



Cracow University of Economics



HR EXCELLENCE IN RESEARCH

HR Strategy for Researchers

Internal review

Cracow, September 2022

1. Organisational Information

Case number: 2019PL371319

Organisation name: Cracow University of Economics

Organisation address: 27 Rakowicka Street, Cracow 31-510 Poland

HRS4R UEK: <https://hr.uek.krakow.pl/>

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	658
Of whom are international (i.e. foreign nationality)	17
Of whom are externally funded (i.e. for whom the organisation is host organisation)	3
Of whom are women	313
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor	206
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	296
Of whom are stage R1 = in most organisations corresponding with doctoral level	156
Total number of students (if relevant)	10 938
Total number of staff (including management, administrative, teaching and research staff)	1 398

RESEARCH FUNDING (figures for most recent fiscal year)	
Total annual organisational budget	€ 8 715 700
Annual organisational direct government funding (designated for research)	€ 40 869 270
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	€ 1 200 920
Annual funding from private, non-government sources, designated for research	€ 276 690
	€ 238 010

ORGANISATIONAL PROFILE

The Cracow University of Economics (CUE) is one of the leading Polish universities of economics. After organizational changes, it has three main organisational units engaged in scientific activity: College of Economics, Finance and Law, College of Economy and Public Administration, College of Management and Quality Sciences. The University's activities focus on two key areas. The first involves scientific research conducted as part of projects funded by National Science Centre, National Centre for Research and Development, Ministry of Science and Higher Education and under European Union Programmes. The second key area involves teaching activity at bachelor's, master's, doctoral and post-graduate studies.

2. Strengths and weaknesses of the current practice

Ethical and professional aspects:

Just as in 2019 survey of CUE employees and doctoral students, ethical and professional aspects are highly rated at CUE. The 2022 survey showed that as many as 87% of respondents rated compliance with the principle of freedom of scientific research as being above average (previously 86%). The initiatives envisaged in the 2020-2022 action plan regarding this principle were implemented. An elevated level of satisfaction was also indicated in respect of adherence to ethical principles (currently 74% of indications are above average versus 75% previously) and professional responsibility (77% above average versus 75% previously). Positive changes occurred with regard to the assessment of employees' professional approach to their duties. Only 15% of respondents now indicated low ratings (previously - 25%). Above average indications for this principle stood at 57% (previously – 41%).

Implementation of the principle of dissemination and utilisation of research results and their commercialisation was rated below average by 12.5% of respondents, indicating an improvement in the implementation of this principle relative to 2019. (decrease in low ratings from 25%).

The social involvement of employees also improved (an increase in indications above the average from 43% to 49%). In the area of implementation of the principle of non-discrimination, there was a decrease in indications above average from 79% to 70%, implying a deterioration in the perception of the implementation of this principle.

In general, the area of ethical and professional aspects is one of the University's strengths. Within its framework, the employee evaluation system is still a weak point, in which a decrease in responses of above the average was observed and an increase in responses assessing the implementation of this principle to an average degree.

Within the area of ethical and professional aspects, 19 initiatives were planned, of which 12 were implemented, 2 initiatives are underway and 5 will be implemented in the future.

The following initiatives have been partially implemented:

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.

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.

The following initiatives are still to be implemented:

A3. To post a collection of national provisions on ethical issues related to R&D on CUE's website.

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

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.

A18: To amend the R1-R4 researchers' appraisal system in line with the new requirements of the Act and the European Charter for Researchers.

A19: To give training on researcher evaluation and provision of feedback to researchers holding managerial positions.

Recruitment and selection:

In the survey, 59% of respondents rated CUE's recruitment standards as being above average (up from 54%), and 54% held this opinion regarding the implementation of the principle of openness and transparency in the recruitment procedure (previously – 52%). 42% of respondents rated the experience and representation of various specialisations and qualifications by recruitment committees at an above average level (previously – 39%). More indications of above average were noted with regard to the evaluation of the transparency of the recruitment process (an increase from 43% to 51% above average).

A rather not very high number of indications above the average (38%) was reported in respect of the implementation of the principle of merit-based assessment. The implementation of this principle should be considered a weakness in respect of the analysed area (down from 40% of indications above average).

26% of respondents rated the implementation of the principle of deviation from the chronological order of CVs in the recruitment process above average. There was also a high level of those with no opinion on how to view this area (as high as 58%). Adherence to this principle should also be seen in the context of the weaknesses of recruitment and selection.

Recognition of mobility experience was rated above average by 41% of respondents (up from 37%). The same percentage of respondents indicated that they had no opinion. Implementation of the principle of recognition of qualifications received 53% of indications above average (up from 45%). The principle of appreciation of seniority by recruiters was rated above average by 43% of respondents. (unchanged on the previous survey). On the other hand, the implementation of the principle of recruiting conditions for candidates with a doctoral degree was assessed at a level above average by 40% of respondents, which is indicative of a large decrease from the previous assessment at 55%.

