

TEMPLATE 4: ACTION PLAN

Case number: 2019PL371319

Name Organisation under review: Uniwersytet Ekonomiczny w Krakowie / Cracow University of Economics

Organisation's contact details: ul. Rakowicka 27, 31-510 Kraków / 27 Rakowicka Street, Cracow 31-510 Poland

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SUBMISSION DATE: 2019.12.06

1. ORGANISATIONAL INFORMATION

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research*	512
Of whom are international (i.e. foreign nationality)*	5
Of whom are externally funded (i.e. for whom the organisation is host organisation)*	1 (financed under the Fulbright Program)
Of whom are women*	230
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor*	180
Of whom are stage R2 = in most organisations corresponding with postdoctoral level*	279
Of whom are stage R1 = in most organisations corresponding with doctoral level*	52
Total number of students (if relevant)*	14.880
Total number of staff (including management, administrative, teaching and research staff)*	1336
RESEARCH FUNDING (figures for most recent fiscal year)	€ 1 EUR = 4.3 PLN at the average exchange rate of the National Bank of Poland on 31 December 2018
Total annual organisational budget	€ 1 165 726.42

Annual organisational direct government funding (designated for research)	€ 649 674.42
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	€ 398 959.27
Annual funding from private, non-government sources, designated for research	€ 117 092.73
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>Established in 1925, the Cracow University of Economics (CUE) is one of the leading Polish universities of economics. It has five main organisational units engaged in scientific activity: Faculty of Economics and International Relations, Faculty of Finance and Law, Faculty of Public Economy and Administration, Faculty of Commodity Science and Product Management, Faculty of Management. The University's activities focus on two key areas. The first involves scientific research conducted as part of projects funded by the National Science Centre, National Centre for Research and Development, Ministry of Science and Higher Education (Dialogue, Regional Initiative of Excellence) and under European Union Programmes (InterReg Central Europe). The second key area involves teaching activity at bachelor's, master's, doctoral and post-graduate studies, including MBA.</p>	

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

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

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p>CUE's ethics and professionalism stand amongst some of the best rated areas of the University's operations. The results of a survey revealed in particular that CUE is a university where freedom of scientific research is truly respected. 86% of the surveyed researchers stated that this principle is respected to an above average degree. The principles of professional responsibility and ethics were also highly rated: 75% of respondents rated the implementation of the principle of professional responsibility as being above average, and 67% of respondents highly rated compliance with ethical principles in the sphere of scientific activities. These high scores should be attributed to respect for the ethical standards adopted by CUE in 2013.</p> <p>The implementation of the principle of professional approach was ranked notably lower. About 25% of respondents pointed out that it is implemented poorly. In this respect, CUE researchers identified primarily the inadequate supervision of young researchers in the context of their scientific development.</p> <p>In the context of CUE's weaknesses, about 25% of respondents indicated the implementation of the principle of dissemination and exploitation of the results of scientific research and their commercialisation. Improvement in this area requires initiatives to streamline the internal flow of information on the possibility of</p>

	<p>implementing the results of researchers' activities into business operations, as well as to implement training programmes to increase employees' competences in the area of disseminating the results of their own research and its commercialization.</p> <p>CUE researchers' social involvement was rated highly. CUE is a university where the CSR (corporate social responsibility) involves numerous activities. On the other hand, dissemination of information on such activities calls for improvement to ensure that the entire academic community knows about initiatives undertaken by researchers and has the opportunity to get involved in them or promote them.</p> <p>One area where improvement is necessary is non-discrimination. It is proposed to appoint an Equality Ombudsman with responsibility for ongoing diagnosis of discrimination issues, support for victims and CUE authorities in resolving systemic problems.</p> <p>The employee appraisal system is another area that needs to be improved to take due account of not only existing criteria but also additional factors e.g. professional experience gained in business or the public sector, employee mobility as part of the development of active cooperation both within the organisation and with external stakeholders, promotion of scientific awareness in the society and compliance with the principles of copyright.</p> <p>In 2019, the European Charter for Equality of Women and Men was signed.</p>
<p>Recruitment and selection</p>	<p>The low level of formalisation and regulation by means of internal regulations in place at CUE constitutes a weakness of recruitment and selection processes. There are e.g. no formal descriptors of professional qualifications and the scope of duties in individual R1-R4 positions or provisions on the list of documents that should be required from research candidates.</p> <p>Nevertheless, the detailed principles governing the actual implementation of the recruitment and selection process follow customary standards developed over the years by CUE's academic community. These standards have been developed and are effective across individual faculties. Yet, they do not have the form of official internal guidelines applicable throughout the University.</p> <p>This was confirmed by the results of the survey in which between 25.8% and 52.2% of respondents (researchers) declared that the individual principles of recruitment and selection are observed to an above-average extent.</p>

