

## Action Plan

**Case number:** [2021PL693599](#)**Name Organisation under review:** University of Agriculture in Krakow**Organisation's contact details:** al. Mickiewicza 21, 31-120 Krakow

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## 1. Organisational Information

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

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	<b>700</b>
Of whom are international (i.e. foreign nationality) *	<b>27</b>
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	<b>10</b>
Of whom are women *	<b>343</b>
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	<b>367</b>
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	<b>223</b>
Of whom are stage R1 = in most organisations corresponding with doctoral level *	<b>110</b>
Total number of students (if relevant) *	<b>7459</b>
Total number of staff (including management, administrative, teaching and research staff) *	<b>1457</b>

<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	<b>47 908 501,32</b>
Annual organisational direct government funding (designated for research)	<b>11 354 807,15</b>
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	<b>2 918 554,60</b>
Annual funding from private, non-government sources, designated for research	<b>1 050 223,94</b>

**ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)**

University of Agriculture in Krakow (UAK) (separated in 1953 from Jagiellonian University, JU) conducts research and educational activities, covering the agricultural, food, forestry, and environmental protection sectors, in all aspects of their functioning, i.e. natural, technical, social and economic. Its research activity concentrates at 7 faculties (Agriculture and Economics, Forestry, Animal Sciences, Food Technology, Biotechnology and Horticulture, Environmental Engineering and Land Surveying, Production and Power Engineering) and the University Center for Veterinary Medicine JU-UAK. UAK's researchers are engaged in projects financed by National Science Center, National Center for Research and Development, National Agency for Academic Exchange, EU funds and others.

## 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.

### Ethical and professional aspects \*

#### Strengths

Most of the principles concerning ethical and professional aspects have been indicated in the questionnaire responses as almost implemented, four of them (**Research freedom, Professional responsibility, Contractual and legal obligations** and **Accountability**) as fully implemented. In line with its mission and strategy, the University of Agriculture in Krakow (UAK) is a safe, non-discriminatory and respecting the principles of equality and diversity. The UAK is a unit that inspires and supports the entire academic community in professional and personal development. In 2020, the Rector's Committee for the Ethics of Scientific Research with Human Participation was established. The tasks of the Committee include issuing opinions on research projects involving human participation, including those constituting the basis for: projects financed by grants from the Ministry of Education and Science, National Science Center and other sources, diploma theses; doctoral dissertations and works performed as part of the activities of the section of Students' Scientific Circles, in terms of their compliance with the principles of ethics and respect for the protection of personal rights of the participants in the research project. In 2022, the University developed and implemented the "Gender Equality Plan" which formulates key principles, goals and activities to promote equal opportunities for everyone working, studying or preparing doctoral dissertations at the University. Its main task is to create conditions enabling work and learning in a safe environment that ensures respect for diversity, freedom from discrimination, freedom of development, as well as equal treatment and equal opportunities for all members of the academic community. The UAK has: (1) the Centre for Technology Transfer dealing with the commercialization of research results and R&D works and development, with a particular focus on technology transfer from science to business, and (2) the Center of Administrative Support for Projects supporting the University units and researchers in the process of acquiring and implementing scientific and didactic projects (including international ones) financed from external sources, granting funds under the competition procedure, i.e. NCBR, Horizon and others. The UAK has regulations specifying the principles of managing the copyright, related rights and industrial property rights as well as the principles of commercialization. It has a well-functioning electronic system for evaluation of the researchers employed at the UAK. The UAK Library has an implemented system for storing and sharing electronic versions of scientific and didactic materials created by employees of the University.

#### Weaknesses

The questionnaire responses indicated that **7 of 11 principles** have been almost, but not fully implemented. Nevertheless, the questionnaire responses indicate that several aspects of these principles should be improved.

The internal Code of Ethics of the UAK needs to be implemented and its provisions should be introduced into the Work Regulations. Moreover, the questionnaire results indicate that the UR researchers' awareness of knowledge about the copyrights, related rights and the way in which the research results can be commercialized is relatively low.

The University webpage in English has to be systematically updated to facilitate the process of dissemination of the information about the researchers' achievements and publications. Moreover, the UAK has to increase budget for the promotion of science and researchers' achievements.

At the UAK there is a lack of uniform principles and mechanisms of research funding.

The authorities of the UAK need to provide information on the web page on the issues of identification and counteracting mobbing, discrimination and corruption and their effects.

Despite the satisfactory implementation of the principle concerning evaluation/appraisal systems, it was noted that the periodic appraisal of employees did not take into account teaching activities and scientific supervision, dissemination activities, as well as mobility and national and international cooperation.