In conclusion, the strengths of the recruitment and selection area include recruitment standards, openness and transparency of the recruitment procedure, and recognition of qualifications. In light of the survey, weaknesses include the evaluation of merit and the consideration of deviations from the chronological order of CVs in the recruitment process (accepting breaks in candidates' careers, viewing breaks as career evolution).

Within the framework of the recruitment and selection, four initiatives were planned, of which one (A23) was completed and three are in progress:

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.

A21: To publish an annual assessment of the recruitment process in accordance with OTM-R criteria (e-report published).

A22: To determine the values of the indicators describing the recruitment process.

Working conditions:

The percentage of responses indicating above average evaluation of the implementation of the principle of recognition of the profession increased relative to previous survey (from 42% to 48%). Similarly, there was an improvement (from 36% to 40%) in the score for the implementation of the principle of research environment, as well as for the principle of working conditions other than financial aspects (from 54% to 58%). A significant increase and an unusually high score was reported in respect of the implementation of the principle of stability and permanence of employment (from 67% to 86%).

The assessment of the implementation of the principle of financing and remuneration deteriorated (a decrease from 45% to 41% and an increase from 24% to 36%).

The implementation of the principle of gender equality was rated slightly lower than previously, but still the level remained acceptable. There was a drop in ratings of the implementation of this principle from 63% to 59% above average.

As before, respondents did not award high ratings to the implementation of the principle of career development, although an improvement in indications can be noted (an increase in above-average ratings from 33% to 37%, and a decrease in below-average ratings from 38% to 31%). With regard to the implementation of the principle of the value of researcher mobility, the situation is similar (an increase in ratings above average from 37% to 44%, and a decrease in ratings below average from 30% to 20%).

The survey also indicates that the University's weaknesses include access to career counselling (currently 17% of indications above average and 34% below average were recorded). The situation improved slightly, but the implementation of this principle continues to be one of CUE's weaknesses.

Implementation of the principle of intellectual property rights should be considered the University's strength (65% of indications above average, compared to 61% in the previous survey). The implementation of the principle of co-authorship is also perceived to have improved (with 56% of indications above average, compared to 41% in the previous survey).

The implementation of the principle of superiors' involvement in the development of young researchers (teaching) also improved (with 42% of indications above average now, compared to 37% in the previous survey).

The implementation of the principle regarding the complaints and appeal process was rated at almost the same level as before (34% of ratings above average).

The perception of the implementation of the principle of influence on decision-making bodies was not changed. Its implementation was assessed at a relatively high level with 55% of indications above the average.

In summary, the implementation of the following principles should be considered to be CUE's strengths in the area under analysis: working conditions other than financial aspects, stability and permanence of employment and intellectual property rights. On the other hand, weaknesses again involve the implementation of the following principles: funding and remuneration, career development, assessment of the superiors' commitment to the development of young researchers (teaching), complaints and appeals process.

Of the fourteen initiatives related to working conditions, twelve were implemented, one is being implemented (**A28**: To monitor the percentage share of women in committees and other CUE bodies in the OTM-R annual report) and one remains to be implemented (**A29**: To develop career development paths for each group of researchers (R1-R4))

Training and development:

With regard to training and development, the evaluation of the realization of the principle of relationship with the supervisor received 56% of indications above average (up from 51%). The implementation of this principle was judged below average by 16% of respondents. Slightly lower scores were ascertained in respect of the implementation of the principle of supervision of and responsibility for human resources management and support for the development of young staff. In this case, there were 48% of indications above the average (up from 41%) and 23% below the average. The implementation of the principle of continuing professional development was rated relatively high (63% of indications above the average, a result unchanged from the 2019 survey). Meanwhile, access to training was rated above average by 46% of respondents (up from 42%). Assessment of the implementation of the principle of scientific supervision received 47% of indications above average (up from 37%) and 19% of indications at the average level.

The above results indicate that the following principles constitute strengths in the analysed area: relationship with the research supervisor, continuing professional development. Implementation of the principle of access to training is a weakness.

Of the 5 initiatives planned in the analysed area, one was implemented (A38), another is underway (A41) and 3 remain to be implemented (A29, A39, A40) in the future.

Initiative under way:

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 consider researchers' degree/scientific title and work experience.

Initiatives still to be implemented:

A29: 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 to researchers) for each group of R1-R4 researchers.

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.

A40: To add classes on cooperation of young researchers with business and public sector institutions to the curriculum of the Doctoral School.

Changes in the short and medium term priorities

The short- and medium-term priorities adopted at the beginning were not changed. Assignment of some tasks to the units changed following a changeover in CUE's organizational structure in the wake of a reform of higher education in Poland and the related change in the Statute, Work Rules and Regulations and regulations regarding remuneration. The planned deadlines for implementation of individual tasks were also changed. This was related to the fact of the later-than-expected deadline for obtaining the HR Excellence in Research Award and the concentration of activities of individual CUE units on counteracting the effects of the COVID pandemic.

