



HR STRATEGY FOR THE RESEARCHERS
OF THE UNIVERSITY OF BIELSKO-BIALA

BIELSKO-BIAŁA, 2024

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1. Introduction – Purpose and Benefits of Implementing HRS4R Strategy

The preparation and implementation of the HR Strategy for researchers at the University of Bielsko-Biala is associated with the launch of the process of applying for the HR Excellence in Research Award. The European Commission grants this quality mark to institutions that implement the principles expressed in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. The basis for launching the application process is the possession of an HR Strategy for researchers (HRS4R) which, along with a Policy of Open, Transparent and Merit-based Recruitment (OTM-R), serves as a practical tool for implementing the principles of the Charter and the Code.

The human resources management strategy aimed at researchers aligns with the following assumption: “scientific research at the University of Bielsko-Biala is conducted at the highest level in cooperation with leading scientific units in the country and around the world using advanced and innovative methods that meet the needs of contemporary industry and society.”

The European Charter for Researchers is a document describing the rights and obligations of both researchers and their employing institutions, as well as organizations providing funding for scientific research. Meanwhile, the Code of Conduct for the Recruitment of Researchers sets out the principles that employers and research funding entities should follow in the process of hiring researchers. The main goals of implementing the principles of the Charter and the Code are:

- Creating an environment that provides researchers with stable and attractive working conditions.
- Enabling continuous skills improvement.
- Improving the quality of scientific research.
- Establishing fair and transparent recruitment principles.
- Enhancing the University's competitiveness as an employer in the European and global research space.

Solutions based on the principles of equal, fair and development-supporting procedures in line with the principles of the Charter and the Code concern four areas:

- Ethical and professional aspects.
- Recruitment and selection.
- Working conditions and social security.
- Training and development.

Benefits of implementing the HRS4R Strategy at the University of Bielsko-Biala include:

- Increasing the prestige and competitiveness of the University as an institution offering researchers working conditions based on the highest standards, including fairness, equal treatment and access to comprehensive support in conducting scientific research;
- Enhancing the attractiveness of employment at the University to attract outstanding scientists and specialists from various fields;
- Increasing employee satisfaction and potential by creating a more supportive and sustainable working environment;
- Increasing the chances of obtaining grants and access to funds at both national and EU levels;
- Facilitating the establishment of international research partnerships and participation in global scientific projects thanks to the recognition and visibility of the logo worldwide;

- Raising awareness and engagement among employees through continuous improvement of human resources management processes in line with best practices.

2. About the University

The University of Bielsko-Biala (UBB) plays a special role in the region as the only public academic institution that has been preparing high-quality staff to meet the needs of the regional and national economy for over fifty years. According to the Statute dated October 1, 2019, UBB “adheres to the principles of freedom of teaching, scientific research and artistic creativity (par. 4 sec. 1) and all activities are conducted with respect for ethical principles, good practices and international standards in the field of education and scientific activity, considering the particular importance of the social responsibility of science” (par. 4 sec. 3).

In line with its development strategy, UBB is a “leading scientific and educational center in the region that conducts innovative scientific research and development works, educates highly qualified staff for a knowledge-based society and economy and actively influences the development of the region and local community. The University, through continuous improvement of processes and organization, is a friendly and open place for work and development of the academic community.”

The University is also an open European and interdisciplinary institution guided by “respect for universal values and academic traditions, engaged in the development of a knowledge-based society through conducting scientific research and educating highly qualified personnel, contributing to the development of the economy and society.” Currently, UBB conducts scientific research in ten disciplines (across four fields of science), cooperates with local industry, business and public institutions and participates in the implementation of scientific projects and research and development.

UBB educates over four thousand students in thirty fields of study, offering access to modern infrastructure, professional software, as well as certified courses and training within five faculties:

- the Faculty of Mechanical Engineering and Computer Science,
- the Faculty of Management and Transport,
- the Faculty of Humanities and Social Sciences,
- the Faculty of Materials Engineering, Building and Environment,
- the Faculty of Health Sciences.

At UBB numerous scientific circles operate dynamically, in which students develop their passions and implement projects. Researchers work closely with key regional enterprises, cultural institutions, healthcare units and educational institutions.

The University employs over 500 people, including 230 in research and research-teaching positions.

3. Actions for the Preparation and Implementation of the Strategy

On 24 November 2023, His Magnificence the Rector of the University of Bielsko-Biala, Dr hab. Jacek Nowakowski (Professor at UBB) signed a Declaration of support for the principles of the European Charter for Researchers and the Code of Conduct for the recruitment of researchers, which was sent to the European Commission. The text of the Declaration is available on the website dedicated to the HRS4R Strategy for UBB, namely <https://ubb.edu.pl/uczelnia/strategia-HRS4R>.

On 28 November, the University of Bielsko-Biala received official acceptance of the declaration submitted by the European Commission, which officially begins the process of applying for the right to use the “HRE in R” logo. The adoption of the HRS4R Strategy in UBB as the overarching document regulating the process of human resources management in the field of science means the involvement in its implementation in an active and/or passive manner of the entire University Community, including all management boards, both at the central level and at the level of individual departments (and lower-level organizational units).

On December 11, 2023, His Magnificence the Rector of UBB issued Regulation No. 1801/2023/2024 on the establishment of a Commission to develop a strategy for the implementation of the European Charter for Researchers and the Code of Conduct for the recruitment of researchers (Rectoral Commission). The Commission’s chairmanship was entrusted to the Vice-Rector for Science and External Cooperation. The following tasks for the Commission were defined by the Management Board:

- analysis of internal legal regulations, procedures and practices used in the University, indicating the extent to which the University implements the provisions of the European Charter for Researchers and the Code of Conduct for the recruitment of researchers;
- preparation of organizational, legal and informational documentation as a result of internal analysis, aimed at identifying areas requiring specific actions in the context of adapting internal regulations to the requirements of the Charter and the Code;
- development of a strategy for the implementation of the European Charter for Researchers and the Code of Conduct for the recruitment of researchers at the University of Bielsko-Biala, including:
 - the results and conclusions of the internal analysis in the context of the implementation of the Charter and the Code,
 - a plan containing a description of the actions that will be taken to implement the Charter and Code at the University and a description of existing actions that will be improved to ensure compliance of the documentation with the provisions of the Charter and the Code,
 - the method of monitoring the implementation of the Charter and the Code and ensuring the quality of procedures undertaken as part of the developed strategy.