	<p>Nevertheless, the questions from this area related to issues which proved hard to assess for the majority of respondents, as evidenced by the number of “Have no opinion” replies. The high proportion of such replies has to be attributed to the fact that researchers with many years of experience are not necessarily involved in the recruitment process as members of Selection Committees.</p> <p>It will be worth improving the way in which Selection Committees operate to ensure that their members bring in different competencies, professional practice and experience in the evaluation of candidates.</p> <p>Additionally, it is worth focusing on improving the process under which candidates are informed about selection criteria and the results of the recruitment process. It is also necessary to improve the evaluation of candidates’ suitability for the position. Improvement in in this area should produce universal employment regulations and procedures across all researcher positions. The new principles and procedures should also ensure flexibility of recruitment and selection by incorporating into the evaluation of candidates’ professional suitability their informal qualifications pertaining to the open position even if these are not confirmed with certificates or diplomas.</p>
<p>Working conditions</p>	<p>The recognition of the profession by employers and providers of grants is CUE’s strength in the area od working conditions, which is indirectly connected with job stability, also highly rated. This means that from the formal point of view, in the context of legal aspects affecting researchers, the University adequately enforces existing rules and regulations enacted by CUE. This translates into the generally positive perception of working conditions at CUE, except for financial aspects, which however arise from the relatively low level of pay in Poland. The connection of the level of pay with attained work effectiveness is likewise inadequate.</p> <p>There is a lack of transparent requirements, development strategies or principles governing individual positions at R1-R4 levels at CUE. Neither is there any organisational unit offering researchers career counselling. The poor rating of professional career development is interconnected with insufficiently intense activities in the field of domestic (interuniversity) and international scientific cooperation of a systemic nature. There is no support for exchange of experience within the framework of international research teams. Doctoral students point out that the possibility of doing a part of their studies abroad is insufficient.</p> <p>With regard to teaching conditions, respondents welcomed the possibility of choosing the path of their professional development (employee: researcher, researcher/lecturer, lecturer). Aspects including the supervision of young researchers or superiors’ involvement in the</p>

	<p>scientific development of researchers are rated worse. These areas call for action to improve the situation.</p> <p>An analysis of the structure of researchers by gender indicates that there is generally a gender imbalance within collective bodies and in managerial positions, e.g. among heads of departments.</p> <p>Moreover, it was determined that there is a need to develop a uniform, integrated and well-functioning IT system.</p> <p>Existing legal solutions, both internal and external, are adequate for the needs of effective conduct of the complaints and appeal process.</p>
<p>Training and development</p>	<p>In addition to ethical and professional aspects, training and development is one of the highest rated areas of CUE operations. Surveys conducted among researchers indicate that in this area, the possibility of continuing professional development, including through self-improvement of qualifications and constant development by updating and expanding researchers' own skills is CUE's major strength. The vast majority of respondents rate these aspects highly.</p> <p>The relationships between researchers and their supervisors, especially with regard to maintaining regular contact with the supervisor, recording progress and obtaining feedback are perceived as a weakness on CUE's part.</p> <p>Based on the results of the research, it can also be stated that CUE provides access to scientific training. Nearly one in two respondents rated this aspect of the human resources policy highly. On the other hand, as regards supervision and responsibilities involving human capital management and support for the development of young researchers, as well as scientific supervision, the results of the research are not definitive. On the one hand, over 30% of researchers have a positive perception of these issues. On the other, nearly 33% of those surveyed are of the opposite view. It can therefore be concluded that CUE's weakest side in this dimension involves supervision and responsibilities in the field of human capital management as well as support for the development of young researchers, including for building constructive and positive relationships with aspiring researchers, and senior researchers taking care of those researchers' career development. Scientific supervision also needs to be improved to help aspiring researchers in matters related to their professional duties. Respondents pointed out a lack of good practice in the master-student relationship. They also identified the need to develop career paths for researchers.</p>

3. ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

*URL: <https://hr.uek.krakow.pl/>

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

<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>
<p>A1: To conduct an information campaign on principles of industrial and intellectual property management that have either been developed or implemented and on principles governing commercialisation at CUE by posting information on intellectual property issues on the Department of Knowledge Transfer and International Projects' website, including information on:</p> <ol style="list-style-type: none"> 1) meetings with experts, training programmes and activities spreading knowledge of industrial and intellectual property issues; 2) examples of good practice at CUE regarding commercialisation of knowledge and technology; 3) scope of protection of intellectual property. 	<p>1. Research freedom ++</p>	2nd quarter of 2020	Department of Knowledge Transfer and International Projects	<p>I1: At least one training course a year is conducted to popularise knowledge of industrial and intellectual property issues.</p> <p>T1: Researchers know principles governing commercialisation.</p>
<p>A2: To conduct an information campaign on ethical standards in place at CUE by sending out information to all R1-R4 researchers.</p>	<p>2. Ethical principles ++</p>	2nd quarter of 2020	Promotion Office	<p>I2: Once a year, information on ethical standards in place at CUE is sent out by email to CUE researchers.</p> <p>T2: Researchers know CUE's ethical standards.</p>
<p>A3: To post a collection of national provisions on ethical issues related to R&D on CUE's website (dedicated webpage on CUE's website). R1-R4</p>	<p>2. Ethical principles ++</p>	2nd quarter of 2020	IT Centre	<p>I3.1: A website with information on national provisions on ethical issues related to R&D is created.</p>