Circumstances changes in which organization operates with an impact on HR strategy

The implementation of the HR Excellence in Research strategy coincided with a period of major changes at the University, related, among others, to the adoption of the new CUE Statute on 23 November 2020 and of the new CUE Organizational Regulations on 21 January 2021. Both of the indicated documents followed changes in the law on higher education and science as a result of the entry into force of the law of 20 July 2018. "Constitution for Science." Another circumstance that strongly affected the implementation of all processes at the University involved restrictions occasioned by the Covid pandemic. A number of measures taken during this period were aimed primarily at sustaining the teaching process and the implementation of scientific research, moving other activities to the background and postponing the implementation dates of the initiatives adopted as part of the HRS4R Strategy.

Current strategic decisions that may affect the action plan

The main directions of the University's development, adopted as part of both the HRS4R Strategy and the CUE Strategy during CUE Senate meeting No. T.0022.57.2021 on 14 June 2021 were not changed. These goals are related to the laws introduced in July 2018 to reform higher education in Poland.

They result in the necessity to adapt legal solutions to national laws, among others, in terms of recruitment, evaluation and career path of CUE employees.

The main factor affecting the degree of implementation of HRS4R Strategy activities was the COVID pandemic.

3. Actions

Proposed ACTIONS	GAP principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
<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. 	1. Research freedom	1st and 2nd quarters of 2020	Unit for Support of Research Projects	<p>"Lawyer and creator on copyright law" – meeting held on 9 September 2020</p> <p>Events held: 9 March 2020 – "Creativity Academy - idea, potential, entrepreneur"; 22 January 2020 – „Innovation Demo Day"</p> <p>"Regulations on management of intellectual and industrial property and principles of commercialisation at the Cracow University of Economics" – uploaded to a publicly accessible site.</p>	Completed	<p>Lawyer and creator on copyright law" - meeting held on 9 September 2020 09.03.2020 "Creativity Academy - idea, potential, entrepreneur"</p> <p>22 January 2020 – „INNOVATION DEMO DAY https://biznes.uek.krakow.pl/rekrutacja-na-ostatnie-miejsca-w-ramach-projektu-akademia-kreatywnosci-pomysl-potencjal-przedsiębiorca/ during which we present inventions financed under the „Innovation Incubator 2.0 project https://biznes.uek.krakow.pl/demo-day-innowacji/</p> <p>The website: https://biznes.uek.krakow.pl/formularze/ contains: „ „Regulations on management of intellectual and industrial property and principles of commercialisation at Cracow University of Economics The file can also be accessed at https://uek.krakow.pl/informacje-prawne/akty-prawne</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>	2. Ethical principles	29 Oct 2022	Section for Development of Human Resources	Email sent	Completed	Mail sent out on 29 October 2021

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 researchers will have easy access to a collection of current national regulations governing ethical issues in the area of R&D.	2. Ethical principles	2nd quarter of 2020	Office of Brand and Communication	Website with information on nationwide regulations dedicated to ethical issues in R&D created. Information about a website containing nationwide regulations on ethical issues in R&D sent out once a year.	Extended	
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	26 Feb 2021 9 Dec 2021; 12 Jan 2022	Rector	Two meetings during which strategic objectives were presented, including R&D; information on strategic objectives sent out	Completed	Rector and Prorectors meeting with the academic community held on 26 February 2021; 9 December 2021; Mail with links to information on strategic objectives sent out on 12 January 2022
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	CUE Rector's Regulation adopted	Extended	
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 regarding CUE's internationalisation	5. Contractual and legal obligations	22 Dec 2021	Rector	Rector's new Regulation	Completed	The previous regulations were replaced with the Regulation of the Rector of the Cracow University of Economics No. R.0211.83.2021 of 22 December 2021 on the principles governing sending employees of the Cracow University of Economics abroad and the principles governing foreign business trips

<p>A7: To adjust of CUE Rector's Regulation 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 internationalization.</p>	5. Contractual and legal obligations	22 Dec 2021	Rector	Rector's new Regulation	Completed	The previous regulations were replaced with the Regulation of the Rector of the Cracow University of Economics No. R.0211.83.2021 of 22 December 2021 on the principles governing sending employees of the Cracow University of Economics abroad and the principles governing foreign business trips
<p>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)</p>	6. <i>Accountability</i>	18 Feb 2022	Unit for Support of Research Projects	Documents and graphic presentation of the procedure shared	Completed	Documents are available at: https://biznes.uek.krakow.pl/regulamin-rozliczenia-projektow/ https://biznes.uek.krakow.pl/formularze/