In order to efficiently and effectively plan and implement the activities necessary to prepare the Strategy, the UBB Rector’s Order No. 1801/2023/2024 established a Commission for developing a strategy for the implementation of the European Charter for Researchers and the Code of Conduct for the recruitment of researchers (Rectoral Commission). The Commission’s chairmanship was entrusted to the Vice-Rector for Science and External Cooperation. Determining the composition of the Commission was the result of consultations and analysis of the demand for competences within the University’s Management Team. As a result, the Commission has 15 representatives from all R1-R4 groups and administrative units involved in staffing processes for researchers. Competences that have been identified as crucial for the effective operation of the Commission include: experience and knowledge in the field of human resources management, scientific project management, ethics, organization of scientific research, law and statistical analysis. At the first meeting of the Commission, a three-member Steering Committee (Vice-Rector for Learning External Cooperation, Director of the Doctoral School and Head of the Personnel Department) and the relevant Working Group of 12 people holding positions and/or performing functions related to human resources processes. Namely, they are: the Rector’s Plenipotentiary for Equal Treatment, President of the University Commission for Quality of Education, Head of the Science and External Cooperation Department, Chairman of the Councils of Scientific Disciplines, specialist in administrative matters of the HR Department, heads of Departments and Institutes, the Legal Advisory Team. Further steps and the division of tasks to be performed were determined at the meetings of the Rector’s Committee. At the meeting

on 9 January 2024, a three-member team was appointed responsible for the development of the research tool (survey questionnaire). The questionnaire was prepared during the team meetings, which took place both stationary and online via the Microsoft Teams platform. The draft questionnaire was discussed and approved at subsequent meetings of the Rector's Committee. The analysis of internal and external law acts was divided into four groups, in accordance with the principles of the Code and the Charter: ethical and professional aspects, recruitment and selection, working and social security conditions, training and development. The working group was divided into four teams of three - each to analyse one of the areas in accordance with the competences of the people assigned to them. To facilitate the analysis, a local database of legal acts was created on the Microsoft Teams platform and the result of the analysis was consulted with the Legal Advisory Team. The results of the survey and the analysis of legal acts were presented at the meetings of the Rectoral Commission, discussed and approved by the Commission.

The Rectoral Commission was the main team responsible for performing all tasks necessary to develop the HRS4R Strategy for UBB in the Initial Phase. During the Implementation Phase, its task is to implement the Action Plan; supervision of the implementation process of the Strategy was entrusted to the UBB Senate as the Monitoring Committee, represented by the Senate Monitoring Committee in cooperation with the Steering Committee. The Steering Committee prepares action reports for the Senate Monitoring Committee, which in turn presents a summary report to the UBB Senate for opinion. Any threats to the implementation of the set list of tasks or deadlines for their implementation are reported to the Steering Committee, which, in consultation with the Senate Commission, implements preventive and corrective actions.

The main tasks of the Monitoring Committee are:

1. Ensuring efficient and effective implementation of the HRS4R Strategy for UBB.
2. Continuous cooperation with the Steering Committee.
3. Systematic assessment of the effects of the implementation of the principles of the European Charter for Researchers and the Code of Conduct for the recruitment of researchers.
4. Analysis of the effects of the implementation of subsequent stages of the HRS4R Strategy.
5. Providing information on the level of progress in the implementation of the activities provided for in the HRS4R Strategy at UBB to internal and external stakeholders through the systematic publication of reports on the subpage of the university devoted to the Strategy.
6. Comprehensive evaluation of the implementation of the HRS4R Strategy after the completion of the Implementation Phase and formulating guidelines in consultation with the Rector's Commission to continue activities for further improvement and strengthening of the principles of the Cards and the Code which have already been implemented.

4. Assessment of the Degree of Implementation of the Charter and the Code Principles

Developing an effective Action Plan required diagnosing the degree of implementation of the Charter and the Code principles, in order to assess which assumptions have already been implemented at the University and what actions need to be taken for the full implementation of all principles. Therefore, a survey was conducted, allowing all scientists employed at the University to be included in the diagnostic process, giving them the opportunity to express their opinions on the state of implementation of the Charter and Code principles at UBB. Additionally,

an analysis of internal and external legal acts was conducted to identify any potential legislative barriers in the implementation process of the mentioned principles.

4.1. Survey Research

The purpose of the survey was to identify areas requiring improvement for the University of Bielsko-Biala to meet the requirements necessary to apply for the right to use the HR Excellence in Research Logo.

The survey was conducted using the Self-Administered Questionnaire technique, where respondents independently fill out the questionnaire. The questionnaire used in the study was in paper form.

The questionnaire consisted of the following parts:

- Demographic section (questions about age, gender, academic status and degree/title);
- A section with 51 single-choice questions developed based on the content of the European Charter for Researchers (ECR) and the Code of Conduct for the Recruitment of Researchers;
- A section where respondents could make additional comments.

Respondents could answer the questions based on the European Charter for Researchers (ECR) and the Code of Conduct for the Recruitment of Researchers using the following options:

- Strongly agree with the statement,
- Agree somewhat with the statement,
- Hard to say,
- Disagree somewhat with the statement,
- Strongly disagree with the statement.

The survey included a cover letter informing recipients of the purpose of the study and its anonymity. The population surveyed consisted of researchers employed at UBB and doctoral students of the University.

The survey was conducted from April 1 to April 30, 2024 and involved 196 UBB research staff members, which represents approximately 86% of all UBB employees in research or research and teaching positions. Additionally, 18 out of 19 UBB doctoral students participated in the survey.

On the question of gender, 40.82% of the surveyed UBB employees indicated "female," 53.06% indicated "male," 4.59% chose "do not wish to disclose gender," and 1.53% did not give any gender response. The gender structure of the surveyed UBB staff is thus similar to the gender structure of all researchers employed at UBB. Among the surveyed doctoral students, 9 indicated "male," and 9 indicated "female."

Regarding academic degree/title, 11.73% of the surveyed UBB researchers responded "bachelor/engineer/master/master engineer," 50.00% indicated "doctor/PhD/doctor engineer," 25.57% "habilitated doctor," 8.16% "professor," and 1.53% did not respond. The surveyed population of UBB staff does not differ in terms of academic titles from all researchers employed at UBB.

The survey results indicated full implementation of all eleven principles in the area of Ethical and Professional Aspects; within this group, the principle of employee evaluation systems receiving the fewest positive responses (75.23%), barely exceeding the required threshold of 75%.

