

TEMPLATE 4: ACTION PLAN

<p>Case number:</p> <p>Name Organisation under review:</p> <p>.....</p> <p>Organisation's contact details:</p> <p>.....</p>
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SUBMISSION DATE:

1. ORGANISATIONAL INFORMATION

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	427
Of whom are international (i.e. foreign nationality)	9
Of whom are externally funded (i.e. for whom the organisation is host organisation)	2
Of whom are women	164
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	156
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	220
Of whom are stage R1 = in most organisations corresponding with doctoral level	51
Total number of students (if relevant)	6734
Total number of staff (including management, administrative, teaching and research staff)	1309
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	28 716 575
Annual organisational direct government funding (designated for research)	1 566 656
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	404 215
Annual funding from private, non-government sources, designated for research	1 267 368
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p><i>UTP in Bydgoszcz (est. 1951) is multi-profile school of higher education consisted of seven faculties. It has appropriate facilities and experience with implementation of national research projects (National Science Centre Poland, The National Centre for Research and Development) and international (EUREKA). Over the 67 years of our history, we have above 60 000 of students graduated with degree of bachelor's, engineer, MSc and Ph.D.</i></p> <p><i>UTP as the only academic school in our region integrates technical, agricultural, art and management</i></p>	

studies.

Our research and didactic activity is based on cooperation with national technical and agricultural universities and many foreign research centres.

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>According to a survey conducted among employees (from R1 to R4), respondents evaluated ethical and professional aspects as strength of UTP's activity. Applying ethical principles in research work is one of the community rules of our employees' responsibility. Our researchers following the ethical practices and ethical principles referred to academic disciplines and also ethical standards contained in national and our University internal regulations.</p> <p>Another strength of UTP is also following with the rules of good practices in research and public engagement of our employees and doctoral students.</p> <p>UTP's internal system of law regulations refers to research freedom and ethical principles is our strength. We're giving researchers the possibility of increasing the scientific knowledge based of freedom of thought, expression and choice of the research method. Our researchers are adhering to fundamental and ethical principles in their work. In addition, UTP's employees, PhD students and students are required to comply with the rules set out in codes of ethics addressed to various groups of academic community. We have also well-functioning system of inner regulations concerning researches financing. We are focusing on increasing our employees' knowledge about available funding sources and we're supporting them with administrative aspect. Moreover, we're providing the essential measures in the field of health and safety at work.</p> <p>We are also involved in the popularization of science and we are undertaking social initiatives as well.</p> <p>The results of survey also pointing our weaknesses. These include professional responsibility, which was evaluated by respondents as average and it needs to take steps to improve this area. We also have to work out with area of contractual and legal obligations by improving our inner regulations in the field of academic promotion and periodic evaluation of professional activity. Also appraisal system needs to be reformed. As average respondents evaluated also accountability, which needs to be updated in the area of regulations and administrative procedures concerning researchers' community. Insufficient knowledge in this field provides another problem on our University – dissemination and exploitation of research results, which is on insufficient level. We have to increase our activity with publishing of scientific papers in Kuyavian-Pomeranian voivodeship's Digital Library and also dissemination of researches results commercialization model and presentation of case study. Increased activity of Technology Transfer Centre will be a supplementary support in this area.</p> <p>Non discrimination and appraisal system of employees are our next weaknesses, which were evaluated by respondents as average. Our University has to make an attempt to modification of the system of academic teachers' periodic evaluation with particular emphasis on issues related to maternity leaves and unification of the requirements level according to specification of individual science areas.</p>

