economic environment. It is confirmed by the University's participation in numerous organizations, associations and influential Polish and regional bodies. In 2013 Council of Experts has been established within WSBU. This body currently unites 56 representatives of greatest national and regional.

## 2. HRS4R Strategy and OTM-R Policy Implementation Team at WSB University

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.

The persons who are directly or indirectly engaged in the HRS4R process in our organisation:

Name	Position	Management line/ Department
Katarzyna Szczepańska-Woszczyna	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

## 2.1 Internal analysis

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, while the reports on the work carried out were regularly reported to the university authorities and each time they received their approval.

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. At 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.

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 staff, as well as research and teaching staff. Then, during preparation of the documents: consultations via email, consultations on the moodle platform (forum)	The obtained results constitute the basis for the developed process and documents, diagnoses and Action Plan.
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.

<p>Community of researchers ranging from R1 to R4 and PhD students</p>	<p>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)</p>	<p>Development of a strategy (OTM-R policy) and a draft action plan.</p>
<p>Scientific management staff</p>	<p>Participation in dedicated meetings focused on HRS4R process for management staff</p>	<p>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.</p>
<p>Community of researchers ranging from R1 to R4 and PhD students with cooperation with Scientific management staff</p>	<p>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 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>	<p>Development of the final version of the Action Plan.</p>

### 3. Results of internal analysis

#### Area I: General rules and requirements for scientists

##### 3.1 Research freedom

###### Definition adopted from the European Charter for Researchers

Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices.

Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.

Research freedom and integrity is one of the pillars underpinning WSB University's operations – it is a major element of its development strategy and other documents, which are considered strategic. The existence of a positive trend is confirmed by the results of survey carried out among employees and doctoral students (Question 5). When asked about ethical and professional issues/impact on research conducted at the university, the respondents answered "I strongly agree" (70.55%) and "I agree" (25.15%) to questions concerning freedom of belief and expression, as well as determining problem solving methodologies. There were no "I disagree" or "I strongly disagree" responses.

Since the beginning of the WSB University's efforts to implement the HRS4R policy, information and popularisation activities on the existing standards have been intensified:

- <https://wsb.edu.pl/en/research/hr-excellence-in-research/justification>
- <https://wsb.edu.pl/nauka-i-badania/logo-hr-excellence-in-research>
- <https://wsb.edu.pl/en/university/strategy-of-development>
- <https://wsb.edu.pl/uczelnia/strategia>

##### 3.2. Ethical principles

###### Definition adopted from the European Charter for Researchers

Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional codes of ethics.

Just like in the case of professional issues (freedom of research), issues of adherence to fundamental ethical practices, principles and standards as set out in national, sectoral or institutional codes of ethics were also rated particularly highly by the researchers participating in the survey, with 84% of the respondents replying “I strongly agree” and 15% replying “I agree”. There were no “I disagree” or “I strongly disagree” responses.

Since the beginning of the WSB University efforts to implement the HRS4R policy, a particular emphasis has been placed on the already implemented Anti-Bribery and Ethical Policies within the WSB University. In 2019, a review of procedures and further information activities on the existing standards were carried out, including the familiarisation of employees with the most important documents (including the Anti-Corruption and Ethics Policies, the Ethics Committee, the WSB University Code of Ethics):

- <https://www.e-bip.org.pl/upload/00530/21978/0281754-51031698.pdf>
- <https://www.e-bip.org.pl/upload/00530/21978/0231636-83797606.pdf>
- <https://www.e-bip.org.pl/upload/00530/21978/0181662-25957324.pdf>

### 3.3 Professional responsibility

#### Definition adopted from the European Charter for Researchers

Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere.

They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted.

Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.

The issues of professional responsibility, including respect for intellectual property rights and shared ownership of data/results in research with a supervisor or other researchers were rated just as high. Nearly all respondents replied with positive answers, with 74% claiming that they “strongly agree” and 24% picking “I agree”.

The implementation of these assumptions is confirmed by the feedback provided by the respondents, however, activities (both organisational and informational) are planned for the systemic consolidation of good practices

### 3.4 Professional attitude

#### Definition adopted from the European Charter for Researchers

Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere. They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted. Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.

The vast majority of researchers employed by the WSB University are aware of the strategic objectives of their immediate circles; according to the survey and consultation, but it has been noted that coordination and cooperation between groups of staff representing different scientific disciplines are failing.

Planned action:

Information and animation activities concerning the development of the cooperation perspective (jointly prepared and conducted research, projects, publications) between various departments.

### 3.5 Contractual and legal obligations

#### Definition adopted from the European Charter for Researchers

Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes intellectual property rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc.) as set out in the terms and conditions of the contract or equivalent document.

Due to their sheer scope, Areas 5, 6, and 7 were broken down into specific questions in the survey. The affirmative responses received in the survey indicate that the principles are known and adhered to in the research community and that WSB University policies support their implementation. Some lack of comprehension and clarity stems?? you mean stem from? by frequent changes concerning the need to apply detailed and often highly complex solutions, which results in the frequent changes in the legal framework or application (implementation) of new solutions and technologies (e.g. procedures for applying for grants and settling them, data protection requirements, GDPR procedures, etc.).

The implementation of the guidelines in Area 5 is confirmed by the opinions of the respondents, however, due to their crucial importance, activities (both organisational and informational) are planned for the systemic consolidation of good practices in the WSB University.

### 3.6. Accountability

#### Definition adopted from the European Charter for Researchers

Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees.

Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.