In the area of Recruitment and Selection, three out of ten principles were considered fully implemented by the respondents: recruitment (in accordance with the Code), work experience and recognition of mobility experience. According to the survey results, the two principles with the lowest degree of implementation were: recognition of informal (undocumented) qualifications and transparency in providing all candidates with feedback on the

strengths and weaknesses of their applications. The remaining six principles in the Recruitment and Selection area were considered significantly implemented by the respondents.

Among the 14 principles related to working conditions, survey participants deemed 10 of them fully implemented. The principles that respondents felt were not fully implemented at UBB include access to careers advice, career development, complaints/appeals and teaching, with careers advice being rated the lowest. Employees pointed out the lack of support principles for personal and professional development at all stages of career development. The survey results also indicated full implementation of all five principles in the area of Training and Development, with the principle regarding the selection of scientific supervisors to ensure effective support for young researchers receiving the fewest positive responses.

The survey concluded with three aspects related to: open science, the degree of research sustainability and the evaluation of researchers. The results showed full implementation of the principles of open science and recognition of the quality of research conducted at UBB, such as awards for high-scoring publications. Research sustainability received the fewest positive responses, indicating that efforts should be intensified to better align research with the principles of the Green Deal policy. Detailed survey results are presented in **Appendix 1** to the Strategy.

4.2. Analysis of Legal Acts

This part of the diagnosis included both external legal acts and internal regulations applicable at UBB. Each of the forty principles was assigned appropriate regulations and analyzed to identify any potential barriers to the full implementation of the given rule. The results of the analysis did not reveal any significant obstacles to the introduction of the Charter and Code principles at UBB. However, the study allowed for the development of recommendations for improving internal regulations and procedures, including recruitment processes for scientists, support for employee development and training on applicable regulations. A full description of the results of the analysis can be found in **Appendix 2** of the Strategy.

5. Gap Analysis

The gaps in the implementation of the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers were identified based on the previously mentioned activities, namely the analysis of legal acts and the results of the survey research. Below are the strengths and weaknesses in the implementation of the principles of the Charter and Code in four main areas.

Ethical and Professional Aspects

Existing internal and external legal regulations do not prevent the full implementation of the principles related to ethical and professional aspects. The results of the survey indicated full implementation of all eleven principles concerning this area, with the least positive responses obtained for the following principle: employee evaluation/evaluation systems, the result for which 75.23% barely exceeded the required threshold of 75%. According to the Statute of the University of Bielsko-Biala of 01 October 2019, "(...) it is guided by the principles of freedom of teaching, research and artistic creation (paragraph 4, point 1) and all activities are carried out with respect for ethical principles, good practices and international standards in education and research, taking into

account the particular importance of the social responsibility of science” (paragraph 4, point 3). UBB strives to shape value-based attitudes the most important of these are mutual respect, tolerance, social commitment, honesty and justice and also promotes good manners in science (Strategy of development for 2021-2025, Senate resolution of 21 May 2021).

The University has developed and is implementing a Gender Equality Plan for 2023-2024, which aims to support activities for building an academic community based on values, creating a safe workplace and an area of development of high-quality scientific research, transfer of knowledge and inspiration. Activities will continue in the Gender Equality Plan for 2025-2029. UBB has also developed and implemented the Code of Ethics of Employees (Rector's Order No. 1505/2020/2021 of March 23, 2021), in which the University Community declares: “protect universal ethical values respecting dignity and other people” and “oppose any pathological conditions in academic and social life. Ethical values are also of great importance in didactics, as emphasized in the University Book of Quality of Education, in particular in PU 11 - *Procedure for the prevention of pathological phenomena associated with the educational process* (Rector's Order No. 1506/2020/2021 of 26 March 2021 on the Book of Procedures of the System for the Provision of Quality of Education). In 2020, a Commission on the Ethics of Scientific Research was also established (Resolution No. 1455/2020/2021 of 20 October 2020). The task of that Commission is to give opinions on research projects in terms of their compliance with the principles of ethics in respect of the rights of protection of personal rights of research project participants (researchers and respondents). In 2020, the first Ombudsman for Academic Rights and Values was also appointed (Resolution No. 1498/12/VI/2019 of 17 December 2019), whose task is, among others to ensure compliance with the principles of academic freedom and high ethical standards in scientific and didactic work. The organizational structure of the University includes the Science and External Cooperation Department, within which the Project Office operates so as to support employees in the process of obtaining external funds and the implementation of research and teaching projects; employees also have the opportunity to obtain financial support for research under internal grants. The role of the Department is also to inform employees of possibilities to obtain financial support for the implementation of projects (e.g. information on competitions announced as part of EU Funds, the Polish Ministry of Science and Higher Education, NCN or NCBiR). As part of the survey, employees were additionally asked about the use of open science methods (e.g. providing open access to scientific publications or research data) and engaging in open peer review of scientific achievements – this aspect was also considered fully implemented by survey respondents. Research conducted at the University is disseminated through the annual organization of Open Days, the Beskid Science and Art Festival, as well as cyclical conferences of international scope (e.g. *The Engineer of the 21st Century* conferences). The socio-economic environment actively participates in shaping UBB's research directions and didactic offering, thanks to bilateral cooperation agreements with enterprises, business environment institutions, schools, etc. The University has also implemented regulations for the management of intellectual property rights and the commercialization of the results of scientific research and development work (Resolution No. 1600/03/VII/2021 of the Senate of 23 March 2021) and regulations for the management of research infrastructure (Resolution No. 1057/03/V/2015 of the Senate of 24 March 2015); however, in order to organize issues related to open science at UBB, it was proposed to develop an Open Science Policy that will organize all issues relating to that topic.

The principle concerning employee evaluation and evaluation systems received the lowest number of positive indications in this group. Although the methodology adopted shows that its fully implemented should be able to be assumed, it was considered reasonable to propose solutions that would increase the efficiency of the evaluation process. These proposals also result from problems that have arisen in the process of the recently completed employee assessment. Employee evaluation is carried out in the system of scoring obtained by employees for

organizational, didactic and research activities. Therefore, it is reasonable to create an electronic register that will allow the unification of the scoring system within all of UBB's organizational units and provide employees with access to up-to-date information on the number of points obtained. In the area of ethical and professional aspects, it was also proposed to increase the effectiveness of informational activities targeting employees, as well as putting emphasis on training in the field of ethical issues, counteracting discrimination and mobbing. It is reasonable to introduce mandatory training in this field (especially in the case of some positions within the organisation), due to the fact that the voluntary training proposed thus far has met with little interest among employees.

