

## ACTION PLAN

**Case number:** 2020PL573903

Lomza State University of Applied Sciences

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DATE ENDORSEMENT CHARTER AND CODE: 04.11.2020

### 1. ORGANISATIONAL INFORMATION

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

<b>STAFF &amp; STUDENTS PERSONEL I STUDENCI</b>	<b>FTE PEŁNY ETAT</b>
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	135,90 (as at 31.10.2021)
<i>Of whom are international (i.e. foreign nationality)</i>	0,5 (as at 31.10.2021)
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	0 (as at 31.10.2021)
<i>Of whom are women</i>	78 (as at 31.10.2021)
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	
PhD with "habilitation" and under	21,49 (as at 31.10.2021)
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	
PhD and PhD Eng.	65,83 (as at 31.10.2021)
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	
M.Sc./M.A.	48,58 (as at 31.10.2021)
<i>Total number of students (if relevant)</i>	1854 (as at 29.10.2021)
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	238,04 (as at 29.10.2021)

<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	€
<i>Total annual organisational budget</i>	For 2020: EUR 1,396,801.25  (Euro exchange rate: PLN 4.6018 according to Table No. 207 / A / NBP / 2021 of 2021- 10-25)
<i>Annual organisational direct government funding (designated for research)</i>	For 2020: EUR 1,396,801.25 Euro exchange rate: PLN 4.6018 according to Table No. 207 / A / NBP / 2021 of 2021-10- 25)
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	For 2020: EUR 32 773.54 (Euro exchange rate: PLN 4.6018 according to Table No. 207 / A / NBP / 2021 of 2021-10-25)
<i>Annual funding from private, non-government sources, designated for research</i>	For 2020: 0.00 Euro
<b>ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)</b>	
<p>Lomza State University of Applied Sciences is a university that stands out in the region, educating specialists in various fields in close cooperation with employers. PWSliP in Łomża is the leading state vocational university with a brand recognizable in the country. The range of influence of PWSliP in Łomża exceeds the borders of the region. People from Poland and abroad study there. The university carries out numerous scientific, social and economic projects in partnership with public and private sector entities. Lomza State University of Applied Sciences provides education in 14 fields of study with a practical profile, including first-cycle studies in the fields of study. In addition, PWSliP in Łomża has a wide range of postgraduate studies, training and courses. With the participation of professional and committed staff consisting of scientists with practical experience and practitioners developing scientific interests, based on modern infrastructure and teaching equipment, in close cooperation with partners from the economic and social spheres, we practically educate young people and adults, developing in particular knowledge and skills. and competences most desirable on the contemporary labor market, with particular emphasis on the needs of the society and economy of the region.</p>	

## 2 . STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

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

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p>Among the ethical and professional aspects, most of the respondents very positively assess the ethical principles and issues of professional responsibility functioning at PWSliP in Łomża. Surveys confirm (survey results 4.5 / 5) that the University provides scientists with freedom of belief and expression as well as freedom in choosing the subject of research and research methodology. They are well aware of intellectual property rights, including those relating to shared ownership of data in research conducted with other scientists using the rules that eliminate the possibility of plagiarism (survey result 4.8 / 5). They feel responsible for the observance of the principles of careful, effective and transparent financial management of the University and public and private bodies that subsidize scientific research (survey result 4.6 / 5). The identified problem is the dissemination of research results, as well as their commercialization. Scientists see the need for improvement in this area (survey result 4.2 / 5). It is also worth paying attention to the relatively low evaluation of the social involvement of the scientists from PWSliP in Łomża (survey result 4.3 / 5).</p>
Recruitment and selection	<p>The average result of the survey for the areas defining Recruitment and selection is 4.47 / 5. The issues related to the selection of personnel were rated the best (survey result 4.6 / 5), and the least rated were derogations from the chronological order of CVs, which means that they are not perceived as a valuable contribution to the professional development of scientists following a multidimensional career path (survey result 4, 3/5).</p> <p>Recruitment processes, recognition of qualifications, recognition of mobility experience, rules for holding positions by PhD holders and assessment of merit were positively assessed (survey results 4.5 / 5). Transparency needs to be improved, including in terms of receiving feedback from candidates about the results of the recruitment process and their strengths and weaknesses diagnosed at the selection stage (survey result 4.4 / 5).</p>
Working conditions	<p>As shown by the results of the survey, the best assessed in this area is the gender balance at each career level (survey result 4.7 / 5) and compliance with the principle of non-discrimination (survey result 4.6 / 5). Scientists have a sense of stability, and the University cares about permanent employment and good working conditions (survey results 4.5 / 5), as well as the possibility of submitting complaints and appeals as part of fair and equal treatment of employees within the University (survey result 4.5 / 5).</p> <p>PWSliP in Łomża treats scientists as professionals from the moment they begin</p>