The guidelines from Area 6 are fully implemented according to the respondents, however, due to their key importance, systemic organisational activities are planned for the systemic consolidation of good practices at WSB University.

The University has an Audit Department. The internal audit is conducted by an auditor employed in accordance with the principles specified in the Public Finance Act and executive regulations issued on its basis. The purpose of the audit is to independently assess the processes existing at the University and to check whether the conducted activity is compliant with the law, management control standards for the public finance sector, especially in terms of legality, economy, purposefulness, reliability, transparency and disclosure. The tasks of the control include, in particular, examining the compliance of operations with applicable laws and internal regulations, supervision in the field of public funds management in terms of legality, economy and purposefulness, expenditure made in terms of compliance with the material and financial plan of individual units, implemented projects, checking the correctness of keeping documentation didactic, scientific and research activities, economic and technical operations, correct use, management and protection of the University's assets.

### 3.7. Good practice in research

#### **Definition adopted from the European Charter for Researchers**

Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.

The principles of good practice in research, just like in the case of health, safety and hygiene regulations, as well as the regulations concerning the protection of personal data and confidentiality of information pertaining to scientific research, are implemented at WSB University and their implementation is highly appreciated by researchers. In the question concerning this principle, the majority of respondents confirmed that WSBU applies appropriate standards: The "I strongly agree" and "I agree" replies were chosen by 73.62% and 22.09% of respondents, respectively. Only 4.29% (7 respondents) decided to mark the answer "It's hard to say".

Despite the praise concerning the state of implementation of activities in this area, there are plans to consolidate and promote good practices by providing scientists with access to safe online solutions (tools) and information activities (training courses, guides).

### 3.8 Dissemination, exploitation of results

#### **Definition adopted from the European Charter for Researchers**

All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.

WSB University focuses to a great extent on developing cooperation with institutions and expert circles. There are guidelines for publishing research results not only in journals but also in open repositories which reach international audiences – such as CEON, Academia.edu, and Researchgate. WSBU is also working on developing its own repository. The idea of sharing and distributing research results to other scientists and expert circles, as well as the University's support in this area were praised by researchers. The "I strongly agree" and "I agree" responses were selected by 53% and 34% of respondents, respectively.

The WSB University supports its staff by providing broad opportunities for the dissemination of research results (funding of publications and participation in conferences), but there are plans to intensify activities aimed at promoting open access publications and papers.

- <https://wsb.edu.pl/en/research/news>
- <https://wsb.edu.pl/en/student/international-office/exchange-programs/prom>
- <https://wsb.edu.pl/nauka-i-badania/aktualnosci>
- <https://wsb.edu.pl/nauka-i-badania/wydawnictwo/aktualnosci>
- <https://wsb.edu.pl/nauka-i-badania/perfect-regionalna-inicjatywa-doskonalosci-w-akademii-wsb>

### **3.9 Public engagement**

#### **Definition adopted from the European Charter for Researchers**

Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.

WSB University is involved in a wide range of activities aimed at developing cooperation with the society and public engagement, including promoting science, disseminating research results, as well as carrying out social projects and initiatives – these include the Science Festival, Open Skills Academy, University of the Third Age, and Children's University. The survey results showed that the obligation to disseminate the results to the general public is widely accepted by the research community, and that belief is further strengthened by institutional support. Overall, 89%

of respondents indicated that they felt supported by the University in fulfilling its obligation to disseminate research results ("I strongly agree" was selected by 53% of respondents, while 36% picked "I agree"). Only 10% were undecided and opted to select "It's hard to say". Only one respondent gave a negative response.

The WSB University supports employees in a variety of ways by creating various opportunities for dissemination of research results (organisation of dissemination events, participation in public consultations, presentations and statements in the media, participation in popular- scientific conferences, participation in social and educational policy forums and committees, etc.). Continuation and intensification of activities in this respect are planned. One of the initiatives implemented since 2020 is the Social Innovation Hub established in cooperation with local authorities under the InSitu (Interreg) project.

- <https://wsb.edu.pl/en/research>
- <https://wsb.edu.pl/uczelnia/wydarzenia>
- <https://wsb.edu.pl/nauka-i-badania/jednostki-naukowo-badawcze/centrum-transferu-technologii>
- <https://wsb.edu.pl/nauka-i-badania/projekty-naukowe/obszary-badawcze>
- <https://wsb.edu.pl/en/research/conferences>

### 3.10 Relation with supervisors

#### **Definition adopted from the European Charter for Researchers**

Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them.

This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.

Within the framework of the operations of all WSB University units, there are regular and various forms of meetings enabling the development of supervision relations, however, they are not always formalised and information about the above does not always reach all interested parties, as a result of which permanent and correct student-master relations are still not a standard.

Information activities for better communication are required (mailing, updating the University's website and employee panel, staff training) to disseminate and formalise the process of communication with the supervisor (for example publication of established schedules and office hours, taking advantage of evaluation tools to obtain objective feedback, use of work progress charts).

### 3.11 Supervision and managerial duties

**Definition adopted from the European Charter for Researchers**

Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.

According to the survey and consultations, WSB University's experienced scientific staff act as mentors, advisers, tutors or coordinators, but not all of the young employees are aware of the support opportunities. A proposal of informational activities for better communication (mailing, updating the University's website and the scientific staff intranet page).

### 3.12 Continuing Professional Development

**Definition adopted from the European Charter for Researchers**

Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.

This principle is fully implemented – this is confirmed by both actions and the supporting activities carried out by specialised bodies and units of the WSB University – Science Development Department, International Projects Department, Centre for Quality and Innovation – as well as the results of the survey and focus group meetings.