	<p>We also need to focus on increasing awareness of current provisions among our employees.</p> <p>Accountability is one of our weaknesses as well. We need to make an improvement in the sphere of self-control and scientific honesty.</p> <p>In addition, we are planning to take an action to increase the involvement of our researchers in the dissemination and exploitation of research results.</p> <p>The employee evaluation system also requires modification.</p>
Recruitment and selection	<p>UTP's recruitment and selections rules according to researchers (R1-R4) are strictly defined by existing national law and international (e.g. EU funding) and also our inner regulations.</p> <p>At this moment all of the higher schools in Poland are making legislative changes as a result of new Higher Education Act (since 1st of October 2018), which is replacing existing acts like: Higher Education Act, Financing of Science Act, Act on academic degrees and academic title and degrees and title in art and also Students credits and loans act. UTP is planning to implement all of the actions according to names and regulations of new Higher Education Act. There is a possibility of appearing some disparities with terminology, but it won't impact in any way on action plan's results.</p> <p>Results of the survey in the area of recruitment (R1-R4) evaluated the UTP's activity in some points as well and in some points as average. Well evaluated is aspects connected with recruitment process. Our employees are well informed with rules of hiring researchers, especially at early stage of career. Our University has clearly defined rules of proceeding with recruitment and employment, they can be compared with provisions on international level and they are adapted to the type of offered position. Our job offers include detailed descriptions of required knowledge and qualifications, but on the other hand they're not too much specific that they could discourage relevant candidates.</p> <p>We have clearly defined rules of proceeding with recruitment and employment. Our strengths in this regard are judging merit, changes in the chronological order and recognition of qualifications and experience in the field of mobility. All of these aspects are regulated by our internal legal system.</p> <p>As average respondents evaluated selection and transparency. We need to correct an issue of staff selection proces and providing information to candidates after the recruitment procedure as well. Improvement also requires adaptation of the selection practices of candidates by the assessment of an external expert.</p>
Working conditions	<p>In respondents' opinion (R1-R4) one of UTP's strengths is recognition of the profession. More than that, we're doing our best to create convenient working conditions and research development, which was appreciated by our respondents. Our employees can expect to stability of employment and equitable salary system according to existing national rules.</p> <p>Another important point is recognition of the value of mobility and co-authorship. Apart from that, in our strategy we're focusing on employees' career development.</p> <p>We are also having adequate tools for provide access to professional career advice and intellectual property rights protection (Patent Agent, Technology Transfer Centre).</p> <p>Our University has an efficient system of complaints/appeals regulated by internal regulations.</p> <p>In addition, our staff has an influence on decision-making bodies through their representatives.</p> <p>Our weaknesses are related to teaching. One of aspects that we need to improve is teaching in the context of scientific development of senior researchers. There are measures should be taken to work against stagnation among this group of employees.</p>
Training and development	<p>Expectations defined by C&C are coherent with UTP's activity. In our 2011-2020 Strategy indicate that personal development of every specialist is highly recommended and required. On the other hand, research work which is conducting on UTP should form the basis of recognition of our University in the region and also in the country. It is important, because of fact that results of research activity has influence on an innovative way of</p>

	<p>education and many others areas of life. Research activity on UTP has to be compatible with science policy in the field of directions of technology development and innovation in Poland, which are defined by many national and EU's regulations.</p> <p>According to respondents (R1-R4) our strength is relation with supervisors and supervision and managerial duties. Another well evaluated by respondents point are an access to research training and continuous development and supervision. Issues related to relations with supervisors, supervision and managerial duties are fully regulated by our inner systems. Moreover, as much as it is possible, UTP tries to provide an access to workshops and trainings and takes an action to make professional development possible.</p> <p>Continuing professional development is an issue that requires from us more attention. We have to focus on the scientific development of researchers with long-term work experience.</p> <p>UTP's weakness, which were evaluated by respondents as average is continuing professional development. This issue requires more attention, because there is a need to focus on professional development of senior researchers with a long service. Average appraisal of this field shows that UTP is not engaged enough in professional development of this group of researchers. Main limitation in this situation is financing, so searching for instruments to effectively eliminate this problem is a challenge for our University.</p>
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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:

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:

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
A1: Training courses, workshops aimed at our researchers	Professional responsibility (C&C section 3)	Q1 of 2020	Vice-Rector for Organization and Development	IA1: Increasing professional responsibility by 10 percentage points according to previous survey. Next survey will take place till 4 th quarter of 2021.