	<p>their professional career (result of survey research 4.4 / 5) and makes it possible for them to have their representatives in the relevant information, consultation and decision-making bodies in order to protect and represent individual and collective interests ( survey results 4.4 / 5). It also provides them with a friendly environment to conduct scientific research (survey results 4.4 / 5).</p> <p>The knowledge of national, sectoral and institutional regulations regulating the conditions of training and work needs to be improved (the result of the survey 4.2 / 5), which generates the need to implement a series of training courses in this area.</p>
Training and development	<p>The employees of PWSliP in Łomża rated the employee evaluation systems functioning at the University very high (survey results 4.6 / 5), which is particularly important in the scientific development and fair treatment of employees. As many as 62.6% of the respondents assessed their own commitment to professional development through improving qualifications, promotions and broadening skills as 5. An important and well-assessed factor is also the recognition by the University of teaching as an element of professional development, while ensuring a balance between didactics and scientific character (survey result 4.3 / 5).</p> <p>In the area of training and development, however, there are very important aspects that received the lowest score in the entire survey. They concern the relationship with the research supervisor (survey results 3.7 / 5), scientific care (research results 4.0 / 5) and access to career counseling (survey results 4.2 / 5). Not all young workers feel fully supported by experienced scientists. As many as 75.6% of the respondents assessed their relationship with the research supervisor as max. 3 on a 5-point scale. The need to provide such support and to shape an organizational culture based on the mentor-student relationship is a key challenge faced by PWSliP in Łomża.</p>

### 3. ACTIONS

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

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

\*URL: <https://pwsip.edu.pl/badania/hr-excellence-in-research>

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

<b>Proposed ACTIONS</b>	<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
The adoption in 2021 by the Resolution of the Senate of the new Development Strategy of the PWSliP in Łomża for the years 2021-2030, which in its assumptions still assumes constant care for high ethical standards in conducted research activities,	Research freedom	IV quarter 2021	Rector PWSliP	The adoption of the University Development Strategy for the years 2021-2030 (document / procedure - unit - pcs + weblink)
Lack	Ethical principles	n / a	n / a	n / a
Conducting a series of trainings for researchers and employees participating in the recruitment process in order to become familiar with the provisions of The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.	Professional responsibility	I-IV quarter 2022	Deans and Heads of Chairs / Departments	1. Testing participants' satisfaction with participation in training "in" and "out" (%) 2. Measuring the level of accessibility to the training offered by monitoring the number of people participating in it at a given time in relation to the training places offered (%)
Lack	Professional approach	n / a	n / a	n / a