- <https://wsb.edu.pl/index.php?p=m&idg=cnba,5002>
- <https://wsb.edu.pl/centrum-jakosci-i-innowacji,m,ds,77,3603>

The WSB University has a very extensive and multifaceted support system aiding the professional development of employees, but not all staff is aware of it. A proposal was extended to further expand and update the WSB University science page, as well as to send out regular mailing to academic staff members

## Area II: General rules and requirements applicable to employers

### 3.13 Recognition of the profession

**Definition adopted from the European Charter for Researchers**

All researchers engaged in a research career should be recognised as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).

At WSB University, doctoral students and academic staff are viewed as professionals and are treated accordingly – regardless of the stage of their careers. The reality of this was confirmed by the survey and focus interviews with doctoral students. The block of questions concerning working conditions opens with a question regarding the perception of doctoral students and academic staff as professionals and treating them as such. The vast majority of respondents (91% in total) responded positively with 63% going with "I strongly agree" and 28% for "I agree". The answer 'it is hard to say' was given by only 7% of respondents and "I disagree" by less than 2%.

Despite respecting the recommendations in Area (Recognition of the profession), there is a need to continue information and training activities to formalise the candidate assessment criteria in the WSB University OTM-R Strategy (Policy) in order to consolidate good practices.

### 3.14 Non discrimination

#### Definition adopted from the European Charter for Researchers

Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.

WSB University takes a strict stance against discrimination and follows the principles of non-discrimination. In order to gather full insight into this issue, 8 questions in the survey were devoted to this problem – they concerned discrimination due to gender, age, ethnic, national, social or linguistic origin, religion or belief, sexual orientation, disability, political beliefs, as well as social or material status. For each of the eight questions about discrimination, respondents strongly affirmed that they did not see any manifestations of discrimination. "I strongly agree" answers were given by 80% to 85% of respondents in all cases. What is more, between 12% and 17% of all respondents replied with "I agree". The number of undecided responses for all questions fluctuated from 1% to 5%. Only 3 questions (gender, age, national, social or linguistic origin, and social or material status) had any negative responses, summing up to 1% to 2%.

The study clearly showed that there are no gaps in this area, but it is worth noting that, in view of the WSB University's human resources policy strategy, this area needs special attention. In 2019, a review of procedures, documents and further information activities on adopted standards of anti-discrimination policy were carried out.

### 3.15 Research environment

#### Definition adopted from the European Charter for Researchers

Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.

Through building and developing a research environment (laboratories, infrastructure, training, information activities, grants and scholarships), WSB University strongly encourages and stimulates scientific research, including cooperation through research networks. This trend is confirmed by the support tools mentioned in the

proposal, as well as the results of the survey and the focus group study. In the question pertaining to the condition of research, the development of the research environment by WSB University and the incentives to take up scientific research, including remote work, the vast majority of respondents decided to respond with "I strongly agree" (55%) and "I agree" (39%) – for a total of 94%. Only 6% of the respondents replied with "It is hard to say".

Since the beginning of WSB University's efforts to implement the HR3R policy, the existing procedures and the form of support for scientists / creating a friendly environment have been reviewed. Informational and promotional activities concerning the existing standards were intensified, including topics such as allocation of funds for statutory research, covering the costs of participation in conferences, scientific publications, etc. For this purpose, a dedicated website (Department of Science Development website) has been developed and e-mails are sent out.

### 3.16. Working conditions

#### Definition adopted from the European Charter for Researchers

Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career (4). Particular attention should be paid, inter alia, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.

82% of the respondents assessed the working conditions as very positive or positive, but a high percentage (17%) of "hard to say" responses indicates that many staff members do not use the available opportunities.

- <https://www.e-bip.org.pl/upload/00530/21978/0181661-62293428.pdf>

This requires implementing and promoting procedures for flexible employment, introducing a way of performing some of the teaching and administrative tasks online, as well as carrying out information activities promoting the available solutions.

### 3.17 Stability and permanence of employment

#### Definition adopted from the European Charter for Researchers

Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in Council Directive 1999/70/EC (5).

The (Stability and permanence of employment) area was evaluated very positively by 48% of respondents and positively by 34%, which indicates a dominant trend in the WSB University.

However, 17% of the "hard to say" responses indicate that not all employees see or have access to the adopted solutions and benefits (indefinite employment contracts, research grants, opportunities for getting involved in various projects).

We need to develop and implement documents setting out transparent rules for recruitment and further career paths.

### 3.18 Funding and salaries

**Definition adopted from the European Charter for Researchers**

Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.

The remuneration system at WSB University is regulated by the internal Rules of Remuneration. This document is not known to everyone, moreover, the information about the salary brackets is not a required element in the competitive selection process notification, which is due, among others, to the regulations of the Polish law. The study indicated that young academic staff members (R-1) are the least satisfied with their remuneration. The financial conditions were deemed satisfactory by 37% of the respondents, and 35% indicated that they were fully satisfactory. 4% of the respondents are not satisfied with the financial aspect of their employment, and as many as one in four people indicated that it was “hard to say”. An important conclusion is the lack of common knowledge about the motivational remuneration system in the WSB University, the availability of scholarships, as well as individual and collective grants, the opportunities for undertaking additional teaching work during post-graduate studies and participating in international projects.

Formalisation and increased transparency of the recruitment process are required, along with the implementation of appropriate, common procedures. Informational activities on available career paths, promotion opportunities and the possibility of obtaining additional funding for researchers’ development and work are also required.

**3.19. Gender balance**

**Definition adopted from the European Charter for Researchers**

Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.