<p>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.</p>	<p>6. <i>Accountability</i></p>	<p>18 Feb 2022</p>	<p>Rector</p>	<p>Information in the Newsletter of the Unit for Knowledge Transfer and Projects</p>	<p>Completed</p>	<p>Information on Rector's Regulation No. R.0211.18.2021 of 12 March 2021 on the introduction of regulations governing the preparation, implementation and accounting for externally funded projects implemented at the Cracow University of Economics and about the Rector's Regulation No. R.0211.53.2021 of 19 August 2021 on the introduction of Regulations for the preparation, implementation and accounting for projects of a scientific nature and projects supporting scientific activity financed from external funds implemented at the Cracow University of Economics.</p>
<p>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>).</p>	<p>8. <i>Dissemination, exploitation of results</i></p>	<p>10 March 2022</p>	<p>Section for Development of Human Resources</p>	<p>Mail sent out</p>	<p>Completed</p>	<p>Mail advising where to find information on rules of use of Open Access sent out on 10 March 2022. The website is available at: https://bg.uek.krakow.pl/?q=pl/zbiory/otwarta-nauka/publikowanie-w-open-access</p>
<p>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.</p>	<p>8. <i>Dissemination, exploitation of results</i></p>	<p>20 June 2022</p>	<p>Unit for Organization of Research Activity</p>	<p>Mail sent out</p>	<p>Extended</p>	<p>Email advising about training offered to improve researchers' competence. Training courses will be conducted by CUE employees from October 2022.</p> <p>Training and online seminar offerings on a wide range of publishing issues available on CUE Library website at https://bg.uek.krakow.pl/?q=pl/szkolenia/wydarzenia</p>

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	Office of Brand and Communication	Subpage on CUE website with an annual plan of R&D activities created	Extended	An icon will be added to the UEK website rerouting to a subpage with the annual R&D action plan The annual action plan will be updated annually in January, after information on planned events is collected from CUE organizational units (Office of Brand and Communication mailing) Recommended subpage name; R&B action plan
A13: To create a database for social initiatives initiated and implemented by CUE researchers (to be disseminated by creating a subpage on the University’s website updated on a yearly basis).	<i>9. Public engagement</i>	1 Oct 2020	Responsible CUE: Project Coordinators	Responsible CUE – Project completed	Completed	List of implemented initiatives is available at: https://odpowiedzialny.uek.krakow.pl/
A14: To prepare new University Rules and Regulations.	<i>10. Non discrimination</i>	16 Sep 2019	Rector	Rector’s Regulation	Completed	Rector’s Regulation No. R-0201-41/2019 of 16 September 2019
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>	14 Jan 2022	Rector	Rector’s Regulation	Completed	The Rector's Ombudsman for Equal Treatment was appointed by CUE Rector’s Regulation No. R.0211.5.2022 of 14 January 2022 on the introduction of a procedure for counteracting discrimination at the Cracow University of Economics
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	Procedure for reporting cases of discrimination at work.	Completed	
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	Best practice incorporating the principle of non-discrimination in the composition of committees and other university bodies.	Extended	

<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>11. <i>Evaluation/ appraisal systems</i></p>	<p>2nd quarter of 2020</p>	<p>Human Resources Department</p>	<p>Amended system of researcher evaluation.</p>	<p>Extended</p>	
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<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>11. <i>Evaluation/ appraisal systems</i></p>	<p>3rd quarter of 2020</p>	<p>Human Resources Department</p>	<p>Training for employees holding managerial positions prior to periodic evaluation of researchers</p>	<p>Extended</p>	
<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 to be 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; 	<p>12. <i>Recruitment</i></p> <p>13. <i>Recruitment (Code)</i></p> <p>14. <i>Selection (Code)</i></p> <p>16. <i>Judging merit (Code)</i></p> <p>17. <i>Variations in the chronological order of CVs (Code)</i></p> <p>18. <i>Recognition of mobility experience (Code)</i></p>	<p>2nd quarter of 2021</p>	<p>Section for Development of Human Resources,</p> <p>HR Excellence in Research Implementation Team</p>	<p>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</p>	<p>Extended</p>	<p>A draft procedure was developed</p>

<p>6) requirements for Selection Committee members in terms of their qualifications, professional practice and experience in evaluating candidates;</p> <p>7) training on good practice in the 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>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>Section for Development of Human Resources, HR Excellence in Research Implementation Team</p>	<p>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</p>	<p>Extended</p>	<p>A draft procedure was developed</p>

<p>A22: To determine the values of the following indicators describing the recruitment process:</p> <ol style="list-style-type: none"> 1) number of men and women submitting applications and actually recruited, 2) percentage share of men and women relative to the total number of recruited persons, 3) percentage share of men and women relative to the total number of applicants, 4) number of applicants from outside CUE, 5) number of foreign applicants, 6) number of applicants from underrepresented groups (as identified by the Equality Ombudsman), 7) number of complaints about cumbersome recruitment procedures, 8) ratio of complaints to the number of applicants who were eventually not hired by CUE. 	<p>15. <i>Transparency (Code)</i></p>	<p>3th quarter of 2021</p>	<p>Section for Development of Human Resources, HR Excellence in Research Implementation Team</p>	<p>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</p>	<p>Extended</p>	<p>A draft procedure was developed</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>18. <i>Recognition of mobility experience (Code)</i></p>	<p>1st quarter of 2020 On a regular basis</p>	<p>International Relations Office</p>	<p>Emails received via employee mailboxes</p>	<p>Completed</p>	<p>Information campaign is conducted on an on-going basis, e.g., emails: 22 March 2022 21 March 2022 Recruitment for trip within the framework of the EDUCATION program, 21 March 2022, Erasmus+ KA107 programme, 11 January 2022, Lviv National University of Technology, under CUE's Unit for Knowledge Transfer and CUE Projects 7 December 2021, programme Erasmus+ KA131</p>