researchers will have easy access to a collection of current national regulations governing ethical issues in the area of R&D.				<p>I3.2: Information on the website containing national provisions on ethical issues related to R&D is sent out by email once a year.</p> <p>T3: Researchers know CUE's ethical standards.</p>
A4: To disseminate CUE's strategic goals in the field of R&D by holding meetings with the academic community and sending out emails to all R1-R4 researchers.	4. Professional attitude +/-	3rd quarter of 2020	Rector's Office	<p>I4.1: The Rectoral authorities meet with the academic community.</p> <p>I4.2: Once a year information is sent out to inform about CUE's R&D strategic objectives.</p> <p>T4: Researchers know CUE's strategic R&D objectives.</p>
A5: To adjust CUE Rector's Regulation No. R-0201-4/2017 of 18 January 2017 on the implementation of the international mobility strategy of CUE employees and students to the requirements of the Act of 20 July 2018 - Law on Higher Education and Science (Journal of Laws 2018, item 1668), and updated priorities regarding CUE's internationalisation.	4. Professional attitude +/-	1st quarter of 2020	International Relations Office International Programmes Office	<p>I5: Rector's Regulations is adopted.</p> <p>T5: CUE has in place internal regulations adjusted to the requirements of the Act of 20 July 2018 in matters relating to the international mobility of researchers.</p>
A6: To adjust Resolution of CUE Senate No. 30/2009 of 14 September 2009 on the conditions of and procedure for sending CUE employees, doctoral students and students abroad for scientific and teaching purposes to the requirements of the Act of 20 July 2018 - Law on Higher Education and Science (Journal of Laws 2018, item 1668), secondary legislation currently being developed for the Act and updated priorities	5. Contractual and legal obligations +/-	1st quarter of 2020	International Relations Office International Programmes Office	<p>I6: CUE Senate resolution is adopted.</p> <p>T6: CUE has in place internal regulations adjusted to the requirements of the Act of 20 July 2018 in matters relating to the conditions and manner of sending CUE researchers, doctoral students abroad for scientific and teaching purposes.</p>

regarding CUE's internationalisation.				
A7: To adjust Regulation of CUE Rector No. R-0201-10/2018 of 11 April on the principles governing the sending of CUE employees and persons working on civil law contracts abroad and the principles governing foreign business trips to the requirements of the Act of 20 July 2018 - Law on Higher Education and Science (Journal of Laws 2018, item 1668), secondary legislation currently being developed for the Act and updated priorities regarding CUE's internationalisation	5. Contractual and legal obligations +/-	1st quarter of 2020	International Relations Office International Programmes Office	I7: Rector's regulations is adopted. T7: CUE has in place internal regulations adjusted to the requirements of the Act of 20 July 2018 in matters relating to sending CUE employees and persons working on civil law contracts abroad and the principles governing foreign business trips.
A8: To develop a spending and spending audit procedure and procedure for the flow of financial and accounting documents relating to scientific projects and making them available to R1-R4 researchers on the website of the Department of Knowledge Transfer and International Projects (dedicated webpage on the CUE's website)	6. <i>Accountability</i> +/-	3rd quarter of 2020	Financial Office Department of Knowledge Transfer and International Projects	I8.1: Spending and spendings audit procedure. I8.2: Procedure for the flow of financial and accounting documents relating to scientific projects. I8.3: Procedures have been posted on the website of the Department of Knowledge Transfer and International Projects T8: Researchers know the principles of spending and spending audit procedure and principles of the flow of financial and accounting documents relating to scientific projects.
A9: To inform about the spending and spending audit procedure and procedure for the flow of financial and accounting documents relating to projects by means of emails sent out to all R1-R4 researchers.	6. <i>Accountability</i> +/-	3rd quarter of 2020	IT Centre	I9: Once a year information about the spending and spending audit procedure and procedure for the flow of financial and accounting documents relating to projects is sent out by email to all researchers.