WSB University is constantly striving to maintain and promote gender balance and non-discrimination in this respect. Question 19 of the survey, which covered selection boards – including gender balance in their rosters – confirmed the existence of this trend – 43.56% respondents had a very positive opinion, while 33.13% had a positive one. On the other hand, in question 35, which directly concerned gender equality principles, a total of 90% of the respondents confirmed that as an employer, WSB University offers equal conditions for women and men to develop their academic careers; that the University enacts and implements gender equality and balance policies, as well as equal opportunity policies at each stage of their careers, including academic supervision and management – 65.03% of respondents chose “I strongly agree” with 24.54% choosing “I agree”. 9.82% chose “It is hard to say”, 0.61% chose “I disagree” and 0.00% responded “I strongly disagree”.

- <https://wsb.edu.pl/index.php?p=m&idg=cnba,5004,5252>

More importantly, gender balance can be seen in leadership positions at all levels, in decision-making bodies and in the collegiate bodies of WSB University.

Despite respecting the recommendations in the area of Gender Balance, there are plans to carry out continued efforts to keep up the favourable trends and to include appropriate provisions in the University's Gender Equality Plan to consolidate good practices.

### 3.20 Career development

#### **Definition adopted from the European Charter for Researchers**

Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.

While the WSB University undertakes broad activities aimed at supporting and promoting the careers and scientific activities of its staff, these do not take the form of a written (formalised) strategy and are not based on cohesive, internal, publicly available documents. What is more, the current University Development Strategy for 2014-20 will become outdated this year.

The principles of human resources management guaranteeing fair and broad principles of supporting career development must constitute a part of the WSB University's Development Strategy for 2021-26, which is currently being drafted and consulted in a participatory manner by the staff.

### 3.21 Value of mobility

#### **Definition adopted from the European Charter for Researchers**

Employers and/or funders must recognise the value of geographical, intersectoral, inter- and trans-disciplinary and virtual (7) mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system.

This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.

At WSB University, given the horizontal framework of internationalisation, conducting international studies and projects, as well as orientation towards innovative activities, the mobility of employees and students is widely and actively promoted and – most importantly – rewarded. This is confirmed by the responses to the survey question no. 36. When asked whether WSB University supports researcher mobility; recognises the value of geographic, intersectoral, inter- and transdisciplinary, and virtual mobility, as well as mobility between the state and private sectors, as an important way to expand scientific knowledge and support the professional development of researchers at every stage of their careers, more than 90% of the respondents were in favour, with 58.90% selecting "I strongly agree" and 31.90% going with "I agree".

Importantly, international assignments of employees are promoted – they are able to postpone other duties in connection with these. The University supports the mobility of not only researchers (mainly Erasmus, COST, conference trips, mobility as a visiting professor), but also of administrative staff (mainly Erasmus) and students. WSB University also hosts employees and students – as of now, there are nearly 700 international students studying there.



Despite respecting the recommendations in the area of Value of Mobility, there are plans to carry out continued efforts to keep up the favourable trends.

### 3.22 Access to research training and continuous development

#### Definition adopted from the European Charter for Researchers

Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, take-up and effectiveness in improving competencies, skills and employability.

This principle is fully implemented – this is confirmed – as above – by both actions and the supporting activities carried out by specialised bodies and units of the WSB University – Science Development Department, International Projects Department, Centre for Quality and Innovation – as well as the results of the survey and focus group meetings. The WSB University has a very extensive system of support for the professional development of employees, but not all staff are aware of it. A proposal was extended to further expand and update the WSB University scientific website, as well as to send out regular mailing to academic staff members. Expansion / update of the Science Development Department website in Polish and English.

### 3.23 Access to career advice

#### Definition adopted from the European Charter for Researchers

Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.

According to the survey and consultations, WSB University's experienced scientific staff act as mentors, advisers, tutors or coordinators, but not all of the young employees are aware of the support opportunities.

Communication activities are required to ensure better communication and dissemination of knowledge about available solutions and possibilities (mailing, updating the University's website and staff panel).

### 3.24 Intellectual Property Rights

#### Definition adopted from the European Charter for Researchers

Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of intellectual property rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.

Due to the fact that the University carries out scientific research financed by public and private funds and due to the relevant ethical principles, upholding standards concerning the use and protection of intellectual property rights is a standard in all of University's operations. To that end, the University adopted relevant regulations (internal documents). This is also confirmed by the survey results: In question 38 (concerning whether WSB University offers conditions and solutions for scientists at every stage of their careers to benefit from the exploitation of their research results through legal protection and through appropriate protection of intellectual property rights, including copyrights), a total of 87% of the respondents answered left a positive response, with 49.69% choosing "I strongly agree" and 37.42% choosing "I agree". In response to question 7: (Do I see the principles of respecting intellectual property rights and shared ownership of data/results in use at WSB University while working on research with supervisor(s) and/or other scientists, the outcomes were very positive – with 74.23% replying with "I strongly agree" and 23.93% choosing "I agree" – 0% disagreed.

- <https://www.e-bip.org.pl/upload/00530/21978/0181666-03663502.pdf>

Despite respecting the recommendations in the area of Intellectual Property Rights of Mobility, there are plans to carry out continued information and organisational activities in order to keep up with the current positive trends by working out and promoting best practices, providing relevant information and training courses – if needed.

### 3.25 Co-authorship

#### Definition adopted from the European Charter for Researchers

Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc., or to publish their own research results independently from their supervisor(s).