						, Erasmus+ KA131 program, 29 July 2021, Invitation to deliver a series of lectures (30 academic hours) at Vienna University of Economics and Business in March-June 2022 within the framework of the Ceepus programme, 15 May 2021, Recruitment for CEEPUS trips 6 May 2021, Recruitment for Erasmus+KA107 trips 13 April 2021, Strategic Partnerships - new Erasmus+ KA220-HED competitions 11 March 2021, Erasmus+ KA103 program
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.	22. <i>Recognition of the profession</i>	26 Nov 2020	Rector	Rector's Regulation	Completed	Rector's Order No. R-0201-78/2020 of 26 November 2020 on recognition of the profession and diplomas at the Cracow University of Economics amending Order No. R-0201-53/2019
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>	16 Sep 2019	Rector	Rector's Regulation	Completed	Rector's order No. R-0201-41/2019 of 16 September 2019
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. T26.1: Research infrastructure is used in keeping with the principles laid down in CUE's internal regulations. T26.2: The increase of indications in the field of research by 5% compared to the results of the first	Completed	Institutional Grants Section - Unit for Support of Research Projects. Development of rules for purchase financing Sorting out rules for the purchase of books and databases <i>Appendix to Rector's Regulation No. R.0211.1.2021 of 21 January 2021 Work Rules and Regulations of the Cracow University of Economics</i> Development Strategy of the Cracow

				employee survey (R1-R4).		<p>University of Economics 2021-2024</p> <p>Regulation of the Rector of the Cracow University of Economics No. R.0211.79.2021 of 14 December 2021 on the introduction of Regulations governing account use and rules of work with Office 365 online services at the Cracow University of Economics</p> <p>Regulation of the Rector of Cracow University of Economics</p> <p>No. R.0211.55.2021 Of 10 September 2021 defining the rules of use of the collections of the library and information system of the Cracow University of Economics</p> <p>Regulation of the Rector of Cracow University of Economics No. R.0211.39.2021 of 8 July 2021 governing organization of access to archival materials held by the Archives of the Cracow University of Economics</p> <p>REGULATION</p> <p>of the Rector of the Cracow University of Economics No. R.0211.11.2022 of 14 February 2022 governing introduction of a procedure for permissionless purchase of books financed from funds other than the budget of the Main Library</p>
A27: To develop new regulations regarding remuneration of CUE employees.	<i>26. Funding and salaries</i>	23 Dec 2020	Rector	Rector's Regulation	Completed	Rector's Regulation No. R-0201-85/2020 of 23 December 2020

A28: To monitor the percentage share of women in committees and other CUE bodies in the OTM-R annual report.	<i>27. Gender balance</i>	4th quarter of 2020	Section for Development of Human Resources HR Excellence in Research Implementation Team	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	Extended	A draft procedure was developed
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	Model career development solutions for each R1-R4 group of researchers.	Extended	A draft procedure was developed
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>	July 2022	Unit for Organization, Planning and Evaluation of Research Activity	Decision by prorector for research	Completed	An employee of the Unit for Organization of Research Activity was assigned duties in the area of career development of R1-R4 researchers.
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	Unit for Organization, Planning and Evaluation of Research Activity	Information made available	Completed	Regulations governing rewards for scientific activity with application form, information on how to apply for a young researcher scholarship, doctoral leave and paid leave for scientific purposes are available at https://nauka.uek.krakow.pl/

A32: To adjust teaching timetables of newly employed researchers to the dates of training events held by the Centre for Improvement of Academic Didactics.	30. <i>Access to career advice</i>	5 Jan 2022	Center for Quality of Education	No conflict between newly hired employees teaching activities and participation in training.	Completed	Since 2022 CUE's Center for Quality of Education has been conducting a programme called the School of the Basics of Academic Didactics at the Cracow University of Economics (Regulation of the Rector of the Cracow University of Economics No. R.0211.1.2022 of 5 January 2022 on the principles of organisation and conduct of the training programme at the School of the Basics of Academic Didactics at the Cracow University of Economics). The timetable of the School does not interfere with the teaching schedule.
A33: To post information on R1-R4 researchers' and graduates' successes on a new CUE website.	30. <i>Access to career advice</i>	2020-2022	Office of Brand and Communication	Information on employee successes posted on the CUE's new website	Completed	The task is being conducted on an ongoing basis. Information on successes is posted in the section Academic Life and Latest papers on the CUE homepage.
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.	30. <i>Access to career advice</i>	2021-2022	Language Center	Emails with offers of language training for employees	Completed	Offers are sent by mail to employees, e.g., emails of 24 January 2022, 28 October 2021, 18 October 2021, 23 February 2021
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.	30. <i>Access to career advice</i>	2021-2022	Center for Quality of Education	Information on opportunities to improve teaching competence can be found on the website of the Center for Quality of Education	Completed	On the website of the Center for Quality of Education (https://cjk.uek.krakow.pl) information on projects is available, e.g., HUB, Tutoring, e-Learning, other training
A36: To post a link to R1-R4 researchers' new publications on CUE's Main Library's webpage allowing in-depth search.	32. <i>Co-authorship</i>	22 April 2022	Director of Main Library	Information on the launch of a link in mail dated 22 Feb 2022.	Completed	A link has been posted in the footer of the Main Library website (https://kangur.uek.krakow.pl/?q=pl). Information on the link was distributed by email on 10 March 2022 and 22 April 2022.