Recruitment and Selection

Three of the ten principles relating to recruitment and selection were considered by the survey participants to be fully implemented. These were: recruitment (according to the Code), seniority and recognition of experience in the field of mobility. The recruitment process at UBB is in accordance with the provisions of external and internal law, in particular the principles of the Polish Labour Code, the Law on Higher Education and Science and the UBB Statute and Regulations. In particular, the UBB Statute contains the principles of establishing an employment relationship, competition proceedings and qualification requirements for people employed in individual positions, some of the entries are also included in the Labor Regulations. The competition procedure is conducted by a commission appointed by the Rector. Announcements of open competitions for positions of employees in UBB and the results of the competition proceedings are published on the main website of the University, as well as on BIP (<https://ath.bip.gov.pl/konkursy-na-stanowiska-nauczycieli-akademickich/>) and on the EURAXESS job portal, as well as in the database of announcements on the website of the Ministry of Science and Higher Education (<http://www.bazaogloszen.nauka.gov.pl/>) – in Polish and English. The University Portal allows candidates to apply electronically. The recruitment tools used encourage external candidates to apply. The university also has provisions in the Statute enabling employment as a visiting professor. The recruitment tools used make it easier to apply to candidates from abroad. The university also employs people who have obtained degrees abroad (both Poles and foreigners). The University conducts activities to increase the competitiveness of its job offers through a system of wage motivation (e.g. awards for highly-rated publications, as well as allowances for tasks and functions) and non-wage allowances (adjusting the amount of the teaching load and the schedule to suit the needs of the scientist, task-based working time, the possibility of remote work). The EURAXESS portal has a template containing mandatory elements and all announcements published by the University on this portal are adapted to it. There is also an internal template for the announcement of competitions. Announcements contain information on working conditions, candidate requirements and a list of documents which must be submitted during the competition procedure; candidates have the opportunity to submit the required documents electronically. Applicants are only required to provide the documents necessary to decide on the best candidate. Completing the application is possible during the interview. Candidates can submit documents in person, in paper form and also send them electronically. Paragraph 132, point 2 of the Statute specifies that the commission shall evaluate the applications submitted, including the fulfilment of the requirements set out in the Act and the Statute. In this opinion, the members of the committee are guided by the principles of ethics, impartiality and professional objectivity. In accordance with the provisions of the Statute, each candidate has the right to read the assessment of his or her candidacy and its justification prepared by the committee. In the remaining scope, information about the competition and its results shall be made available in accordance with the provisions of the Act on access to public information. Pursuant

to the provisions of the Statute, participants in competitions are entitled to appeal in the event of a justified suspicion of violation of the law or University regulations during the competition proceedings.

The results of the survey indicated two principles with the lowest level of implementation, namely: recognition of informal (undocumented) qualifications and transparency in providing feedback to all candidates about the strengths and weaknesses of their applications. The remaining six principles were considered to have been implemented to a significant extent. The shortcomings indicated in the recruitment and selection processes will be eliminated by the introduction of the OTM-R Policy, which will, which will clarify the rules for conducting recruitment processes at UBB and will be published in Polish and English on the website dedicated to the HRS4R Strategy. The development of a detailed guide, containing the characteristics of the positions and the procedure for hiring and its publication in Polish and English in a location accessible to potential candidates, will increase the transparency of recruitment processes conducted at UBB. There is also a lack of rules for evening the disproportionate representation of underrepresented groups (women or men, depending on the discipline) – it is thus necessary to develop them. The introduction of the obligation to analyse the protocols of the competition committees in terms of matching candidates to the competition requirements will enable improvements in the recruitment processes. To facilitate and expand the access of potential candidates to the recruitment process, including candidates from abroad, electronic versions of the forms will be prepared for download by candidates and rules will be introduced to determine the participation of the candidate in the interview in a stationary and/or remote manner. It is also necessary to clarify the rules for appointing the composition of the selection committees and taking into account – where possible – the gender balance of the committees. There is also a lack of detailed guidelines for applying the principles of assessment of professional achievements, allowing to choose the best candidate and the rules for conducting interviews and providing feedback to their participants. All these imperfections of the recruitment process will be refined in the OTM-R Policy and a procedure for monitoring compliance with its rules will be implemented.

Working Conditions

Among the 14 rules on working conditions, the participants of the survey considered 10 of them to be fully implemented. UBB ensures stable employment conditions for all employees and remuneration and social security benefits comply with applicable regulations. Respondents confirmed that the working conditions offered by the university allow the reconciliation of professional and personal life. As already mentioned in the section on ethical and professional aspects, the Gender Equality Plan for 2023-2024 has been developed and is being implemented at the University, the Code of Ethics of Employees was developed and implemented and the Ombudsman for Academic Rights and Values was appointed. The University also appointed the Rector's Plenipotentiary for equal treatment, the Plenipotentiary for persons with disabilities and developed and implemented the principles of the Internal Anti-Discrimination Policy. The internal bodies carrying out activities for equality and counteracting discrimination are also the Anti-Discrimination Commission, as well as the disciplinary committees for academic teachers, students and doctoral students and the Disciplinary Ombudsmen for academic teachers, students and doctoral students. Regulations on working conditions are also included in the Regulations of work (Rector's Order No. 1676/2021/2022 of July 5, 2022) and the regulations governing remuneration (Rector's Order No. 1802/2023/2024 of 12 December 2023). Labour regulations stipulate in particular that UBB "ensures equal treatment of employees in the scope of establishing and terminating an employment relationship, employment conditions and promotion and access to training to improve professional qualifications, in particular regardless of gender, age, disability, race, religion, nationality, political beliefs, trade union membership, ethnic origin, religion, sexual orientation and also on account of fixed-term or indefinite employment or full-time or part-time

work". Employees have the opportunity to flexibly adapt the work schedule to research, teaching and organizational obligations, all social security benefits are provided in accordance with applicable and national regulations. The university also continuously strives to improve material working conditions - teaching base and research infrastructure. An additional question regarding the request for an opinion on the degree of implementation of the principle of evaluation of scientists showed the full implementation of this aspect. At UBB, the quality of research is appreciated (e.g. awards for publications in highly-rated publications and implementation of international research projects).