### **Recruitment and selection \***

#### **Strengths**

Although the present UAK recruitment procedures are consistent with the national regulations, not all principles specified in the Code have been implemented. However, on the basis of the collected information and the analysis of gaps, it can be seen that the strength of the University's organization is a coherent and non-exclusive system of legal acts. The lack of contradictions between local acts and generally applicable provisions of law significantly facilitates the implementation of new provisions related to the recruitment process

The UAK has updated legal acts on employment of academic teachers (Ordinance 163/2019 of the UAK's Rector), and the rules on promoting academic teachers (Ordinance 189/2019 of the UAK's Rector). They comply with the UAK's Statute which was adopted by the UAK Senate on June 28, 2021. These internal legal acts defines the terms of employment and the rules for holding competitions for academic teachers' positions. In accordance with these regulations, the recruitment process is carried out by research committees appointed by Deans or Project Managers. The existing internal regulations in the field of human resources policy define in detail the composition of the selection boards in terms of the qualifications of members.

The recruitment process at the URK is conducted with the use of IT tools. Job advertisements are posted both on the Public Information Bulletin (BIP) website, the EURAXESS JOBS portal, and the advertisement database on the website of the Ministry of Education and Science. The university also uses the SIMPLE program - a human resources module for administering employee issues. The candidates can contact and send documents by e-mail.

Moreover, the URK has an active policy of employing visiting professors. In the 2021/2022 academic year, it was noted an increase in foreign scientist

employed at the UAK by 40% in comparison to the previous year.

### Weaknesses

Majority of the recruitment aspects have been assessed in the questionnaire as almost implemented, but four of them (***Variations in the chronological order of CVs (Code), Recognition of mobility experience, Recognition of qualifications, and Postdoctoral appointments***) have been assessed as partially implemented.

The weak point is the lack of involvement of foreign experts in the recruitment of academic teachers.

According to questionnaire respondents, in the recruitment process, insufficient attention is paid to the teaching experience, tutoring and mobility experience of the candidates. Especially two principles, i.e. "Recognition of mobility experience" and "Recognition of qualifications" are insufficiently implemented in the recruitment process. The respondents pointed out that the recruitment committee has not appreciated the stay of the candidate in a different research environment (e.g. a post-doc internship) as a valuable contribution to the professional development of a researcher.

The UAK has rules for the recruitment process for the positions of academic teachers, however, they need to be upgraded in compliance with the Code of Conduct for Recruitment of Researchers.

The internal regulations currently in force do not provide for a procedure for informing all candidates at the end of selection about the results of the competition.

### Working conditions \*

#### Strengths

The questionnaire responses indicated that among 14 principles belonging to this area, two of them, i.e. ***Working conditions and stability*** and ***Stability and permanence of employment***, have been fully implemented, and 7 others (***Recognition of the profession, Research environment, Funding and salaries, Gender balance, Intellectual property rights, Co-authorship and Participation in decision-making bodies***) have been partially implemented at the UAK.

The material base of the University has been significantly elevated - the area of research laboratories (even nowadays two new investments are carried out: Center for Innovation and Research on Pro-Health and Safe Food and Small Animals Clinic), access to the most modern research equipment, as well as the possibility to use global electronic library databases to which every employee and student have unlimited access.

There are a number of Rector's ordinances at the university related to the issue of mobbing prevention: (1) Ordinance 229/2020 of the UAK's Rector on the implementation of the Workplace Rules - Appendix 2 - Rules of Conduct to Prevent Bullying; (2) Ordinance 26/2002 of the UAK's Rector on the implementation of uniform procedures for recording and dealing with complaints and appeals; (3) Ordinance 185/2021 of the UAK's Rector on the implementation at the UAK of a procedure for reporting breaches and irregularities and for the protection of persons reporting the same.

As was mentioned in Ethical and professional aspects section, that recently the UAK has developed and implemented the "Gender Equality Plan"

(introduced by the Ordinance 9/2022 of the UAK's Rector on the implementation of the Gender Equality Plan) which formulates key principles, goals and activities to promote equal opportunities for everyone working, studying or preparing doctoral dissertations; one of the task is to create conditions enabling work and learning in a safe environment that ensures respect for diversity, freedom from discrimination, freedom of development, as well as equal treatment and equal opportunities for all members of the academic community (including the gender balance). Moreover, at the UAK there are: Rector's Plenipotentiary for Equality, Rector's Plenipotentiary for People with Disabilities, and Academic Ombudsman.

The UAK Statute and relevant, constantly updated internal legal acts (mainly Rector's ordinances) regulate the issues of employment and promotion of academic teachers, working conditions and remuneration of employees, and the working environment.

Each group of the URK employees has an appropriate representation in the Senate, specified in the UAK's Statute. Representatives of all groups are elected for a four-year term. Researchers as well as Ph.D. students are also members of the Faculty Councils, and Scientific Discipline Councils .