				T9: Researchers know the principles of spending and spending audit and principles of the flow of financial and accounting documents relating to scientific projects.
A10: To send out emails to all R1-R4 researchers to advise them of the rules of use of Open Access, which are posted on CUE's Main Library's webpage (under the tab <i>Repozytorium</i>).	<i>8. Dissemination, exploitation of results</i> +/-	3rd quarter of 2020	IT Centre	I10: Once a year information on the rules of use of Open Access available on CUE's Main Library's webpage is sent out. T10: Researchers know the rules of use of Open Access.
A11: To conduct training for employees, especially new recruits, on project management and intellectual property as well as training on raising external financing of scientific research.	<i>8. Dissemination, exploitation of results</i> +/-	4th quarter of 2020	Department of Knowledge Transfer and International Projects	I11: At least one training course a year is held to popularise knowledge of project management and intellectual property and training courses on raising external financing of scientific research are held. T11: Researchers know project management principles and have a knowledge of issues relating to intellectual property and raising external financing of scientific research.
A12: To develop an annual action plan disseminating and promoting the results of R&D – events held at CUE and CUE's participation in external events, e.g. Science Festival (to be disseminated via a webpage on the University's website containing an annual action plan updated on a yearly basis)	<i>9. Public engagement</i> +/-	1st quarter of 2021	Promotion Office	I12.1: Annual action plan disseminating and promoting R&D results. I12.2: Annual action plan of CUE participation in external events promoting R&D results. I12.3: A website presenting CUE's R&D action plan is created. T12: Dissemination of CUE's achievements in the field of R&D.

A13: To create a database for social initiatives initiated and implemented by CUE researchers (to be disseminated by creating a webpage on the University's website updated on a yearly basis)	<i>9. Public engagement</i> +/-	1st quarter of 2021	Department of Development and Maintenance of IT Systems University's Social Responsibility Team	I13: A collection of CUE's social responsibility initiatives available on CUE's website. T13: Dissemination of information on social responsibility initiatives pursued by CUE.
A14: To prepare new University Rules and Regulations.	<i>10. Non discrimination</i> +/-	1st quarter of 2020	Vice-Rector for Organisation and Development	I14: Work Rules and Regulations has been adopted in the form of Rector's regulation. T14: Work Rules and Regulations is adjusted to the requirements of the Act of 20 July 2018.
A15: To appoint an Equality Ombudsman with responsibility for e.g. on-going diagnosis of discrimination (including other than on the grounds of gender) and support for victimised persons.	<i>10. Non discrimination</i> +/-	1st quarter of 2021	Rector	I15: Equality Ombudsman position is established. T15: CUE has in place a procedure for diagnosing and solving discrimination issues.
A16: To develop a CUE procedure for reporting incidents of discrimination in the workplace.	<i>10. Non discrimination</i> +/-	2nd quarter of 2021	Equality Ombudsman	I16: Procedure for reporting incidents of discrimination at work. T16: Researchers are able to report on cases of discrimination in the workplace.
A17: To develop good practice that takes due account of the principle of non-discrimination in respect of the composition of committees and other University bodies.	<i>10. Non discrimination</i> +/-	2nd quarter of 2021	Equality Ombudsman	I17: Good practice that takes due account of the principle of non-discrimination in respect of the composition of committees and other University bodies. T17: Committees and other University bodies are established with due care for the principle of non-discrimination.

<p>A18: To amend the R1-R4 researchers' appraisal system in line with the new requirements of the Act and the European Charter for Researchers, including by:</p> <ol style="list-style-type: none"> 1) introduction of the criterion of professional experience other than academic, e.g. acquired in business or the public sector to the R1-R4 researcher appraisal form; 2) quantification of activities not lending themselves to bibliometric measurement and dissemination of good practice for the application of various criteria to assess attainments and scientific achievement e.g. related to teaching, scientific supervision, leading student societies, team work, knowledge transfer, management of scientific research as well as innovation related activities and promotion of scientific awareness in the society, and in the case of candidates with experience in the industrial sector, focus on their contribution to patents, studies or inventions. 	<p><i>11. Evaluation/ appraisal systems</i> +/-</p>	<p>2nd quarter of 2020</p>	<p>Human Resources Department</p>	<p>I18: Amended researchers' appraisal system T18: Periodic appraisal of researchers meets the requirements of the Act of 20 July 2018 as well as of the Charter and Code.</p>
<p>A19: To give training on researcher evaluation and provision of feedback (building awareness of the role of the supervisor in the researcher evaluation and development process) to researchers holding managerial positions.</p>	<p><i>11. Evaluation/ appraisal systems</i> +/-</p>	<p>3rd quarter of 2020</p>	<p>Human Resources Department</p>	<p>I19: Training for researchers holding managerial positions before a periodic evaluation of researchers is carried out. T19: Heads of departments know the principles and criteria governing researcher evaluation as wells as</p>