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>	Meeting held yearly before teaching begins in Doctoral School	Head of Doctoral School's Program Board Head of Doctoral School	Meeting with supervisors and doctoral students during which the rules of cooperation, deadlines and requirements for the preparation and evaluation of the dissertation are presented.	Completed	
A38: To develop principles of cooperation between scientific supervisors and doctoral students.	<i>36. Relation with supervisors</i>	Jan 2022	Director of Doctoral School	Cooperation between supervisor and doctoral student was considered in the design of the curriculum conducted within the framework of the Doctoral School and the Doctoral Programme.	Completed	The activities were included in the curriculum implemented as part of the Doctoral School and the Doctoral Program.
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	Scientific seminar organized by the Doctoral School and the Alumni Corporation and Alumni Association, with the participation of entrepreneurs acting in Conventions of Representatives of the University's Socio-Economic Environment or Boards of Directors, combined with a presentation of the research objectives of prepared scientific projects.	Extended	
A40: To add classes on young scientists' cooperation with business and public sector institutions to the curriculum of the Doctoral School.	<i>37. Supervision and managerial duties</i>	4th quarter of 2021	Doctoral School	Curriculum of the Doctoral School supplemented with classes on cooperation of young researchers with business and public sector institutions	Extended	

<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 consider researchers' degree/scientific title and work experience.</p>	<p>40. <i>Supervision</i></p>	<p>1st quarter of 2021</p>	<p>Section for Development of Human Resources, HR Excellence in Research Implementation Team</p>	<p>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</p>	<p>Extended</p>	<p>A draft procedure were developed</p>
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The extended version of the reviewed HR Strategy for the next 3 years have been published on the website:

URL: <https://hr.uek.krakow.pl/en/home-3>

Comments on the implementation of the OTM-R principles

The Cracow University of Economics is preparing a comprehensive procedure for the hiring of R1-R4 academic staff, the implementation of which will be based on OTM-R principles. In addition, Rector's Regulation No. R.0211.31.2021 of 26 May 2021 defining the rules for hiring employees of the Cracow University of Economics after retirement has been drafted.

4. Implementation

General overview of the expected overall implementation process of the action plan:

The Cracow University of Economics was awarded the HR Excellence in Research logo in October 2020 based on a 2020-2022 action plan adopted as part of the Strategy for Research Staff (HRS4R). The strategy identified areas for action needed to fully align practices in place at CUE with the principles of the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers.

To comply with the HR Excellence in Research Strategy, 41 initiatives were adopted, of which 29 were implemented between 2020 and 2022, 7 are under way and 5 remain to be implemented in the next period. This means that about 70% of the planned activities adopted as part of the HRS4R Strategy were implemented in the two-year period.

The alignment of CUE's internal procedures with the principles of the Charter and the Code is a key step in achieving the University's strategic goals established as part of the CUE Strategy adopted for 2021-2024, and in particular it concerns the Academic Excellence and Modern Employer programmes. The purpose of these programmes is to ensure the best possible conditions for work and professional development of employees, as well as to attract scientists from abroad to conduct scientific research at CUE and conduct classes with students.

The process of implementing the assumptions of the HRS4R Strategy at the Cracow University of Economics took place just after systemic changes in the field of science and higher education in Poland, which were initiated as a result of the amendment of the law on higher education and science following the enactment of the so-called Constitution for Science on 20 July 2018. The reform, which aims to improve the quality of Polish science and higher education, involves, among others, the creation of the best possible working conditions for academics to fully realise their potential and advance their careers.

Monitoring of the effects of and progress in the implementation of the remedial and self-improvement measures set out in the HRS4R Strategy adopted by CUE and accepted by the European Commission constitutes a crucial element of the implementation at CUE of the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. To achieve the goal, a Strategy Implementation Team was established to analyse the measures adopted under the HRS4R Strategy and identify tasks for individual organizational units of CUE.

Additionally, a Section for Development of Human Resources was established tasked primarily with providing administrative support to the University authorities in implementing the HRS4R Strategy.