The four principles were considered not to be fully implemented by respondents: access to career guidance, career development, complaints/appeals and teaching, with the lowest assessment of issues related to career guidance. The employees pointed to the lack of principles of support for personal and professional development at all stages of career development. Internal regulations do not provide for the obligation to conduct interviews with employees in the field of career development. The results of the interim evaluation are insufficiently used to shape personnel policy in UBB, so it is envisaged to introduce an obligation to conduct direct talks between superiors and employees, aimed at summarizing the result of the assessment and determining the path of further employee development and possible forms of support. There is no transparent information on the possibility of obtaining support for personal and professional development; although UBB offers its employees various forms of support, information is dispersed in various documents and places, it should therefore be consolidated and employees should be given possible development paths. Respondents also pointed to the need to increase the offer related to the appropriate and continuous improvement of employees' competences in the field of teaching and appropriate remuneration of didactic work and these are very important elements of improving the quality of education. It was also pointed out that there is no access to career counselling. Although employees have the opportunity to shape their own development path (change of position, scientific discipline, gaining new competences, e.g. as part of co-financed courses or postgraduate studies), there is a lack of greater involvement of superiors in the process of supporting this development and indicating possible paths in connection with the directions of development of the University. There is no analysis of competence gaps, which translates into a lack of information on current and future demand for competences and qualifications (it is planned to introduce such analyses within the competence of the Centre for Didactic Excellence). Respondents also indicated insufficient implementation of the complaint and appeal rule. UBB has procedures which specify how to report complaints about irregularities concerning various aspects of the functioning of the University, but familiarizing oneself with them requires the employee to know the contents of many documents. Therefore, it is planned to prepare simple instructions for dealing with irregularities, especially in the field of counteracting all types of violence, such as discrimination, in the case of irregularities, mobbing or other forms of unequal treatment and placing these instructions in places easily accessible to employees.

Training and Development

Existing internal and external legal regulations do not prevent the full implementation of the principles related to the aspects of training and development. The survey results indicated the full implementation of all five principles relating to this issue, with the least positive responses being given to the principle of selecting scientific supervisors to provide effective support to young scientists (R1). UBB enables all employees to improve their qualifications, thus supporting their continuous professional development. Both participants of the doctoral school and all research and teaching staff have the opportunity to develop their competences by, for example, participating in national and foreign scientific conferences, workshops, courses, trips to foreign scientific centres (e.g. scholarships, internships) under the ERASMUS+ program, grants from the National Agency for Academic

Exchange (NAWA) and applying for funding of original projects as part of competitions offered by the National Science Centre and the National Centre for Research and Development. Support in the development of all aspects related to the preparation of projects is offered by the Office of Projects of the Science and External Cooperation Department. Researchers receive financial and substantive support for research within the UBB Scientific Disciplines Councils. UBB also has a system of internal grants, which can be used, for example, by employees who are not members of any Scientific Discipline Council, such as teaching staff, for example, who conduct scientific research and plan to publish the results of these studies and, for example, change their position on research and teaching. UBB runs the Interdisciplinary Doctoral School (ISD). The ISD Regulations define the rules for the allocation of scientific tutors and their obligations, including the support of a doctoral student in the preparation of an individual research plan and a detailed program for each year of education, establishing the course of doctoral education and self-education in the substantive and control of its course, providing assistance to the doctoral student in obtaining the funds necessary to prepare the doctoral dissertation (NCN grants, other sources), or supervising the implementation of an individual research plan and publishing the results.

The principle of supervision and scientific care is an aspect that requires attention from the organization. In this case, the share of positive responses (75.23%) only barely exceeded the required threshold for full implementation (75%). The introduction of the OTM-R policy will clarify aspects related to the procedure for selecting scientific supervisors to provide effective support to young scientists. While for the participants of the doctoral school the rules for the allocation of scientific tutors are set out in the ISD Regulations (as mentioned above), for young scientists at the initial stage of career development there are no such solutions. It is true that the head of a given organizational unit supervises all employees employed in the unit, but the onboarding of young employees to work takes place in an informal way. It is therefore necessary to clearly define the rules for the care of young workers, the allocation of scientific and/or teaching staff and to take due account of the responsibilities involved in this regard in the staff evaluation.

The detailed Gap Analysis is attached as **Appendix 3** to the Strategy.

6. OTM-R Checklist

The University of Bielsko-Biala plans to develop and implement the OTM-R Policy as a pillar of the European Charter for Researchers and the Code of Conduct for the recruitment of researchers. It will be the result of unifying, clarifying and supplementing the existing UBB rules for the recruitment of researchers. Current internal regulations on the recruitment of researchers are in line with national Polish regulations (e.g. the Act - Law on higher education and science, the Labour Code, etc.). The basic internal document regulating the procedures in the recruitment process is the UBB Statute, which in Chapter 1 on academic teachers defines all the most important rules covering, among other things, the types of positions and candidate requirements for work in certain positions, the competition and the conditions for its announcement, the rules for announcing the competition and posting information about the competition, appointing a competition committee, competition proceedings and the settlement of competitions. The OTM-R Policy introduced by the Rector of UBB by Q4 of 2025 (Action Plan A12) will be published on the HRS4R Strategy website; links and information referring all interested parties to the Policy will be placed on the main website of the University.

Although the University has recruitment rules for all employees, including in particular the rules applicable to researchers, which are regulated in the University's internal legal, they are not always sufficiently precise and comprehensive – and this may cause discrepancies in interpretation within different organisational units

(e.g. Faculties). Gathering, supplementing and unifying all the rules under one OTM-R Policy will improve the recruitment process and ensure its functioning in accordance with the Charter and the Code.

The OTM-R checklist prepared for the purposes of developing the HRS4R Strategy allowed identification of elements of the recruitment process that require unification and supplementation. They include, among others, the following:

- the need to develop a detailed guide (regulations), containing the characteristics of the positions and the procedure of employment and its publication in Polish and English at a location available to potential candidates;
- conducting OTM-R training for relevant employee groups following the preparation and implementation of the Policy;
- introduction of a quality control procedure for OTM-R policy (in the framework of the HRS4R Monitoring Committee);
- keeping statistics on the number of external applicants in relation to the total number of applicants and monitoring data on foreign candidates;
- posting a link to the OTM-R policy in all recruitment announcements;
- development of rules for equalizing disparities between groups underrepresented within individual scientific disciplines and positions;
- introduction of the obligation to analyse the protocols of the competition committees in terms of matching candidates to the competition requirements;
- development of electronic versions of forms which can be downloaded by candidates;
- defining the rules for participation of the candidate in the interview onsite and/or remotely;
- clarification of the rules for the appointment of competition committees, including in particular the guidelines for gender equality;
- developing rules for conducting interviews and providing feedback to participants;
- implementation of an appeals procedure and a procedure for monitoring compliance with the OTM-R policy.

