

## TEMPLATE 1 – GAP ANALYSIS – PROCESS

Case number: 2019PL371319

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

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### PROCESS

The HRS4R process must engage all management departments directly or indirectly responsible for researchers' HR-issues. These will typically include the Vice-Rector for Research, the Head of Personnel, and other administrative staff members. In addition, the HRS4R strategy must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4, as well as appoint a Committee overseeing the process and a Working Group responsible for implementing the process.

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

Name	Position	Management line/ Department
Professor Janina Filek	Chief Coordinator	Vice-Rector for Communication and Cooperation
Associate Professor Małgorzata Tyrańska	Organisational and Content Coordinator	Department of Management Process Faculty of Management
EngD Maciej Walczak	Secretary	Department of Organisational Methods and Management Faculty of Management
Professor Renata Oczkowska	Team Member	Director of Doctoral School Department of Labour Resource Management Faculty of Management
Associate Professor Barbara Siuta-Tokarska	Team Member	Department of Economics and Organisation of Enterprises Faculty of Management
Associate Professor Piotr Soja	Team Member	Department of Informatics Faculty of Management
Associate Professor Marcin Gębarowski	Team Member	Department of Process Management Faculty of Commodity Science

Associate Professor Mariusz Łapczyński	Team Member	Department of Market Analysis and Marketing Research Faculty of Management
PhD Urszula Bukowska	Team Member	Department of Labour Resource Management Faculty of Management
PhD Anna Dolot	Team Member	Department of Labour Resource Management Faculty of Management
PhD inż. Dorota Jopek	Team Member	Department of Regional Economy Faculty of Economy and Public Administration
PhD Alina Klonowska	Team Member	Department of Finance Faculty of Finance and Law
PhD Grzegorz Łukasiewicz	Team Member	Department of Human Capital Management Faculty of Economics and International Relations
PhD Piotr Markiewicz	Team Member	Department of Strategic Analyses Faculty of Economics and International Relations
PhD Małgorzata Mędrala	Team Member	Department of Public Law Faculty of Public Economy and Administration Legal Counsel
PhD Grzegorz Wałęga	Team Member	Department of Microeconomics Faculty of Economics and International Relations
PhD Sylwia Wiśniewska	Team Member	Department of Labour Resource Management Faculty of Management
PhD Angelika Wodecka-Hyjek	Team Member	Department of Organisational Methods and Management Faculty of Management
Anna Dąbrowska-Waśniowska, M.Sc.	Team Member	Data Protection Officer Lawyer
Anna Drabina, M.Sc.	Team Member	Department of Knowledge Transfer and International Projects
Monika Hamerska, M.Sc.	Team Member	Department of Knowledge Transfer and International Projects
Agnieszka Nawrocka, M.Sc.	Team Member	International Relations Office
Agnieszka Nowak, M.Sc.	Team Member	International Programmes Office
Edyta Pilarska, M.Sc.	Team Member	Human Resources Department
Maciej Pyrzyński	Team Member	International Relations Office
Magdalena Sobas, M.Sc.	Team Member	Research Department
Małgorzata Wesółowska, M.Sc.	Team Member	Doctoral Students Council
Lucyna Wilinkiewicz-Górniak, M.Sc.	Team Member	Language Centre

Your organisation must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4<sup>1</sup>, as well as appoint a Committee overseeing the process and a Working Group responsible for the implementation of the HRS4R process.

*The term 'Human Resources' is used in the largest possible sense, to include all researchers (Frascati definition: Proposed Standard Practice for Surveys on Research and Experimental Development, Frascati Manual, OECD, 2002) disregarding the profile, career, level, type of contract etc. etc.*

For a description of R1-R4, see

<https://euraxess.ec.europa.eu/europe/career-development/training-researchers/research-profiles-descriptors>

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

*Stakeholder group	*Consultation format	Outcomes
R1 – researchers prior to award of doctoral degree	<ul style="list-style-type: none"> <li>– anonymous survey,</li> <li>– representatives were involved in the work of the Working Group</li> </ul>	This exercise identified the necessary changes in the recruitment process and professional development at the first stages of the research career and principles of senior researchers' supervision of individuals starting research careers at CUE.
R2 – PhD holders	<ul style="list-style-type: none"> <li>– anonymous survey,</li> <li>– representatives were involved in the work of the Working Group</li> </ul>	This exercise produced proposals for further development of research careers, opportunities of cooperation with domestic and foreign universities, and opportunities for pursuit of autonomous research.
R3 – researchers holding the title of habilitated doctor	<ul style="list-style-type: none"> <li>– anonymous survey,</li> <li>– representatives were involved in the work of the Working Group</li> </ul>	This exercise produced proposals for further development of research careers, opportunities of cooperation with domestic and foreign universities, and regulations governing the supervision of researchers from the R1 group.
R4 – researchers with the academic title of professor	<ul style="list-style-type: none"> <li>– anonymous survey,</li> <li>– representatives were involved in the work of the Working Group</li> </ul>	This exercise produced proposals for the possibility of continued employment after researchers reach their retirement age and maintenance of their cooperation with CUE.
Employees of CUE's administrative units	<ul style="list-style-type: none"> <li>– representatives were involved in the work of the Working Group</li> </ul>	This exercise produced proposals regarding ways of improving recruitment, working conditions and scientific development of CUE researchers.

Please describe how was appointed the Committee overseeing the process:

The team was appointed by Regulation of the Rector of the Cracow University of Economics No. R-0201-51 / 2018 of 22 October 2018. The appointees represented researchers, administrative staff and doctoral students. The team consisted of 25 members. On 20 December 2018, the Rector of the Cracow University of Economics expanded the Team by Regulation No. R-0201-63/2018 and co-opting additional members from the Department of Knowledge Transfer and International Projects, Department of Public Law of the Faculty of Public Economy and Administration. Ultimately, the team had 28 members.

For the purposes of gap analysis, the team was divided into four sub-teams responsible for the following areas: ethical and professional aspects, recruitment and selection, working conditions and social security, training and development. Additionally, a sub-team was established to analyse the results of the survey itself.

Representatives of researchers joining the team were selected in recognition of their competences in the fields of: ethics, human resource management, organisation management, law, statistical analyses. On the other hand, administrative staff represented organisational units that have an impact on working conditions and the process of hiring R1 to R4 researchers.

Please describe how was appointed the Working Group responsible for the implementation of the HRS4R process:

The Team held meetings from October 2018 to September 2019. It started out by assessing the compliance of internal and external legal acts with the requirements of the strategy outlined in the Charter for Researchers and Code of Conduct's provisions on recruitment of researchers, determining the degree of implementation of each of the 40 principles, identifying major gaps and initiatives needed to improve particular areas and developing indicators showing attainment of goals. Steps were taken to promote the project's main ideas among all CUE researchers. A dedicated website ([hr.uek.krakow.pl](http://hr.uek.krakow.pl)) was launched in January 2019 and an internal magazine (CUE Kurier No. 1 (80) March 2019) featured an interview with Professor Janina Filek, Team' Chief Coordinator. On 1 March 2019, the Team met with an external consultant, Professor Halina Czubasiewicz, to assess its work to date and obtain guidance on further work. A survey was conducted between 01/04 and 31/05/2019 to assess current levels of implementation of individual principles, and hear researchers' suggestions on additional initiatives. Initiatives selected for implementation were assigned to appropriate positions or organisational units. Relevant provisions were added to the CUE Statute (Senate Resolution No. 34/2019 of 14 June 2019) and CUE's Organisational Regulations.