				potential errors in this area.
<p>A20: To draw up CUE Rector's Regulation on general principles of the recruitment policy and procedures for its implementation in accordance with OTM-R practice, including procedures for and principles of employing lecturers and foreign researchers, which contain in particular:</p> <ol style="list-style-type: none"> 1) a description of professional qualifications and scope of duties for the R1-R4 researcher candidate group included in competition forms; 2) list of documents required from the candidate; 3) criteria for evaluation of informal qualifications (connected with the position, yet not confirmed with certificates or diplomas), experience in the sphere of mobility; 4) partially structured interviews with candidates; 5) internal guidelines regarding establishment of Selection Committees and their activities during the evaluation of R1-R4 researcher candidates; 6) requirements for Selection Committee members in terms of their qualifications, professional practice and experience in evaluating candidates; 7) training on good practice in the 	<p><i>12. Recruitment</i> +/-</p> <p><i>13. Recruitment (Code)</i> +/-</p> <p><i>14. Selection (Code)</i> +/-</p> <p><i>16. Judging merit (Code)</i> +/-</p> <p><i>17. Variations in the chronological order of CVs (Code)</i> +/-</p> <p><i>18. Recognition of mobility experience (Code)</i> +/-</p>	2nd quarter of 2021	Human Resources Department	<p>I20.1: Rector's regulation regarding the policy of recruitment for researcher positions.</p> <p>I20.2: Description of professional qualifications and scope of duties of the group of R1-R4 researcher candidates is available from competition forms.</p> <p>I20.3: List of documents required from the candidate during the recruitment process.</p> <p>I20.4: Selection criteria take due account of candidate's informal qualifications and experience in the sphere of mobility.</p> <p>I20.5: Standard interview questionnaires for candidates are used in the course of the recruitment process.</p> <p>I20.6: A procedure for appointing the Selection Committee as well as its activities relating to evaluating candidates for all R1-R4 researcher positions.</p> <p>I20.7: List of criteria used to select Selection Committee members in terms of their qualifications, professional practice and experience in assessing candidates.</p> <p>I20.8: At least one training course a year on good practice in the recruitment process for members of Selection Committees.</p>

<p>recruitment process arranged for members of the Selection Committee;</p> <p>8) model e-recruitment forms;</p> <p>9) posting OTM-R policy in Polish and English on CUE's website;</p> <p>10) information on the address of the website presenting assumptions of the OTM-R policy included in documents given when contracts of employment are signed.</p>				<p>I20.9: On-line recruitment form available on CUE's website.</p> <p>I20.10: OTM-R policy in Polish and English posted on CUE'S website.</p> <p>I20.11: Information on the address of the website presenting the assumptions of the OTM-R policy included in the model employment contract in force at CUE.</p> <p>T20: The recruitment policy for CUE researcher positions meets the requirements of the Act of 20 July 2018 and of the he European Charter for Researchers and Code of Conduct for the Recruitment of Researchers.</p>
<p>A21: To publish an annual assessment of the recruitment process in accordance with OTM-R criteria (e-report published).</p>	<p>15. <i>Transparency (Code)</i> +/-</p>	<p>2nd quarter of 2021</p>	<p>Human Resources Department</p>	<p>I21.1: Report assessing the recruitment process in accordance with OTM-R criteria.</p> <p>I21.2: An electronic report assessing the recruitment process is published on an annual basis.</p> <p>T21: Researchers know the results of the recruitment process and the results of its evaluation.</p>
<p>A22: To determine the values of the following indicators describing the recruitment process:</p> <p>1) number of men and women submitting applications and actually recruited,</p> <p>2) percentage share of men and women relative to the total number of recruited persons,</p>	<p>15. <i>Transparency (Code)</i> +/-</p>	<p>3th quarter of 2021</p>	<p>Human Resources Department</p>	<p>I22.1: The values of individual indicators have been determined for the 2020 and 2021 recruitment process.</p> <p>I22.2: Number of men and women submitting an appliation and made redundant.</p> <p>I22.3: Percentage share of men and women in the total number of recruited</p>