The above actions will be included in the OTM-R Policy, are also part of the Action Plan and are included in the HRS4R UBB Strategy adopted by the UBB Senate.

The principles of recruitment of researchers, promotion, remuneration and organisation of work are consistent with the principles of equal treatment and are free from any discrimination. Surveys have shown that most of the principles concerning ethical and professional aspects have been fully implemented. The University implements the diversity management process by improving internal procedures, developing and implementing the Gender Equality Plan, appointing the Ombudsman and Academic Values, the Plenipotentiary for Equal Treatment and Implementation of the Internal Anti-discrimination Policy and the Code of Ethics. A uniform, easily accessible and transparent OTM-R Policy will increase the attractiveness of the University as an employer – including among foreign candidates – and will cover all categories of researchers R1-R4.

OTM-R Checklist is attached as **Appendix 4** to the Strategy.

7. Action Plan and Timetable

The development of the Action Plan for the implementation of the principles of the European Charter for Researchers and the Code of Conduct for the recruitment of researchers at the University of Bielsko-Biala was

preceded by a comprehensive diagnosis of the current state of the human resources management process in the field of science. A detailed analysis of internal and external legal acts was conducted and a survey was carried out to collect the opinions of researchers from groups R1-R4 on the state of implementation of the Charter and Code principles in UBB. Representatives of all groups of scientists (R1-R4) took part in the preparation of the Action Plan, both in an active way (as members of the Rector's Committee) and in a passive way (as survey respondents). The Action Plan was developed and adopted unanimously by the Rectoral Commission for development of a strategy for the implementation of the European Charter for Researchers and the Code of Conduct for the recruitment of researchers at the University of Bielsko-Biala at its meeting on 03 July 2024.

The main components of the University Bielsko-Biala's HRS4R Strategy are: the OTM-R Checklist, the Gap Analysis and the Action Plan. The strategy also contains a description of the process of preparing the Strategy and the principles of supervision over its implementation. In total, the Plan contains 24 activities relevant to the full implementation of the European Charter for Researchers and the Code of Conduct for the recruitment of researchers. For each action, a deadline has been set and the person and/or organisational unit responsible for the effective and efficient implementation of the action is identified. Each task is assigned objectives and performance indicators, the achievement of which will be monitored in the process of implementing the Strategy and which will be used to assess the degree of implementation of the Strategy in the final phase and improve further editions. The indicators are clearly defined and measurable and responsibility is clearly assigned, which will translate into a clear and efficient process of monitoring the implementation of the Strategy. The deadlines for the implementation of individual tasks have been set so that most of them will be completed in 2025, so that in 2026 you can summarize the most important activities and prepare a plan for the coming years.

The initial phase of developing the HRS4R Strategy was coordinated and implemented by the Rector's Commission for the development of a Strategy for the implementation of the European Charter for Researchers and the Code of Conduct for the recruitment of researchers. The Commission consists of 15 individuals, representing all groups of scientists (R1-R4) and units responsible for the human resources management process within the University. In the framework of the Commission, a Steering Committee was established during the first meeting, composed of three persons, whose task was to supervise the efficient course of the process of analysis and development of the Strategy. The remaining persons were part of the Working Group, whose task was to implement all the necessary activities indicated by the Steering Committee, leading to the final result, namely a completed HRS4R Strategy for the University. The Rectoral Commission will continue its work on the implementation of the tasks under the Action Plan in the implementation phase, while the monitoring of the implementation of the Strategy will be entrusted to the UBB Senate, represented by the Senate Committee on monitoring the implementation of the HRS4 Strategy (hereinafter referred to as the Monitoring Commission). The role of the Senate – and in particular the Monitoring Committee – will be to supervise the implementation of the objectives set out in the Plan, supervise their correct implementation and the degree of achievement of the assumed indicators, as well as the implementation of possible corrective actions to achieve all the assumptions contained in the Strategy. The task of the Steering Committee will be to cooperate on an ongoing basis with the Monitoring Commission and to submit to it periodic reports on the progress made in the implementation of the tasks and the achievement of the objectives and indicators set out in the Plan. The summary reports will be prepared by the Monitoring Committee and presented to the UBB Senate twice a year. The Senate consists of representatives of all employee groups, positions and organizational units, which will ensure comprehensive monitoring of the implementation of the Strategy and ensure effective implementation of tasks and taking into account the opinions of all internal stakeholders.

The University community and external stakeholders will be kept informed of all activities related to the implementation of the HRS4R Strategy – and thus also the aim to obtain and maintain the right to use the HR Excellence in Research logo – through a dedicated website, available in Polish and English. The Rector's Commission, as an executive body, is the main team directly implementing the implementation works provided for in the Action Plan, containing further steps, deadlines, goals and indicators of their implementation. The role of the Steering Committee is to coordinate all current activities and ensure the smooth running of subsequent operations and prepare reports for the Senate Monitoring Committee. The working group shall carry out all the tasks planned by the Steering Committee; their allocation shall be carried out in accordance with the competence of the members of the Working Group by the Steering Committee. A similar working model was adopted to ensure regular supervision over the implementation of the Strategy. The Senate of the University will be responsible for monitoring the process of implementing the Strategy, which will read the reports on the implementation of the Plan twice a year. The Senate Committee will be responsible for preparing reports for the Senate and ongoing monitoring activities for monitoring the process of implementing the University HRS4R Strategy. The Monitoring Commission will determine measures for assessing the progress of the Plan and will systematically assess the effects of the implementation of the Code and Charter principles. The Commission will cooperate on a continual basis with the Steering Committee responsible for organising the implementation of the tasks set out in the Plan. The Steering Committee will be responsible for the preparation of quarterly reports for the Monitoring Committee, which in turn will prepare a report on the implementation of the Plan twice a year and submit it to the Senate. Reports adopted by the Senate will be published on the Strategy website. Appropriate supervision over the implementation of the HRS4R Strategy in UBB will be ensured at all levels: at the operational level, the Rector's Commission is responsible for the implementation process, whose Steering Committee is the liaison between the Rectoral Commission and the Senate Monitoring Committee, which is responsible for the implementation of the Strategy at the tactical level. In turn, the Senate Monitoring Commission is the liaison between the Rectoral Commission and the UBB Senate, which is responsible for implementing the principles of the Charter and the Code at the strategic level.