Extension with the Code of Ethics for Scientific Employees, signed by academic teachers, of the declaration on reading the organizational regulations and the Statute of the PWSliP in Łomża, together with a commitment to comply with them.	Obligations under the contract or regulations	I-IV quarter 2022	Human Resources Department	Modified declaration document (pcs.)
Regular meetings with employees conducting research activities in order to discuss the most important changes in the law.	Obligations under the contract or regulations	Continuously	Deans and Heads of Chairs / Departments	The number of meetings actually carried out in relation to the number of meetings planned in a given calendar year (%)
Placing a tab on the University's website with the most important current national regulations regarding higher education.	Obligations under the contract or regulations	Continuously	Department of Science and Projects	Web link to the website
Optimization of the application process and the use of research infrastructure at PWSliP in Łomża. The amendment of the Regulations on the use of research infrastructure	Responsibility	IV quarter 2021 – I quarter 2022	Department of Science and Projects	The adoption of the revised procedure for the use of research infrastructure at PWSliP in Łomża by March 2022 (document / procedure; IU - pcs.)
Lack	Principles of good practice in scientific research	n / a	n / a	n / a
The organization of regular meetings at which the	Dissemination, exploitation of	Continuously	Deans and Heads of Chairs / Departments	The number of meetings actually carried

possibilities of disseminating and commercializing research would be discussed, with an indication of the tools available to PWSliP.	results			out in relation to the number of meetings planned in a given calendar year (%)
Increasing the clarity of the content of the research results of employees published on the University website in order to facilitate their commercialization.	Dissemination, exploitation of results	Continuously	Department of Science and Projects	Trend: Number of publications in a given year to the number of publications in the previous year (increasing / decreasing)
The organization of regular meetings at which the possibilities of disseminating knowledge would be discussed, by organizing Conferences, Seminars or participation in projects implemented by the University.	Social involvement	Continuously	Deans and Heads of Chairs / Departments	The number of meetings actually carried out in relation to the number of meetings planned in a given calendar year (%)
The introduction and implementation of detailed guidelines in the field of: the procedure of appointing a tutor, taking into account the appropriate criteria for his selection, duties resulting from the role of a tutor, work / cooperation plan, meeting schedule, care, assistance and monitoring of the work progress of a	Relationship with the tutor	I-II quarter 2022	Department of Science and Projects, Implementation Team	The implementation of detailed guidelines for scientific supervision by April 2022 (document / procedure, IU - pcs.)

young scientist / employee.				
Regular meetings with employees aimed at motivating young employees to scientific development, indicating opportunities for a development path and helping a young scientist to define research topics.	Supervision and management of responsibilities	Continuously	Deans and Heads of Chairs / Departments	The number of meetings actually carried out in relation to the number of meetings planned in a given calendar year (%)
Lack	The continuation of professional development	n / a	n / a	n / a
Lack	Recognition of the profession	n / a	n / a	n / a
Lack	The principle of non-discrimination	n / a	n / a	n / a
Extending cooperation with external entities in the field of joint research, including building consortia for undertaking joint research projects.	Research environment	Continuously	Rector's Plenipotentiary for Knowledge and Technology Transfer	Trend: Number of partnerships in a given year to the number of partnerships in the previous year (increasing / decreasing)
Lack	Working conditions	n / a	n / a	n / a
The introduction to the internal acts of the University of provisions in the field of employment stability for research and teaching staff with good prospects in the field of scientific	Stabilization and permanent employment	III quarter 2022 – II quarter 2023	Human Resources Department	The number of internal acts to which provisions have been made (document / procedure - IU - pcs.)

and research work.				
Lack	Financing and salary	n / a	n / a	n / a
Lack	Gender balance	n / a	n / a	n / a
Lack	Professional career development	n / a	n / a	n / a
Lack	The value of mobility	n / a	n / a	n / a
Lack	The access to scientific training and the possibility of constant professional development	n / a	n / a	n / a
Extending the activities of the Career Office with consultations in the field of entrepreneurship and career counseling for all employees of PWSliP in Łomża	Access to career counseling	Continuously	Career's Office	Trend: Number of consultations in a given year to the number of consultations in the previous year (increasing / decreasing)
Lack	Intellectual Property Rights	n / a	n / a	n / a
Lack	Joint authorship	n / a	n / a	n / a
The introduction and implementation of detailed guidelines in the field of: the procedure of appointing a tutor, taking into account the appropriate criteria for his selection, duties resulting from the role of a tutor, work / cooperation plan, meeting schedule, care, assistance and monitoring of the	Supervision	2022	I-II quarter Department of Science and Projects, Implementation Team	The implementation of detailed guidelines for scientific supervision by April 2022 (document / procedure, IU - pcs.)