				<p>TA1.1: Implementation of self-control mentality in the context of scientific honesty.</p> <p>TA1.2: Improving knowledge about research results (e.g. data bases).</p>
<p>A2: Appointment of the Committee and amendment of current scientific promotion provisions and appraisal system</p>	<p>Contractual and legal obligations (C&C section 5)</p>	<p>Q3 of 2020</p>	<p>Vice-Rector for Organization and Development</p>	<p>IA.2.1: Rector's Decree about scientific promotion (till 3rd quarter of 2021).</p> <p>IA.2.2: Rector's Decree about appraisal system (till 3rd quarter of 2021).</p> <p>TA.2.1: Supplementing internal regulations with scientific promotion provisions and assessment of the academic teachers' work results.</p> <p>TA.2.2: Researchers are familiarized with the principles of periodic evaluation of academic teachers and scientific promotion.</p>
<p>A3: Meetings and training courses in the field of administrative procedure and currently existing regulations</p>	<p>Accountability (C&C section 6)</p>	<p>Q1 of 2020</p>	<p>UTP Management and Organization Department</p>	<p>IA3: Increasing respondents' evaluation of accountability by 10 percentage points according to previous survey. Next survey will take place till 4th quarter of 2021.</p> <p>TA3: Improving knowledge about administrative procedure and currently existing regulations among researchers.</p>
<p>A4: Training courses and workshops in the field of Open Access, Appointment of committees for intellectual property at UTP's faculties, Implementation of mechanisms supporting publications in Open Access magazines</p>	<p>Dissemination and exploitation of results (C&C section 8)</p>	<p>Q2 of 2020</p>	<p>Director of Main Library, TTC Technology Transfer Centre</p>	<p>IA4.1: Increasing the number of scientific publications by 10 percentage points till 4th quarter of 2021.</p> <p>TA4.1: Increasing the number of scientific papers publication in Kuyavian-Pomeranian voivodeship's Digital</p>

				Library. TA4.2: Dissemination of researches results commercialization model.
A5: Modification of the system of academic teachers' periodic evaluation with particular emphasis on issues related to maternity leaves	Non discrimination (C&C section 10)	Q4 of 2020	Vice-Rector for Organization and Development	IA5: Rector's Decree about academic teachers appraisal system (till 4 th quarter of 2021). TA5: The assessment of researchers shall be carried out according to transparent rules.
A6: Modification of the system of academic teachers' periodic evaluation	Evaluation/appraisal system (C&C section 11)	Q4 of 2020	Vice-Rector for Organization and Development	IA6: Rector's Decree about academic teachers appraisal system (till 4 th quarter of 2021). TA6.1: Recognizing the assessment of research teams as a priority. TA6.2: Standardizing the level of requirements for individual scientific disciplines. TA6.3: Reducing the possibility of discretionary interpretation of individual employee assessment points.
A7: Reinforcement to the role of Rector's Commission and increasing the participation of external experts in the process of candidates' competences assessment	Selection (C&C section 14)	Q4 of 2020	Vice-Rector for Organization and Development	IA7: Rector's Decree regarding the detailed rules of recruitment process according to OTM-R system. TA7.1: Participation in recruitment commission of at least 1 person from outside of UTP. TA7.2: Recruitment process must be leading in accordance with HRS4R Strategy and OTM-R policy.
A8: Introducing the procedure of providing information to candidates about recruitment process results and causes of not being employed	Transparency (C&C section 15)	Q4 of 2020	Vice-Rector for Organization and Development	IA8: Rector's Decree about recruitment process (till 4 th quarter of 2021). TA8: Detailed rules of recruitment process according to OTM-R system.
A9: Organization of trainings and	Teaching	Q1 of 2020	Deans	IA9: Increasing

<i>workshops aimed at counteracting professional stagnation among senior researchers</i>	<i>(C&C section 33)</i>			<i>respondents' evaluation of teaching by 10 percentage points according to previous survey. Next survey will take place till 4th quarter of 2021. TA9.1: Increasing the development activity among senior researchers. TA9.2: Increasing the participation of academic teachers in scientific conferences</i>
A10: <i>Undertaking an action aimed at stimulating scientific development and attempts to eliminate financial barriers in the area of creating career development opportunities</i>	<i>Continuing professional development (C&C section 38)</i>	<i>Q4 of 2020</i>	<i>Deans</i>	IA10: <i>Increasing respondents' evaluation of continuing professional development by 10 percentage points according to previous survey. Next survey will take place till 4th quarter of 2021. TA10: <i>Providing to researchers development opportunities and support on every stage of professional career.</i></i>

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.