Within the framework of promoting young scientists, building interdisciplinary research teams and supporting doctoral students in their research and publications, WSB University attaches great importance to respecting the principles of co-authorship. This was confirmed by the results of the survey, in particular the responses to question 39, which concerned promotion and implementation of procedures facilitating researchers' contact with other researchers, participation in projects, co-authorship and citation opportunities, as well as result publication rights. The vast majority of respondents gave positive answers – these amounted to 91% in total, with 52% choosing "I strongly agree" and 39% going with "I agree". Only 7% of all respondents were undecided, and only 3 respondents (1.84%) disagreed with the statement.

<https://www.e-bip.org.pl/upload/00530/21978/0181666-03663502.pdf>

Irrespective of respecting the recommendations in the area of *Co-authorship*, the University plans to continue the information and organisational activities to maintain the favourable trends in the activities proposed in the Action Plan.

### 3.26 Supervision

#### **Definition adopted from the European Charter for Researchers**

Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.

Experienced WSB University staff provide support, methodological consultations and run office hours for younger employees, but not all young academic staff members are aware of the possibility of benefiting from such support.

It is necessary to add information about meeting opportunities and contact details to the University's internal intranet platform. It is advisable to expand / update the Science Development Department website in Polish and English.

### **3.27 Teaching**

#### **Definition adopted from the European Charter for Researchers**

Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities.

Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.

The teaching duties of employees are regulated by a number of internal procedures, which are designed to ensure optimal distribution and alignment of work in accordance with the preferences, possibilities and the teachers' interest profile.

However, the study indicated that the distribution of teaching duties, the principles of their remuneration and their inclusion in staff assessment systems need to be reviewed and adjusted. The respondents indicated that teaching duties are not sufficiently appreciated in the general assessment of the employees' achievements and engagement, and the rules of quantitative allocations do not always correspond to their preferences (4.29% of respondents assessed the system of allocating duties negatively, 73% had a positive opinion, as many as 21.47% chose the "Hard to say" option).

The WSB University has a number of documents and procedures concerning supervision, support and evaluation of the quality of education in force:

- <https://wsb.edu.pl/uczelnia/jakosc-kształcenia/szkolenia-dla-kadry-akademickiej>

It is necessary to review and update the procedures for the allocation and evaluation of teaching responsibilities and to define their balanced principles in the University Development Strategy for 2021-26. Moreover, it is also important to increase the level of transparency of the rules of evaluation and qualitative assessment of teaching work by updating the employee assessment procedure and providing feedback, which is accompanied by a wide

range of tools and training available to aid the improvement of the teaching skills in the WSB University. Activities aimed at strengthening the student-master supervision relationship are also required.

### 3.28 Evaluation/ appraisal systems

#### **Definition adopted from the European Charter for Researchers**

Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee.

Such evaluation and appraisal procedures should take due account of their overall research creativity and research results, e.g. publications, patents, management of research, teaching/lecturing, supervision, mentoring, national or international collaboration, administrative duties, public awareness activities and mobility, and should be taken into consideration in the context of career progression.

The WSB University has a regular staff evaluation system, however, the assumptions of the evaluation system are not known to all employees. The proposal envisions the following: Publishing the detailed characteristics and procedures of work assessment and evaluation on the university's website and in the staff panel.

### 3.29 Complains/ appeals

#### **Definition adopted from the European Charter for Researchers**

Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.

The WSB University has an Anti-Harassment procedure and an office of an ombudsman. However, the survey and consultation show that not all employees are aware of the possibility of consulting such a body, for example in the context of emerging conflicts, quality or the working environment. It is advised to establish an office of an employee ombudsman, elected by the staff themselves, and to develop procedures for complaints and appeals by staff/researchers.

### 3.30 Participation in decision- making bodies

#### **Definition adopted from the European Charter for Researchers**

Employers and/or funders of researchers should recognise it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution

WSB University takes full advantage and fully integrates the model and ideals of teal organisations and turquoise management, based largely on the principles of participation and self-organisation of employee teams, which makes the recommendations in this area consistent with the University's strategy. This focus was confirmed in the survey – in question no. 43, where we asked whether WSB University recognises the right of researchers to have representatives in the relevant information, consultation and decision-making bodies in the institutions where they work, in order to protect and represent the individual and collective interests of researchers as professionals and to be actively involved in the work of the institutions – as fully justified, or even desirable. More than 80% of the respondents gave a positive response with equal proportions of "I strongly agree" (40.49%) and "I agree" (40.49%) replies. The neutral answer "It's hard to say" was picked by 18% of all respondents, while the answer "I disagree" was given by only one respondent.

### 3.31 Recruitment

#### Definition adopted from the European Charter for Researchers

Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning of their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career.

Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.

In the WSB University, due to the specificity of the functioning of a non-public, dynamically developing university, recruitment is carried out in accordance with the relevant rules, but the rules have not yet been fully formalized.

Recommendations: The formalisation of the recruitment process within the scope of implementation of procedures based on employee recruitment regulations is an element of the Strategy (OTM-R Policy) of WSB University. The strategy will regulate the recruitment procedures and include a mechanism for evaluating the recruitment process.

### Area III: General principles and requirements of The Code of Conduct for the Recruitment of Researchers

#### 3.32 Recruitment (Code)

#### Definition adopted from the European Charter for Researchers

Employers and/or funders should establish recruitment procedures which are open (9), efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised.

Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.

As it was stated above, work is currently underway on the implementation of formalised recruitment procedures.

Recommendations: Development and full implementation of employee recruitment procedures, as a part of the OTM-R Strategy (Policy) of WSB University.