In 2020, a standardised profile of the University was created on the EURAXESS JOBS portal.

In the period from June to December 2020, an audit and SWOT analysis were conducted at the University, among others, for the HR area, which was related to the need to develop a new CUE strategy for 2021-2024.

To summarise the above, a balanced human resources policy supporting the University's research activities has become the foundation for building a modern and systemic approach to managing the University's employees' potential.

Currently, the University is engaged in creating a legal and organisational framework for the application of standards enabling the implementation of key HR processes that make up the employee life cycle at the University: recruitment, selection, professional adaptation, periodic evaluation, motivation and development, as well as a dignified departure of an employee from the University.

The aspects highlighted in the checklist

Preparation for the internal review

To analyse the progress of the implementation process of the assumptions of the HR Excellence in Research Strategy (HRS4R) at the Cracow University of Economics, a HR Excellence in Research Strategy Implementation Team was established, which, during its meetings, analysed the progress of the implementation of the actions envisaged within the HRS4R Strategy. Members of the HR Excellence in Research Strategy Implementation Team cooperated with CUE units substantively responsible for the preparation of individual remedial and self-improvement actions. A survey was conducted in the first half of June 2022. The survey questionnaire was addressed to all of the University's R1-R4 employees. The results of the survey allowed for an analysis of the University's strengths and weaknesses. The standardisation of the survey questionnaire allowed a comparison of the results obtained in 2022 with those of the 2022 survey. A summary analysis of the survey results allowed the University to confirm progress in the implementation of the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. It was found that around 30% of the actions planned at the stage of application for the HR Excellence in Research award need to be continued and implemented. This was addressed in the revised action plan in the four key areas of HRS4R. Partially implemented and not yet implemented activities were included in the revised action plan.

Involvement of the scientific community, main stakeholders in the implementation process

The following forms of involvement of the CUE research community (key stakeholders) used were:

- the establishment of a Steering Committee consisting of persons overseeing the functioning of various areas of CUE, and of the HR Excellence in Research Strategy Implementation Team consisting of employees at various stages of their academic career development (R1-R4),
- the work of interdisciplinary teams tasked with implementing individual initiatives, including the development of new procedures or legislation,
- information campaigns on the implementation of individual initiatives conducted by means of e-mails, a website dedicated to the HR Excellence in Research award, publication of articles on progress in the implementation of the HRS4R strategy in the University's internal magazine 'Kurier UEK',
- a survey conducted in June 2022 to assess the level of implementation of the principles adopted in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers; based on the results of the survey, the University's strengths and weaknesses were determined in four areas: ethical and professional aspects, recruitment and selection, working conditions, training and development.

Steering Committee and HR Excellence in Research Strategy Implementation Team

For the purposes of the implementation at CUE of the HR Excellence in Research Strategy, Rector's Regulation No. R.0211.21.2021 of 6 April 2021 established a Steering Committee consisting of.

- 1) Rector,
- 2) Prorectors,
- 3) Colleges Deans,
- 4) Director of Rector's Office,
- 5) Director of Office of Assets and Development,
- 6) Director of Office of Finances and Public Procurement,
- 7) Director of Office of Brand and Communication,
- 8) Director for IT.

and an HR Excellence in Research Strategy Implementation Team consisting of:

- 1) Coordinator for the Implementation Strategy of HR Excellence in Research – CUE Prof dr hab. Małgorzata Tyrańska,
- 2) Team Secretary – engr Maciej Walczak PhD,
- 3) Team members - staff with substantive responsibility for the implementation and monitoring of HRS4R:
 - prof. dr hab. Janina Filek,
 - CUE Prof dr hab. Marcin Jędrzejczyk,
 - CUE Prof dr hab. Mariusz Łapczyński,
 - CUE Prof dr hab. Urban Pauli,
 - Engr dr Dorota Jopek,
 - dr Alina Klonowska,
 - dr Grzegorz Łukasiewicz,
 - dr Piotr Markiewicz,
 - dr Grzegorz Wałęga,
 - dr Angelika Wodecka-Hyjek,
 - Zuzanna Kamykowska MSc.

The Steering Committee's responsibilities include overseeing the implementation schedule of the HRS4R Strategy and approving changes to the HRS4R Strategy implementation schedule and action plan.

The progress of the implementation of individual initiatives within the HRS4R Strategy was also discussed at meetings of the HR Strategy Implementation Team. Team meetings were held on:

- 10 May 2021,
- 14 June 2021,
- 18 October 2021,
- 26 January 2022,
- 23 February 2022,
- 4 May 2022,
- 18 May 2022

The implementation of the HRS4R Strategy in 2021 occurred as agreed between the Strategy Implementation Coordinator and the organisational units assigned to each initiative.

Alignment of organisational policies with the HRS4R

The Development Strategy of the Cracow University of Economics for 2021-2024 adopted by the CUE Senate envisions the achievement of strategic objectives, for the implementation of which it is necessary to undertake operational measures in line with the assumptions of CUE 2020 Strategy of HR Excellence in Research (HRS4R). The Development Strategy of the Cracow University of Economics was developed on the basis of new provisions of the Act of 20 July 2018 - Law on Higher Education and Science and assumptions of CUE's new Statute.