work progress of a young scientist / employee.				
Lack	Teaching	n / a	n / a	n / a
Lack	Employee evaluation systems	n / a	n / a	n / a
Lack	Complaints / appeals	n / a	n / a	n / a
Lack	Influence on decision-making bodies	n / a	n / a	n / a
Lack	Recruitment (1)	n / a	n / a	n / a
The adoption of the Regulations of the Competition Committees for the employment of academic teachers, taking into account, inter alia, general recruitment criteria	Recruitment (2)	IV quarter 2022 – II quarter 2023	Human Resources Department	The implementation of the Regulations of the Competition Commission by June 2023 (document / procedure, IU - pcs.)
Lack	Personnel selection	n / a	n / a	n / a
The adoption of the Regulations of the Competition Committees for the employment of academic teachers, taking into account, inter alia, the rules of informing candidates about the results of the competition and the possibility of obtaining the candidate's evaluation obtained in the competition procedure for a given position.	Transparency	IV quarter 2022 – II quarter 2023	Human Resources Department	The implementation of the Regulations of the Competition Commission by June 2023 (document / procedure, IU - pcs.)

Lack	Assessment of merit	n / a	n / a	n / a
Lack	Derogations from the chronological order of CVs	n / a	n / a	n / a
Lack	Recognition of mobility experience	n / a	n / a	n / a
Lack	Recognition of qualifications	n / a	n / a	n / a
Lack	Seniority	n / a	n / a	n / a
Lack	Positions for employees with a doctoral degree	n / a	n / a	n / a

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

The implementation of the OTM-R policy is in line with the HRS4R Report prepared by PWSiIP in Łomża in relation to the proposed activities, goal and specific indicators that will be the subject to regular monitoring and control. The analysis of gaps identified in the documents and processes of PWSiIP in Łomża through the questionnaire research, detailed analysis of national and internal legal acts, constituted the basis for the development of the Action Plan. The questionnaire was addressed to 145 academic teachers currently employed at the University. 139 employees correctly completed the questionnaire, which means the participation rate in the survey is 96%. Among the people who filled in the questionnaire, the most numerous group were employees with a doctoral degree (44% of all respondents), employed as assistant professors (42%). The survey confirmed the effectiveness of the existing mechanisms and good practices developed at the University.

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

URL: lack

## 4. Implementation

General overview of the expected implementation process:

The process of implementing changes at the University:

- By the decision of the Rector of the PWSliP in Łomża, on August 31, 2021, the Supervisory Committee and the Implementation Team for the HR Excellence Logo were established
- Taking over the content-related supervision over the implementation process by the Vice-Rector for Science and International Cooperation.
- Indication of organizational units responsible for the implementation process.
- Consultation with the academic community (using information channels).
- Development of quantifiable indicators to verify the implementation progress.
- Ensuring the correctness of the implementation process through its ongoing monitoring, evaluation and controls
- Including the teaching and research and teaching staff as well as the administration staff of the PWSliP in Łomża in the implementation process.

The overriding document enabling the implementation of the assumptions of the HRS4R strategy are the provisions of the Statute of the PWSliP in Łomża adopted on October 29, 2020 by the Resolution of the Senate of the PWSliP in Łomża No. 49/20, which in par. 4 sec. 3 points 1 and 2:

"The university may:

1 / conduct scientific activity;

2 / provide research services and transfer knowledge and technology to the economy "