Proposed ACTIONS	OTM-R Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
A1: <i>Publishing OTM-R policy at UTP'S website</i>	<i>1. Have we published a version of our OTM-R policy online (in the national language and in English)?</i>	<i>Q1 of 2020</i>	<i>UTP Department of Information and Promotion</i>	IA1: <i>Creating an OTM-R policy tab on our website. TA2: <i>OTM-R Policy is available on our website.</i></i>
A2: <i>Training courses and</i>	<i>3. Is everyone</i>	<i>Q2 of 2021</i>	<i>UTP Management</i>	IA2: <i>Increasing qualifications</i>

<i>workshops aimed to employees engaged in academic teachers' recruitment process</i>	<i>involved in the process sufficiently trained in the area of OTM-R?</i>		<i>and Organization Department</i>	<i>of employees engaged in academic teachers' recruitment process with practices following from OTM-R system (till 2nd quarter of 2021). TA2: All the members of recruitment commission received training in the area of OTM-R policy.</i>
A3: <i>Project of adaptation the scientific units to sending applications via Internet</i>	<i>4. Do we make (sufficient) use of e-recruitment tools?</i>	<i>Q3 of 2021</i>	<i>Chancellor's deputy for ICT</i>	IA3: <i>Increasing the number of candidates as a result of simplification the recruitment procedure by 10 percentage points. TA3: Using of e-recruitment tools.</i>
A4: <i>Project of setting up a Committee for OTM-R system quality control</i>	<i>5. Do we have a quality control system for OTM-R in place?</i>	<i>Q4 2020</i>	<i>UTP Management and Organization Department</i>	IA4: <i>Adoption of Rector's Decree till 3rd quarter of 2021. TA4: Providing to internal auditor support in recruitment process monitoring.</i>
A5: <i>Commitment of UTP's scientific units to fully using of EURAXESS to publishing job offers</i>	<i>13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?</i>	<i>Q4 2020</i>	<i>Deans</i>	IA5: <i>Increasing the number of applications by 10 percentage points (till 4th quarter of 2021). TA5: Ensuring our research vacancies to wider audience.</i>
A6: <i>Standardising the complaint procedure to all UTP's scientific units</i>	<i>22. Do we have an appropriate complaints mechanism in place?</i>	<i>Q4 2020</i>	<i>UTP Management and Organization Department</i>	IA6: <i>Adoption of Rector's Decree referring to complaint procedure (till 4th quarter of 2021). TA6: Creating the register of complaints.</i>

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

URL:

4. IMPLEMENTATION

General overview of the expected implementation process:

Starting the process of implementation HRS4R Strategy is planned before the end of 1st quarter of 2020. Implementation of the action plan will be subdivided to stages:

1. Reducing weaknesses indicated in Gap Analysis (by Q4 of 2021)
2. Modification of recruitment process rules according to OTM-R policy (by Q4 of 2021)

After finishing the procedure of submit the application for HR Excellence in Research Award, the team which was appointed to prepare required documentation will be transformed to Supervising Group of implementation process. Substantive supervision will be directly exercised by the Vice-Rector for Education.

Representatives of academic teachers (R1-R4) and administrative employees will be involved in implementation process. The monitoring of progress will be carried out by using the developed indicator system.

In the 4th quarter of 2021 the survey will be repeated to measure the progress of the implementation process.

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

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	The Supervising Group of HR Strategy implementation process will constantly support responsible units with implementation of proposing actions. Other task forces and commissions will exchange information about progress of the work. We're planning to develop a timetable of actions aimed to individual units. The Supervising Group will constantly monitor the work progress of adopted action plan. In the event of difficulties, we're including the possibility of setting up Group meetings including management and responsible units.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	The Supervising Group consists of representatives of academic teachers and administrative employees. Members of the Group are committed to providing their units with information about actions taken within implementation of HRS4R Strategy on our university.
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.	Rector's Commission responsible for developing the project of UTP's Strategy will recognise the implementation of rules following from HRS4R as a priority.
How will you ensure that the proposed actions are implemented?	The Supervising Group consists of representatives of all our employees groups. Consequently, in the implementation process are involved also university authorities and management units. We are also planning to create a controlling system of OTM-R policy implementation.
How will you monitor progress (timeline)?	Proposed in Action Plan targets and indicators are clearly defined to simplify future assessment of work results. The Supervising Group will monitor progress with implementation the Action Plan by analysing reports from individual units. If it will be necessary, we're including the possibility of modification to the Action Plan and timetable in cooperation with university authorities and management units.
How will you measure progress (indicators) in view of the next assessment?	UTP's units responsible for implementation designated actions will submit to the Supervising Group appropriate documentation in the form of: work done report, projects of legal acts, training courses timetables and documents from recruitment process.

Additional remarks/comments about the proposed implementation process:

Planned actions in the field of implementation HRS4R Strategy include using of various channels of communication with academic community.

On the UTP's website will be created a tab dedicated to HRS4R Strategy.

Moreover, we're planning to share information about main work progress via social media and our academic magazine Format.