The first step to engaging the scientific community of the University was to determine the composition of the Rectoral Commission in this way, that among the people actively participating in the work on the development of the HRS4R Strategy for UBB there are representatives of all groups of scientists (R1-R4), all departments, as well as various boards of scientific disciplines and organizational units involved in human resources processes at the University. The scientific community of the University also participated in the implementation of the diagnostic phase, namely in surveys. The HRS4R strategy was made available to the University Community for their opinions before the final version of the Strategy was submitted for opinion and adoption by the University Senate. Consultations were held in July and August 2024. The designation of the Senate as the final body monitoring the implementation of the Charter and Code principles ensures full representativeness of the organisational units and employee groups involved in this process. All employees will be encouraged to read the full information on the progress of the strategy available to all on the dedicated strategy website. Comments on the implementation of the strategy can be submitted both to representatives of individual employee groups in the University Senate, as well as directly to members of the Rectoral Commission or the Senate Monitoring Committee on the implementation of the Charter and Code principles. The Vice-Rector for Science and External Cooperation is directly involved in the implementation process as a member of the Steering Committee of the Rectoral Commission. He is directly responsible for issues of science (as broadly understood) at UBB and as a member of the University's Management Team, he is a direct link between the scientific community and University management. The representativeness of the scientific community will also be ensured in the

composition of the Senate Monitoring Committee as a liaison unit between the Rector's Committee and the University Senate. The academic community will be kept informed of the state of implementation of the Strategy thanks to e-mails sent via 'Info UBB' (in accordance with the Action Plan).

The composition of both the Rector's Committee and the Senate Monitoring Committee is a guarantee of implementation of the provisions of the HRS4R Strategy at the University of Bielsko-Biala. Members of the Rector's Committee are representatives of the University's Management Team, as well as managers of organizational units (e.g. the Head of the Human Resources Department, the Director of the Doctoral School, the Chairman of the Councils of Scientific Disciplines, the Chairwoman of the University Commission for Quality of Education, the Head of the Science and External Cooperation Department), while the Senate Monitoring Committee consists of representatives of all groups R1-R4. In addition, the UBB Senate is the highest collegiate body constituting acts of internal law (e.g. adopting a Resolution on introducing changes to the Statute, adopting the Development Strategy, HRS4R Strategy) and, in particular, approving or giving opinions on all strategic documents that are the basis for the University's activities in various areas, which introduces an additional guarantee of adapting the University's organizational policy to HRS4R. During the work on the development of HRS4R components, including in particular the Gap Analysis and the OTM-R Checklist, the Rector's Commission stated that many procedures relating to scientific research and the recruitment process of researchers are in accordance with the principles of the Charter and the Code. Nevertheless, the most important documents regulating these processes, including the University Statute and the University Development Strategy should contain a clear declaration of compliance of the University's activities in the field of science management with the principles of the European Charter for Researchers and the Code of Conduct for the recruitment of researchers. All documents relating to human resources management processes in the field of science will be supplemented with such a record.

The composition of both the Rector's Committee and the Senate Monitoring Committee ensures the implementation of the proposed actions and an additional guarantee of the implementation of the principles of the European Charter for Researchers and the Code of Conduct for the recruitment of researchers is the adoption by the UBB Senate of the role of the Monitoring Committee as the body supervising the implementation of the HRS4R Strategy. The Rector's Committee, including in particular the Steering Committee, consists of individuals responsible for the staffing policy of the University (e.g. the Head of the HR department) and representatives of University management (the Vice-Rector for Science and External Cooperation) and thus those responsible for the supervision of scientific research, the proper course of human resources processes, as well as for the strategic, operational and financial aspects of the functioning of the University. The following individuals are also present: the chairman of the Scientific Disciplines Councils, the chairwoman of the University Commission for Quality of Education, Director of the Doctoral School, as well as managers of lower-level organizational units (e.g. units within the university's organisational structure called *cathedrals*). All persons performing managerial functions are responsible for the implementation of tasks entrusted to their teams and full supervision over the implementation of tasks is exercised by University management and the University Senate. In order for the implementation of the Action Plan to achieve even better legitimacy and guarantee its implementation, representatives of all groups R1-R4 were appointed to the Senate Monitoring Committee, representing the Senate in the process of implementing the HRS4R Strategy. Therefore, it can be concluded that all management levels of the University are involved in the process of implementing the HRS4R Strategy and are responsible for its proper implementation. The University community will also participate in the implementation process, thanks to full access to information on the implementation of the HRS4R Strategy and the opportunity to submit comments on it, as well as participating in surveys conducted once during the implementation phase to obtain information

on the progress of planned tasks. As in the initial phase, the survey will be prepared by the Rectoral Commission, while results will be evaluated by the Senate Monitoring Committee. As part of the preparation of the OTM-R Checklist, it is also planned to develop a quality control system for activities carried out under the Policy, which will also ensure the proper course of the implementation process.

Operational activities related to the implementation of the tasks provided for in the Action Plan for individual centres of responsibility will be ensured by the Rector's Commission. The Commission will act on the basis of the guidelines prepared by the Senate Monitoring Committee, which are set in half-yearly periods, in accordance with the schedule provided for in the Action Plan. Meetings of the Rector's Committee (the Steering Committee and the Working Group) will be held at least quarterly, while meetings of the Senate Monitoring Committee and the Steering Committee will be held at least once every six months. The Steering Committee will prepare twice a year a progress report on the implementation of the Strategy for the Senate Monitoring Committee and the Monitoring Committee will submit to the Senate a summary report on the implementation of the Action Plan once a year for approval. Any deviations from the schedule and problems related to the implementation of the assigned tasks will be reported to the Rector's Commission on an ongoing basis by the entities indicated in the schedule as responsible for their implementation. The reasons for deviations from the schedule and corrective actions will be analysed on an ongoing basis by the Steering Committee in consultation with the Senate Monitoring Committee and safeguards will be implemented in line with the timetable for the implementation of the Strategy. All activities and decisions in the field of supervision over the implementation of tasks will be documented, subjected to ongoing and periodic analysis and reported so as to ensure the timely implementation of all tasks necessary for the full implementation of the HRS4R Strategy for UBB.

In the Action Plan, individual tasks are assigned objectives and indicators of their implementation. The Senate Monitoring Commission will prepare a report twice a year on the implementation of individual indicators given in the timetable, which will be presented to the Senate for an opinion. The report and the opinion of the Senate will be made available to the University Community on the website dedicated to the implementation of the HRS4R Strategy for UBB.