<p>3) percentage share of men and women relative to the total number of applicants,</p> <p>4) number of applicants from outside CUE,</p> <p>5) number of foreign applicants,</p> <p>6) number of applicants from underrepresented groups (as identified by the Equality Ombudsman),</p> <p>7) number of complaints about cumbersome recruitment procedures,</p> <p>8) ratio of complaints to the number of applicants who were eventually not hired by CUE.</p>				<p>persons.</p> <p>I22.4: Percentage share of men and women in the total number of applicants.</p> <p>I22.5: Number of applicants from outside CUE.</p> <p>I22.6: Number of foreign applicants.</p> <p>I22.7: Number of applicants from underrepresented groups (as identified by the Equality Ombudsman).</p> <p>I22.8: Number of complaints about cumbersome recruitment procedures.</p> <p>I22.9: Ratio of complaints to the number of applicants who were eventually not hired by CUE.</p> <p>T22: Policy of researcher recruitment is subject to regular assessment.</p>
<p>A23: Information campaign on possibilities of cooperation with foreign centres in the form of emails sent out to all CUE R1-R4 researchers.</p>	<p><i>18. Recognition of mobility experience (Code)</i></p> <p>+/-</p>	<p>1st quarter of 2020</p>	<p>International Relations Office</p>	<p>I23: Information about the possibilities of cooperation with foreign centres is sent out to CUE researchers on an ongoing basis.</p> <p>T23: Researchers are in possession of information on the possibilities of cooperation with foreign centres.</p>
<p>A24: To develop internal regulations regarding the recognition of the profession and recognition of diplomas confirming completion of studies abroad and recognition of degrees conferred abroad.</p>	<p><i>22. Recognition of the profession</i></p> <p>+/-</p>	<p>2nd quarter of 2020</p>	<p>Legal and Organisational Department</p>	<p>I24: Internal regulations regarding the recognition of the profession and recognition of diplomas confirming completion of studies abroad and recognition of degrees conferred abroad.</p> <p>T24: Recognition of the profession and</p>

				recognition of diplomas confirming completion of studies abroad and confirmation of degrees conferred abroad is carried out in line with legally binding uniform internal regulations.
A25: To adjust Work Rules and Regulations relating to the possibility of leave taking and scientific internships to the applicable provisions of the Law on Higher Education and Science (Journal of Laws 2018, item 1668).	23. <i>Research environment</i> +/-	1st quarter of 2020	Human Resources Department	I25: Adjustment of Work Rules and Regulations relating to the possibility of leave taking and scientific internships to the applicable provisions of the Law on Higher Education and Science (Journal of Laws 2018, item 1668). T25: Leaves and scientific internships are used in accordance with the provisions of the Law on Higher Education and Science (Journal of Laws 2018, item 1668).
A26: To change the principles of research infrastructure use.	23. <i>Research environment</i> +/-	1st quarter of 2020	Head of Administration	I26: Change in the principles of research infrastructure use in order to simplify access. T26: Research infrastructure is used in keeping with the principles laid down in CUE's internal regulations.
A27: To develop new regulations regarding remuneration of CUE employees.	26. <i>Funding and salaries</i> -/+	1st quarter of 2020	Human Resources Department	I27: CUE Rector's Regulation regarding remuneration principles. T27: All of CUE's R1-R4 researchers have access to information on principles and amount of remuneration in individual positions.
A28: To monitor the percentage share of women in committees and other CUE bodies in the OTM-R annual report.	27. <i>Gender balance</i> -/+	4th quarter of 2020 4th quarter of 2021	Human Resources Department	I28: Percentage of women members of committees and other CUE bodies is disclosed in OTM-R annual report. T28: CUE authorities are in possession of

				information on the percentage of women members of committees and other CUE bodies.
A29: To develop career development paths (with information on financing mechanisms for scientific and teaching activity, possibilities of improving qualifications both within CUE and externally as well as on CUE units offering support for researchers) for each group of R1-R4 researchers.	<i>28. Career development</i> +/- <i>38. Continuing Professional Development</i> +/-	4th quarter of 2021	Human Resources Department	I29: Model solutions in the field of scientific career development for each researcher group (R1-R4). T29: R1-R4 researchers know the potential opportunities for scientific career development.
A30: To identify a position in the Department of Knowledge Transfer and International Projects which will be entrusted with responsibility for helping R1-R4 researchers in the development of their professional career.	<i>28. Career development</i> +/-	4th quarter of 2020	Department of Knowledge Transfer and International Projects	I30.1: CUE Rector's Regulation updating University Rules and Regulations. I30.1: A member of the Department of Knowledge Transfer and International Projects is appointed to be responsible for helping researchers in the development of their professional career. T30: Researchers receive support in the planning and pursuit of their professional career.
A31: To develop and post a description of procedures for the most frequently reviewed issues on the Research Department's website.	<i>28. Career development</i> +/-	4th quarter of 2021	Research Department	I31: Procedures for the most frequently considered issues have been posted on the Research Department's website. T31: Researchers know the course of proceedings applicable to the implementation of various types of issues related to conducting scientific research.
A32: To adjust teaching timetables of newly employed researchers to the dates of training	<i>30. Access to career advice</i>	2nd quarter of 2020	Teaching Department	I32: Teaching timetables accommodate the dates of training events held by the