### 3.33 Selection (Code)

#### Definition adopted from the European Charter for Researchers

Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained.

The WSB University implements the assumptions and guidelines described in the Code (make-up of the committees, requirements for employees, recognition of the values/characteristics described in the Directive), however, the above-mentioned aspects require formalisation / definition of strict procedures of the recruitment process, as well as basing them on the internal legislation of the University.

The University needs to develop and implement employee recruitment procedures as a part of the OTM-R Strategy (Policy) of WSB University

### 3.34 Transparency (Code)

#### Definition adopted from the European Charter for Researchers

Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.

At WSB University, information on the recruitment process (position characteristics, expectations, selection criteria) is provided in the relevant competition postings, but the information is not always comprehensive and exhaustive; there is no uniform procedure setting out the minimum information that must be provided in the notices and no uniform procedure for providing feedback to candidates.

Standardisation of the recruitment process is required (regulating, among others, the composition of the committee, requirements for employees, recognition of the values/characteristics described in the Directive) and basing it on the internal legislation of the University. Update of the existing detailed procedures regarding the recruitment of academic staff. Establishment of control mechanism for the quality of recruitment process.

### 3.35 Judging merit (Code)

**Definition adopted from the European Charter for Researchers**

The selection process should take into consideration the whole range of experience (10) of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered.

This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.

In the recruitment process, the WSB University evaluates candidates' achievements both quantitatively – taking into consideration the number of publications and patents, as well as qualitatively – by looking at various achievements. The competition requirements take into account diverse experiences, such as professional mobility or unique career paths, creativity, level of independence. The fact that these guidelines are used is confirmed by the survey results: The evaluation of scientific achievements (qualitative and quantitative) and competition requirements, taking into account diverse experiences, met with the approval of 82% of respondents (54% answered "I strongly agree" and 28% picked "I agree").

Despite meeting the requirements in this area, there are plans to formalise the criteria for recognising the merits and experience of candidates in the WSB University OTM-R Strategy (Policy) in order to consolidate good practices.

**3.36 Variations in the chronological order of CVs (Code)****Definition adopted from the European Charter for Researchers**

Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.

The WSB University's hiring process sees candidates' multidimensional and multifaceted career paths and varied dynamics as an asset and a potentially valuable contribution if candidates' accomplishments truly reflect their qualifications relevant to the position for which they are applying, insofar that any deviations from a typical career path are not seen as a negative factor in the process. This trend is confirmed by the recruitment outcomes and the results of the survey – the respondents gave mostly positive answers, with 49.69% selecting "I strongly agree" and 36.20% going with "I agree".

Despite meeting the requirements for the recognition of deviations from the chronological order of resumes (resulting from the Code), there are plans to formalise the evaluation criteria for candidates in the WSB University OTM-R Strategy (Policy) in order to consolidate good practices.

**3.37 Recognition of mobility experience (Code)**

**Definition adopted from the European Charter for Researchers**

Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.

WSB University pays particular attention to the potential arising from mobility. Any mobility experience, such as a stay in another country/region or in another research environment, as well as working in another sector are all seen as a valuable contribution to the researcher's professional development. Mobility is an asset – both during the recruitment and during employee evaluations.

The vast majority of respondents left a positive reply to the question concerning the perception of mobility and the experience gained in this way as a valuable contribution to the researcher's professional development at WSB University. 61% of respondents picked "I strongly agree", while 33% selected "I agree" – in total, this makes up 94% of all replies. 5% of respondents answered "It's hard to say", while less than 1% disagreed with the statement.

Despite meeting the requirements for the recognition of mobility of candidates (resulting from the Code), there are plans to formalise the evaluation criteria in the WSB University OTM-R Strategy (Policy) in order to consolidate good practices

**3.38 Recognition of qualifications (Code)**

**Definition adopted from the European Charter for Researchers**

Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.

WSB University ensures that academic and professional qualifications – both formal and informal – of all employed researchers are properly assessed. Broad and diversified qualifications are seen as an asset in the recruitment process and employee evaluation.

The positive trend was confirmed by the responses to question 24 in the survey. The majority of respondents approved of the proper and appropriate assessment of academic and professional qualifications, including informal qualifications of employed researchers, 51% selecting "I strongly agree" and 34% going with "I agree".

Despite meeting the requirements in the area of recognition of qualifications (resulting from the Code), there are plans to formalise the criteria for the evaluation of candidates in the WSB University OTM-R Strategy (Policy) in order to consolidate good practices.

**3.39 Seniority (Code)**



#### **Definition adopted from the European Charter for Researchers**

The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.

In the recruitment process at WSB University, the required level of qualifications is determined by the needs of a given position, as listed in job advertisements. The study confirmed that the current standards are applied. The question concerning defining the required level of qualifications for a given position at WSBU saw the majority of positive responses. Half of all respondents chose "I strongly agree", while 41% went with "I agree".

Despite respecting the recommendations in Area 20 (seniority in line with the Code), there are plans to formalise the evaluation criteria for candidates in the WSB University OTM-R Strategy (Policy) in order to consolidate good practices.

#### **3.40 Postdoctoral appointments (Code)**

##### **Definition adopted from the European Charter for Researchers**

Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.

In the WSB University, employees with doctoral degrees are employed under uniform contracts and have similar scopes of responsibilities.