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

<b>Checklist</b>	<b>*Detailed description and duly justification</b>
<p>How will the implementation committee and/or steering group regularly oversee progress?</p>	<p>The analysis of gaps in the documents, regulations and processes of PWSiIP in Łomża in relation to the OTM-R policy was carried out by the Implementation Team for the HR Excellence in Research logo under the supervision of the Supervisory Committee. Both bodies were established by the ordinance of the Rector of the PWSiIP in Łomża of August 31, 2021. He conducted a survey among teaching and research and teaching staff as well as consultations with other organizational units of the University on the applicable legal acts and processes.</p> <p>The survey questionnaire contained 40 criteria that are required in the process of applying for the "HR Excellence in Research" logo. The university asked the employees to specify to what extent, in their opinion, the individual criteria are met by the university. The answers were given on a scale from 1 to 5, where the individual values meant: 1 - not at all, 2 - to a small extent, 3 - to an average degree, 4 - to a large extent, 5 - to a very large extent. The questionnaire contains short descriptions of each of the criteria in order to explain them to employees and enable them to read the content of the Charter and the Code.</p> <p>The questionnaire was addressed to 145 academic teachers currently employed at the University. 139 employees correctly completed the questionnaire, which means the participation rate in the survey is 96%. Among the people who filled in the questionnaire, the most numerous group were employees with a doctoral degree (44% of all respondents).</p> <p>An action plan was adopted to adjust the PWSiIP system in Łomża to the requirements of the Charter and the Code, responsibility for their implementation was assigned to individual organizational units and / or functions, deadlines for completion and measures were set, by means of which it will be possible to effectively monitor the progress</p>

	<p>of works.</p> <p>The schedule of meetings of the Supervisory Committee and the Implementation Team, during which matters related to the implementation of the adopted Action Plan will be discussed, will be published on the website dedicated to HRS4R procedures: <a href="https://pwsip.edu.pl/badania/hr-excellence-in-research">https://pwsip.edu.pl/badania/hr-excellence-in-research</a></p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>An action plan was adopted to adjust the PWSiIP system in Łomża to the requirements of the Charter and the Code, responsibility for their implementation was assigned to individual organizational units and / or functions, deadlines for completion and measures were set, by means of which it will be possible to effectively monitor the progress of works. Meetings will be held. A series of training courses will be prepared to deepen the knowledge of OTM-R policy for scientists and administrative staff. The support will be provided by instructions and procedures prepared for the implementation of individual tasks contained in the Action Plan.</p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.</p>	<p>The University's Development Strategy for 2021-2030 will take into account HRS4R (Charter and Code) as the overriding HR policy of PWSiIP in Łomża.</p> <p>The activity plan of PWSiIP in Łomża for 2022 will include the tasks specified in the HRS4R Action Plan for 2022 together with the values of individual indicators to be achieved in 2022.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>An action plan was adopted to adjust the PWSiIP system in Łomża to the requirements of the Charter and the Code, responsibility for their implementation was assigned to individual organizational units and / or functions, deadlines for completion and measures were set, by means of which it will be possible to effectively monitor the progress of works. Meetings will be held. A series of training courses will be prepared to deepen the knowledge of OTM-R policy for scientists and administrative staff. The support will be provided by instructions and procedures prepared for the implementation of individual tasks contained in the Action Plan.</p> <p>The Implementation Team and the Supervisory Committee at regular meetings will discuss the progress of work through the analysis of indicators, reported risks and quarterly reports. Delayed areas</p>

	will be carefully assessed in order to take appropriate and effective corrective actions.
How will you monitor progress (timeline)?	The Implementation Team and the Supervisory Committee at regular meetings will discuss the progress of work by analyzing the indicators and comparing them with the previous reporting period. Corrective actions will be taken in the areas at risk, the effectiveness of which should be reflected in the improvement in the values of indicators in subsequent reporting periods.
How will you measure progress (indicators) in view of the next assessment?	Before the next assessment, the Implementation Team together with the Supervisory Committee will prepare a synthetic report on the implementation of the Action Plan along with the indicators achieved at the end of the implementation. The same survey that was conducted to identify gaps in 2021 will be conducted among teaching and research-teaching staff again. The results of this survey will provide a good reference to the actual effects of the adopted Action Plan (improvement / decrease).

Additional remarks/comments about the proposed implementation process:

Lack