events held by the Centre for Improvement of Academic Didactics.	+/-			Centre for Improvement of Academic Didactics. T32: There is no overlap of new researchers' teaching commitments and their training.
A33: To post information on R1-R4 researchers' and graduates' successes on a new CUE website	<i>30. Access to career advice</i> +/-	1st quarter of 2020	IT Centre	I33: Information on R1-R4 researchers' and graduates' successes is available on CUE's website. T33: Dissemination of information on the successes of R1-R4 researchers and CUE graduates.
A34: To post information (links) on offers for improvement of the linguistic competence of R1-R4 researchers on the website of CUE's Language Centre.	<i>30. Access to career advice</i> +/-	2nd quarter of 2020	CUE's Language Centre	I34: Information on offers regarding improvement of the linguistic competence of R1-R4 researchers is available on the website of CUE's Language Centre. T34: Dissemination of information on possibilities of improving R1-R4 researchers' linguistic competence.
A35: To prepare a description of current projects, reception of new project applications and description of application procedures for participation in projects improving the teaching competences of R1-R4 researchers and to post the description on the website of the Centre for Monitoring and Promotion of Education Quality.	<i>30. Access to career advice</i> +/-	3rd quarter of 2021	Centre for Monitoring and Promotion of Educational Quality	I35: Information on possibilities of improving teaching competences is available on the website of the Centre for Monitoring and Promotion of Educational Quality T35: Dissemination of information on the possibilities of improving the teaching competences of R1-R4 researchers.
A36: To post a link to R1-R4 researchers' new publications on CUE's Main Library's webpage allowing in-depth search.	<i>32. Co-authorship</i> ++	3rd quarter of 2021	Main Library	I36: information on new publications of R1-R4 researchers is available on CUE's Main Library's website. T36: Dissemination of information on

				new publications of R1-R4 researchers.
A37: The Doctoral School arranges training courses on the professional development of young researchers and on a monitoring system targeting young researchers starting their scientific supervision of aspiring researchers (doctoral students).	<i>33. Teaching</i> +/-	3th quarter of 2021	Doctoral School	I37: A training course on development methods and a monitoring system of young researchers is held once a year for researchers starting their scientific supervision of young researchers (doctoral students). T37: CUE researchers can gain and update their knowledge of methods of young researchers' development and monitoring system.
A38: To develop principles of cooperation between scientific supervisors and doctoral students	<i>36. Relation with supervisors</i> +/-	3th quarter of 2021	Doctoral School	I38: Principles of cooperation between scientific supervisors and doctoral students are available on the Doctoral School's website. T38: Scientific supervisors and doctoral students know and follow the principles of scientific cooperation.
A39: To organise scientific seminars run by the Doctoral School, the Alumni Association and attended by entrepreneurs who belong to Associations of Representatives of the Socio-Economic Environment of the University or Boards of Directors, during which research assumptions underlying scientific projects under development will be presented.	<i>37. Supervision and managerial duties</i> ++	4th quarter of 2021	Doctoral School	I39 A seminar organised by the Doctoral School, the Alumni Association and attended by entrepreneurs who belong to Associations of Representatives of the Socio-Economic Environment of the University or Boards of Directors, coupled with a presentation of research assumptions underlying scientific projects under development. T39: Dissemination of the results of research work carried out within the framework of CUE's Doctoral School.
A40: To add classes on young scientists' cooperation with business and public sector	<i>37. Supervision and managerial duties</i>	4th quarter of 2021	Doctoral School	I40: Doctoral School's curriculum supplemented with classes on

institutions to the curriculum of the Doctoral School.	++			<p>cooperation of young researchers with businesses and public sector institutions.</p> <p>T40: Doctoral students know the basic principles of cooperation with the business sector and public sector institutions.</p>
<p>A41: To develop a procedure for the introduction and adaptation of new researchers to their work in the department and principles of scientific supervision of new researchers by heads of departments that take into account researchers' degree/scientific title and work experience.</p>	<p>40. <i>Supervision</i></p> <p>+/-</p>	1st quarter of 2021	Human Resources Department	<p>I41: Passing CUE Rector's Regulation describing the procedure for introduction and adaptation of new researchers to their work in the department and principles of scientific supervision by heads of departments that take into account researchers' degree/scientific title and work experience.</p> <p>T41: Heads of departments and newly employed researchers know the principles of introduction and adaptation of new researchers to their work in the department and principles of scientific supervision by heads of departments that take into account researchers' degree/scientific title and work experience.</p>

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

CUE intends to implement the OTM-R policy as an integral part of the HRS4R strategy based on the links between proposed activities (A), OTM-R principles, indicators (I) and targets (T) as shown below:

A20: Preparation of CUE Rector's Regulation on general principles of recruitment policy and procedures for their implementation in accordance with OTM-R practice, taking into account procedures and recruitment principles applicable to the hiring of foreign lecturers and researchers. The regulation will enforce principles of recruitment in accordance with HRS4R and OTM-R in the spheres of organisation (principles of establishing Selection Committees), processes (necessary recruitment criteria, transparency of process implementation, including communication of remuneration principles) and monitoring (criteria of recruitment process evaluation). Organising training events for committee members on good practice used in the recruitment of researchers.