However, due to the fact of carrying out numerous projects, different possibilities of involvement in scientific and organisational activities, the actual work burden of employees with doctorates is not evenly distributed, and the path of promotion (obtaining a habilitation) is determined by the individual capabilities of employees, their commitment and the choice of priorities at work. As a result, the career paths of employees with a doctoral degree are diversified, they have different dynamics and the very process of promotion is perceived as rather unclear. An important determinant of the current state of affairs is the key condition of promotion, namely the completion of the external habilitation procedure and thus obtaining the status of an independent academic staff member (dr hab.). The WSB University offers various forms of support for scientific development, as well as supports and rewards promotions of employees with doctoral degrees.

There are plans to develop a guide to the path of scientific career development, including a list of useful information on promotion opportunities, research and dissemination activity financing mechanisms, opportunities for raising competences at the university and outside it (for example thanks to commercialisation activities) and on university units offering support in the process of habilitation.

4. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

<p>Thematic heading of the Charter and Code</p>	<p>STRENGTHS and WEAKNESSES</p>
<p>Ethical and professional aspects</p>	<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 information activities and reinforcing of the adopted solutions and information activities to promote and disseminate them among all employees.</p>

Recruitment and selection	<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, 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,</p>
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	<p>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>
<p>Working conditions</p>	<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.</p> <p>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> <li>- <i>Microprojects and microfunds as a tools for the public management</i> (together with Rochester University of Technology, USA)</li> <li>- <i>The perspectives of borderlands development – the key factors</i> (together with University of Extremadura, Spain; Instituto Politecnico de Portalegre, Portugal);</li> </ul>

- *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 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

	<p>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>Strengths</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>Weaknesses</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 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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## 5. 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. HR Strategy, including HRS4R principles and implementation- recruitment policy and recruitment process in a homogeneous document.	(+/-) 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) (-/+ ) 25. 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 Strategy (Policy) at the WSB University by the Senate. IA1.2: Publication the 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.



<p>A2. Formation of University Development Strategy 2021-2026, including HRS4R principles and OTM-R policy</p>	<p>(+/-) 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</p>	<p>IV quarter 2020</p>	<p>Centre for Quality and Innovation</p>	<p>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</p>
<p>A3. Creation of good practice guideline in terms of recruitment and employment</p>	<p>(-/+) 12. Recruitment  (-/+) 13. Recruitment (Code)  (+/-) 14. Selection (Code)  (-/+) 15. Transparency (Code)  (-/+) 21. Postdoctoral appointments (Code)  (-/+) 25. Stability and permanence of employment</p>	<p>II quarter 2021</p>	<p>Science Development Department in cooperation with the Innovation Quality Centre and the Human Resources and Payroll Department.</p>	<p>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</p>

<p>A4. Creation of recruitment advertising scheme in accordance to Euraxess guidelines</p>	<p>(-/+ ) 12. Recruitment (Code)  (-/+ ) 13. Recruitment (Code)  (+/-) 14. Selection (Code)  (-/+ ) 15. Transparency (Code)</p>	<p>I quarter 2021</p>	<p>Science Development Department in cooperation with the Human Resources Department</p>	<p>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.</p>
<p>A5. Publishing recruitment announcements on the website:  <a href="https://euraxess.ec.europa.eu/">https://euraxess.ec.europa.eu/</a></p>	<p>(-/+ ) 12. Recruitment (Code)  (-/+ ) 13. Recruitment (Code)  (+/-) 14. Selection (Code)  (-/+ ) 15. Transparency (Code)</p>	<p>II quarter 2021</p>	<p>Science Development Department in cooperation with the Human Resources Department.</p>	<p>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.</p>
<p>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.</p>	<p>(-/+ ) 12. Recruitment (Code)  (-/+ ) 13. Recruitment (Code)  (+/-) 14. Selection (Code)  (-/+ ) 15. Transparency (Code)  (++) 19. Recognition of qualifications (Code)  (-/+ ) 21. Postdoctoral appointments (Code)</p>	<p>II quarter 2021</p>	<p>Science Development Department in cooperation with the Human Resources Department.</p>	<p>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</p>

<p>A7. Trainings for WSB University employees on possibilities supporting scientific activities, principles of financing scientific and research projects, and existing internal procedures.</p>	<p>(++) 23. Research environment  (-/+ ) 25. Stability and permanence of employment  (-/+ ) 26. Funding and salaries  (-/+ ) 30. Access to career advice</p>	<p>Since IV quarter 2020</p>	<p>Science Development Department in cooperation with the Quality and Innovation Centre</p>	<p>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.</p>
<p>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).</p>	<p>(+/-) 34. Complains/appeals  (-/+ ) 36. Relation with supervisors</p>	<p>Since IV quarter 2020</p>	<p>Office for Doctoral Education and Scientific Advancement in cooperation with the Science Development Department.</p>	<p>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.</p>
<p>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.</p>	<p>(+/-) 24. Working conditions  (+/-) 28. Career development  (-/+ ) 30. Access to career advice  (-/+ ) 36. Relation with supervisors  (+/-) 40. Supervision</p>	<p>since I quarter 2021</p>	<p>Office for Doctoral Education and Scientific Advancement in cooperation with the Science Development Department and the Centre for Quality and Innovation.</p>	<p>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.</p>