As part of this Strategy, among others, the following action programmes were adopted: scientific excellence and modern employer.

The scientific excellence programme envisages the following objectives:

- main objective: strengthening the University's scientific potential
- specific objectives: supporting the scientific careers of employees, improving the research competence of employees, developing international research cooperation, developing interdisciplinary research, computerising research and implementation activities, improving the level of research infrastructure, developing journals and publications at CUE.

The Modern Employer programme has the following:

- main objective: strengthening the position of the Cracow University of Economics as a fair employer caring for the well-being of its employees,
- specific objectives: modernisation of the employee remuneration and motivation systems, implementation of a professional development training system for all employee groups, increasing the effectiveness of the work of individual organisational units, increasing the efficiency of the University's operations through proper communication and attention to the regulatory sphere.

The programmes and objectives presented above are in line with the goals planned under the HRS4R Strategy approved in October 2020.

In each of CUE's strategic programmes, a significant role is envisaged for the adaptation of internal solutions, procedures, working conditions to the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

Ensure implementation of the proposed activities

A crucial element ensuring the implementation of the proposed measures involved the enactment of the Regulation of the Rector of the Cracow University of Economics No. R.0211.21.2021 of 6 April 2021 on the establishment of a Steering Committee and the HR Excellence in Research Strategy Implementation Team at the Cracow University of Economics. The Rector's Regulation emphasised that:

- 1) the implementation of the HR Excellence in Research Strategy (HRS4R) for researchers of the Cracow University of Economics is one of the priority actions aimed at creating a friendly environment for scientific work, raising the quality of this work and the research conducted within it, and ensuring transparent rules for the recruitment of researchers,
- 2) The European Charter for Researchers establishes general principles and requirements defining the roles, responsibilities and rights of researchers, as well as employers and/or grant givers,
- 3) The Code of Conduct for the Recruitment of Researchers includes general principles and requirements to which employers and/or grant givers should adhere when appointing or recruiting researchers.

The Steering Committee consists of persons holding the following key positions at CUE: Rector, Vice-Rectors, Deans and Directors responsible for the operation of the University's various task areas.

The Strategy Implementation Team involves persons who developed the strategy before the award of the HR Excellence in Research distinction, which ensures continuity of work on the project.

Progress monitoring (timeline)

The results of monitoring progress with implementing the various initiatives adopted as part of the HRS4R Strategy were analysed at subsequent meetings of the Strategy Implementation Team. Progress with the implementation of the HRS4R Strategy at the University was monitored through a survey of all R1-R4 researchers, i.e., research, research and teaching, teaching staff and doctoral students. The survey was based on a questionnaire used in 2019. It was conducted in June 2022, and 101 employees participated in the survey.

Organisational unit	Number of employees	Percentage share
Institute of Management	44	43.56436
Institute of Finance	11	10.89109
Institute of Quantitative Methods in Social Sciences	5	4.95050
Institute of Public Policy and Administration	6	5.94059
Institute of Economics	14	13.86139
Institute of Politology, Sociology and Philosophy	4	3.96040
Institute of Quality Sciences and Product Management	10	9.90099
Department of Spatial Development and Urban Studies	3	2.97030
Institute of Economics / Department of Microeconomics	1	0.99010
Department of Mathematics	1	0.99010
Department of Civil and Economic Law	1	0.99010
English Language Team	1	0.99010
Total	101	100

Progress measuring (indicators) in view of the next assessment

Implementation of the activities indicated in the revised action plan adopted for the next 3 years will be monitored based on the implementation schedule approved by the University's Authorities. The Section for Development of Human Resources will be responsible for monitoring the University's level of compliance with HR Excellence in Research standards. At least an annual cycle of reporting on the progress of HRS4R implementation has been assumed.

Preparation for the external review (expected)

The preparation for the external review will aim to continue adopting the existing model of progress monitoring and analysis of the effectiveness of implemented activities. The HR Excellence in Research Strategy Implementation Team will analyse the submitted reports prepared by units responsible for the various elements of the HRS4R Strategy. In the 2024/2025 academic year, a survey based on the survey questionnaire used to date will be conducted again. The indicators obtained will once again help assess the effectiveness of solutions implemented in the remedial and self-improvement action plan. In addition, all materials on the implementation of each of the planned activities specified in the HRS4R Strategy will be completed.

Members of the Steering Committee, the HR Excellence in Research Strategy Implementation Team, the units with substantive responsibility for the initiatives adopted as part of the HRS4R Strategy, and the CUE employee community (R1-R4) will be informed about the process of conducting the external review and the formal and practical aspects of this stage. An information campaign is planned to this end, as well as meetings with CUE R1-R4 employees.

Additional remarks/comments about the proposed implementation process

In the course of HRS4R implementation, 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”