A22: Creating a system to monitor the course of the recruitment process based on reports sent to CUE Rector, which will comprise Selection Committees' reports and information about the values of indicators characterising the process of researcher recruitment.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL: -----

4. IMPLEMENTATION

General overview of the expected implementation process:

The HRS4R strategy will become an integral part of CUE's strategy. Additionally, a system will be developed to monitor the process of researcher recruitment.

Responsibility for the implementation of the Action Plan will rest with members of the Implementation Team and the Steering Committee. The implementation will be supervised by the Coordinator for the Implementation of the HRS4R Strategy, directly reporting to the Vice-Rector for Communication and Cooperation who sits on the Steering Committee. Representatives of R1-R4 researchers from individual CUE departments and the staff of administrative units will be involved

in the implementation process.

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

Checklist	*Detailed description and duly justification
<p>How will the implementation committee and/or steering group regularly oversee progress?</p>	<p>During the implementation phase of the HRS4R strategy, the University plans to set up Working Groups responsible for implementing initiatives within the following thematic areas: ethical and professional aspects, recruitment and selection, working conditions and social security, training and development. The Working Groups will consist of representatives R1-R4 researchers and administrative staff. The Working Groups will make up an Implementation Team responsible for developing and implementing initiatives at the operational level.</p> <p>At the strategic level, a Steering Committee for HRS4R strategy will be set up from among representatives of CUE Authorities.</p> <p>The work of the Implementation Team and the Steering Committee will be coordinated by the Coordinator for the Implementation of the HRS4R Strategy.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>The Implementation Team and the Steering Committee will consist of representatives of R1-R4 researchers and all CUE departments as well as representatives of CUE's administrative units.</p> <p>It is planned to rerun the survey in two years' time, i.e. in April-May 2021. The survey will aim to obtain researchers' opinions on the changes made because of the implementation of the HRS4R strategy. A report on the results of the survey will be posted on a webpage dedicated to the implementation of the HRS4R strategy at CUE.</p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.</p>	<p>The implementation of the HRS4R strategy has been included in CUE Statute and University Rules and Regulations.</p> <p>The HRS4R strategy will be embedded into CUE Strategy.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>The Steering Committee for the HRS4R Strategy will consist of representatives of University Authorities: Rector, Vice-Rectors, Head of Administration, Treasurer, Faculty Deans and Head of the Human Resources Department. Thus, the involvement of all people who supervise researchers and administrative staff responsible for the strategic, operational and financial functioning of CUE will be ensured. A system to monitor the</p>

	<p>process of researchers' recruitment will also be developed.</p>
<p>How will you monitor progress (timeline)?</p>	<p>Coordinators of individual Working Groups responsible for the implementation of the HRS4R Strategy in their assigned thematic areas will develop timetables for the implementation of planned tasks.</p> <p>The progress of the implementation of the adopted timetable will be reported to the Coordinator for the Implementation of the HRS4R Strategy. The Coordinator will keep the Steering Committee informed about the progress of the work.</p> <p>Where necessary, the Steering Committee will approve changes to the strategy implementation timetable.</p>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>CUE's organisational units assigned to the implementation of initiatives in the Action Plan will send the texts of proposed legal acts, reports on launched information campaigns and created electronic sources, training schedules, documentation of recruitment proceedings to individual Working Groups responsible for implementing the strategy in the assigned thematic areas.</p> <p>The results of subsequent surveys and indicators characterising the recruitment process of R1-R4 researchers will constitute an element used in measuring the progress of the implementation of the HRS4R Strategy.</p>

Additional remarks/comments about the proposed implementation process:

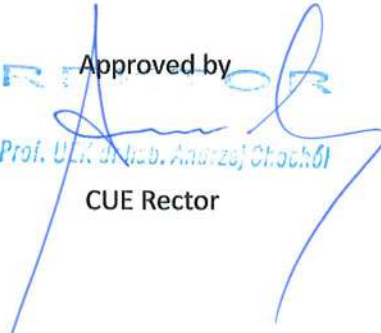
In the course of HRS4R implemenatation, use will be made of tools of communication with the community of CUE researchers used during the preparation of the strategy, including specifically:

- Polish language website: hr.uek.krakow.pl,
- English language website: hr.uek.krakow.pl/en/home-3,
- articles in internal publication: „Kurier UEK”.

This gap analysis was based on the legal status as at 15 July 2019.

Date and place

Krakow, 6 December 2019

Approved by

Prof. Uek dr hab. Andrzej Chackó
CUE Rector