<p>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).</p>	<p>(-/+ ) 21. Postdoctoral appointments (Code) (+/-) 24. Working conditions (-/+ ) 25. Stability and permanence of employment (+/-) 28. Career development (+/-) 40. Supervision</p>	<p>II quarter 2021</p>	<p>Human Resources and Payroll Department in cooperation with the Science Development Department</p>	<p>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.</p>
<p>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</p>	<p>(++) 1. Research freedom (++) 2. Ethical principles (+/-) 4. Professional attitude (++) 7. Good practice in research (++) 22. Recognition of the profession</p>	<p>I quarter 2021</p>	<p>Institute for Territorial and Interorganizational Cooperation Studies in cooperation with the Science Development Department and the Quality and Innovation Centre</p>	<p>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.</p>
<p>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).</p>	<p>(+/-) 11. Evaluation/appraisal systems (+/-) 28. Career development (+/-) 33. Teaching (+/-) 37. Supervision and managerial duties</p>	<p>II quarter 2021</p>	<p>Science Development Department in cooperation with the Technology Transfer Centre</p>	<p>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</p>
<p>A13. Implementation of digital rules about collecting, storing and sharing scientific publications and research results in the repository.</p>	<p>(++) 3. Professional responsibility (++) 7. Good practice in research</p>	<p>III quarter 2021</p>	<p>Science Development Department in cooperation with the Technology Transfer Centre</p>	<p>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</p>

<p>A14. Publication (practical guidelines) for scientific employees about good practices of publishing/ sharing publications in free access (repository).</p>	<p>(++) 3. Professional responsibility  (++) 7. Good practice in research  (++) 31. Intellectual Property Rights  (++) 32. Co-authorship</p>	<p>IV quarter 2020</p>	<p>Science Development Department in cooperation with the Technology Transfer Centre</p>	<p>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.</p>
<p>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: <a href="https://euraxess.ec.europa.eu">https://euraxess.ec.europa.eu</a> including ongoing funding possibilities.</p>	<p>(+/-) 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</p>	<p>II quarter 2021</p>	<p>Science Development Department In cooperation with the Promotion and Information Centre and the Rector's Office</p>	<p>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</p>

<p>A16. Development of an internal information channel: regular mailing (newsletter) on supporting research activities and opportunities for the scientists development.</p>	<p>(+/-) 4. Professional attitude  (+/-) 28. Career development  (-/+) 30. Access to career advice</p>	<p>II quarter  2021</p>	<p>Promotion and Information Centre in cooperation with the Science Development Department and the Rector's Office</p>	<p>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.</p>
<p>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.</p>	<p>(+/-) 11. Evaluation/ appraisal systems  (-/+) 21. Postdoctoral appointments (Code)  (-/+) 25. Stability and permanence of employment  (-/+) 26. Funding and salaries  (+/-) 33. Teaching</p>	<p>III quarter  2021</p>	<p>Human Resources and Payroll Department  In cooperation with the Rector's Office</p>	<p>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.</p>

<p>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.</p>	<p>(+/-) 11. Evaluation/appraisal systems  (-/+ ) 25. Stability and permanence of employment  (-/+ ) 26. Funding and salaries  (+/-) 28. Career development  (+/-) 34. Complain/ appeals  (+/-) 40. Supervision</p>	<p>IV quarter 2021</p>	<p>Science Development Department  In cooperation with the Technology Transfer Centre</p>	<p>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</p>
<p>A19. Organization of meetings for new research workers and Ph.D. students (open to everyone) about possibilities of sharing, popularizing and promoting R&amp;D results.</p>	<p>(++) 8. Dissemination, exploitation of results  (++ ) 9. Public engagement</p>	<p>since IV quarter 2020</p>	<p>Science Development Department, Office for Doctoral Education and Scientific Advancement and the Centre for Quality and Innovation</p>	<p>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&amp;D results</p>
<p>A20. Developing regulations about resolving employee conflicts.</p>	<p>(+/-) 34. Complain/ appeals  (+/-) 40. Supervision</p>	<p>IV quarter 2021</p>	<p>Chair of Management  In cooperation with the Chair of Pedagogy</p>	<p>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.</p>
<p>A21. Organization of trainings for members of the committee about good practices during recruitment processes.</p>	<p>(+/-) 14. Selection (Code)</p>	<p>since III quarter 2021</p>	<p>Quality and Innovation Centre in cooperation with the Science Development Department.</p>	<p>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.</p>

<p>A22. Creation and dissemination of informative materials about security and information processing policies to research employees and Ph.D. students of WSB University</p>	<p>(+/-) 4. Professional attitude (++) 7. Good practice in research</p>	<p>I quarter 2021</p>	<p>Promotion and Information Centre in cooperation with the Science Development Department and the Rector's Office</p>	<p>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).</p>
<p>A23. Update of the collection of national and European regulations and guidelines on ethical issues in the R&amp;D field, available on the WSB University's website. Providing key documents in English.</p>	<p>(++) 3. Professional responsibility</p>	<p>I quarter 2021</p>	<p>Promotion and Information Centre in cooperation with the Science Development Department</p>	<p>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&amp;D.</p>
<p>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).</p>	<p>(-/+ ) 15. Transparency (Code) (+/-) 34. Complains/ appeals</p>	<p>IV quarter 2021</p>	<p>Science Development Department In cooperation with the Human Resources and Payroll Department</p>	<p>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.</p>



<p>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).</p>	<p>(+/-) 11. Evaluation/ appraisal systems  (+/-) 24. Working conditions  (-/+ ) 30. Access to career advice  (+/-) 34. Complains/ appeals  (+/-) 37. Supervision and managerial duties</p>	<p>IV quarter 2021</p>	<p>Quality and Innovation Centre in cooperation with the Science Development Department</p>	<p>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.</p>
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**6. OTM-R Policy – Open Transparent Merit-Based Recruitment (according to The Code “Good practices in organization of competitions for the positions of academic teachers” )**

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. 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, the WSB University 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
- [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.

## 7. IMPLEMENTATION

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.