The activities proposed in the Action Plan are primarily aimed at organizing and unifying the process of human resource management in the field of science at the University of Bielsko-Biala. Many internal procedures are in line with the principles of the Charter and the Code, but there are no clear guidelines for their implementation, nor for giving the process the appropriate rank and systematization of measures and activities to improve the process. The HRS4R strategy is an overarching document that not only clarifies and systematizes processes in the field of scientific study, but also allows for their improvement; the result of it being implemented will be continuous improvement of the quality of human capital, scientific research and the level of teaching – and, as a result, the effectiveness of the entire organization.

The management structure for the implementation of the Strategy was based on the principle of simplicity, so that the executive and supervisory processes run smoothly. The goals set are part of the SMART principle, i.e., they are specific, measurable, achievable, realistic and their implementation is appropriately spread over a period of time.

The detailed Action Plan is presented in the table below.

Proposed Actions (A)	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit
A1 Preparation of an Open Science Policy for the University of Bielsko-Biala.	(++) G1. Research freedom (++) G3. Professional responsibility (++) G4. Professional attitude (++) G8. Dissemination, exploitation of results (++) G29. Value of mobility (++) G32. Co-authorship (++) G36. Relation with supervisors	By the end of Q2 2025	Vice-Rector for Science and External Cooperation The Senate Commission for Science
A2 Conducting training, for example in electronic form for employees and introducing the Rector's Order to perform training by appropriate employee groups (e.g. newly hired employees, persons appointed to the disciplinary committee and to managerial positions, etc., as well as members of the Ethics Committee, disciplinary officers, members of the Anti-discrimination Commission).	(++) G2. Ethical principles (++) G10. Non discrimination (++) G27. Gender balance	By the end of Q2 2025 (and beyond)	Rector, Vice-Rector for Student Affairs and Education, Human Resources Department, Plenipotentiary for Equal Treatment
A3 Organization of training related to: raising awareness of security policies regarding the proper safeguarding of research data; patent protection, utility models and other aspects of intellectual property protection and technology transfer.	(++) G6. Accountability (++) G7. Good practice in research (++) G31. Intellectual Property Rights	By the end of Q2 2025 (and beyond)	Vice-rector for Science and External Cooperation, Science Department
A4 Dissemination of research results as part of scientific conferences/Science Festival/Open Days organized by UBB and publicizing events/special achievements on the University's website and in social media.	(++) G8. Dissemination, exploitation of results (++) G9. Public engagement	By the end of Q4 2024 (and beyond)	Rector, Rector's Office, Marketing Department
A5 Implementation of the Gender Equality Plan (GEP).	(++) G10. Non discrimination (++) G27. Gender balance	By the end of Q4 2024 (and beyond)	Units indicated in the GEP
A6 Preparation of a new GEP for 2025-2029.		Q1 2025	Rector, Rector's Plenipotentiary for Equal Treatment, GEP 2025-29 Development Team, Marketing Department
A7 Review and improvement of the provisions of the Internal Anti-Discrimination Policy.		By the end of Q2 2025	Ombudsman for Academic Rights and Values, Legal Advisory Team, Rector
A8 Updating information on counteracting mobbing and discrimination within the GEP (via the UBB website).		By the end of Q4 2024 (and beyond)	Units identified in the GEP
A9 Improving the employee evaluation process as part of the preparation of evaluation rules for 2027-2029.	(+-) G11. Evaluation/appraisal systems	By Q4 2026	Rector Vice-rector for Science and External Cooperation Vice-Rector for Student Affairs and Education The Senate Commission for Sciences Senate Commission for Student Affairs and Education
A10 Publication of evaluation guidelines		By Q4 2026	Rector Vice-rector for Science and External Cooperation Vice-rector for Student Affairs and Education
A11 Introduction of an electronic register in order to unify the scoring system for organizational activities within the University.		By Q4 2026 (and beyond)	Rector Academic IT Centre Marketing Department

Proposed Actions (A)	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit
A12 Development and implementation of an OTM-R policy	(+) G12. Recruitment (++) G13. Recruitment (Code) (+) G14. Selection (Code) (+) G15. Transparency (Code) (+) G16. Judging merit (Code) (+) G17. Variations in the chronological order of CVs (Code) (++) G18. Recognition of mobility experience (Code) (-) G19. Recognition of qualifications (Code) (++) G20. Seniority (Code). (+) G21. Postdoctoral appointments (Code) (++) G40. Supervision	By Q4 2025	Rector, Senate, Human Resources Department, Legal Advisory Team
A13 Development of a procedure for nostrification of degrees awarded abroad.	(++) G22. Recognition of the profession (+) G28. Career development	By Q1 2025	Science Department
A14 Maintaining and updating: the scientific database, contacts within research networks and further development of research conducted within competence centres.	(++) G23. Research environment	By Q1 2025 (and beyond)	Science Department
A15 Expanding the tasks of the Career Office with career counselling for doctoral students and young scientists and implementing a system for disseminating information on professional counselling.	(+) G28. Career development (+) G30. Access to career advice	By Q1 2025	Careers Office
A16 Introduction of the obligation to conduct interviews with employees regarding the development of their careers/the need to support once during the employee assessment cycle (after obtaining the result of the assessment).		By Q1 2025	Rector
A17 Preparation of a career development compendium containing basic information on possible forms of support for professional development.		By Q1 2025 (and beyond)	Science Department
A18 Applications for programs financed from external funds aimed at improving the professional qualifications of academic staff.		By Q2 2025 (and beyond)	Science Department, Project Office
A19 Development of rules for the implementation of internships in the institutions of the socio-economic environment.		By Q2 2025	Vice-rector for Science and External Cooperation, Science Department
A20 Maintaining the possibility of implementing various development paths in the University Development Strategy.		By Q2 2025	Rector, Senate
A21 Establishment of the Centre for Didactic Excellence and determination of its competences.	(+) G33. Teaching	By Q4 2025	Rector
A22 Raising employee awareness – preparing an infographic for the Internal Anti-discrimination Policy (IAP).	(+) G34. Complaints/appeals	By Q2 2024	Plenipotentiary for Equal Treatment, Marketing Department
A23 Ombudsman for Academic Rights and Values – informing employees of the permanent representation and the manner in which the Ombudsman can be contacted.		By Q1 2025	Ombudsman for Academic Rights and Values, Rector's Office

Proposed Actions (A)	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit
A24 Development of a procedure allowing doctoral students to apply to the doctoral students' self-governing body in order to help resolve conflict.		By Q2 2025	Rector, Director of the Doctoral School, Chairman/woman of the Doctoral Council, Ombudsman for Academic Rights and Values

Timetable

ACTION	YEAR								
	2024	2025				2026			
	QUARTER								
	IV	I	II	III	IV	I	II	III	IV
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