### **Weaknesses**

One of 14 principles from this area (i.e. **Access to career advice**) was assessed as not implemented. However, it should be noted, though, that the share of "It is hard to say" and "I have no opinion" responses totaled 57%, which suggests that employees employed under permanent contracts with the UAK do not feel the need to seek career advice and, hence, are not particularly interested in the issue. Or, alternatively, they may have no sufficient knowledge about the UAK's offer in this respect.

Although the principle concerning **Funding and salaries** have been implemented to a considerable degree, only 25% of the respondents think that the UAK provides adequate remuneration conditions at all stages of researchers' career development. Nevertheless, for several years, the UAK has been applying a pro-quality remuneration, which has significantly increased the salaries of people distinguished by their scientific effectiveness.

Four principles from this area (i.e. **Career development, Value of mobility, Teaching, and Complaints/appeals**) have been recognized by respondents as "only partially implemented". They expressed doubts as to the existence of any UAK's professional and career development strategy supporting researchers at different stages of their career, any effective generational replacement system (employment of early-stage researchers), or effective system to support professional and career development of disabled persons. The responses concerning the level of implementation of the Value of mobility principle suggests that the UAK's employees need more support in this respect.

According to the respondents, teaching tasks performed by the UAK's researchers are not sufficiently recognised (in terms of remuneration and due consideration in periodical evaluations). The survey results also reveal unsatisfactory implementation of the Complaints/appeals principle. However, just like in the case of some other questions, there was a considerable share of "It is hard to say" and "I have no opinion" responses (44.8% in total). This may be consequent upon poor familiarity with the procedures for handling complaints/appeals filed by researchers, including the problem of conflicts between early-stage researchers and their supervisors, or upon not encountering in the respondents' professional work of any problems requiring application of such procedures.

### Strengths

Two (***Relations with supervisors*** and ***Supervision***) of 5 aspects relating to **Training and development of researchers** have been assessed in the questionnaire as implemented to a considerable degree. This indicates that researchers, particularly representing R1 group, have an opportunity to establish a regular relationship with their supervisors and faculty or departmental representatives so as to take full advantage of the unit's potential. Several aspect of doctoral student and supervisor relationship are regulated by recently updated URK's Rector ordinance no 39/2022 on the implementation of the Doctoral School Regulations. PhD students and young scientists have the opportunity to go to foreign research centers (e.g. professional trainings, fellowships, etc.) under the ERASMUS + program, National Agency for Academic Exchange (NAWA) grants and other supporting organizations. Moreover, the UAK has appropriate regulations for young researcher development and their participation in granting funds. The development of young scientists is promoted through the university funds and an extensive system of offers financed from domestic and European funds.

### Weaknesses

The survey responses indicate only partial implementation of the principle concerning ***Supervision and managerial duties*** and ***Continuing professional development***. In the respondents' opinion, professional and career development system addressed to doctoral students and early-stage researchers, providing them with adequate conditions for professional development by persons holding managerial positions at individual UAK's organisational levels and the UAK's support for researchers in enhancing their professional skills at every stage of their career, is unsatisfactory. This is also confirmed by the comments provided in the open-ended Question included in the survey questionnaire..

Fewer than a half of the respondents think there are clear criteria for delegating researchers to events (initiatives) aimed at enhancing professional and research skills (formal training, conferences, fellowships, etc.). Hence, the implementation of the principle concerning ***Access to research training and continuous development*** must be seen as unsatisfactory.

## 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 organization's Action Plan/HR Strategy dedicated webpage(s):

<https://en.urk.edu.pl/index/site/8033>

Please fill in the list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

**Note:** Choose one or more of the principles retrieved from the GAP Analysis.

## Proposed ACTIONS

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### Principles:

(++) 1. Research freedom; (+/-) 2. Ethical principles; (++) 3. Professional responsibility; (+/-) 4. Professional attitude; (++) 5. Contractual and legal obligations; (++) 6. Accountability; (+/-) 7. Good practice in research; (+/-) 8. Dissemination, exploitation of results; (+/-) 9. Public engagement; (+/-) 10. Non discrimination; (+/-) 11. Evaluation/ appraisal systems; (+/-) 12. Recruitment; (+/-) 13. Recruitment (Code); (+/-) 14. Selection (Code) (+/-) 15. Transparency (Code); (+/-) 16. Judging merit (Code); (-/+) 17. Variations in the chronological order of CVs (Code); (-/+) 18. Recognition of mobility experience (Code); (-/+) 19. Recognition of qualifications (Code); (+/-) 20. Seniority (Code) (-/+); 21. Postdoctoral appointments (Code); (+/-) 22. Recognition of the profession; (+/-) 23. Research environment; (++) 24. Working conditions; (++) 25. Stability and permanence of employment; (+/-) 26. Funding and salaries; (+/-) 27. Gender balance; (-/+) 28. Career development; (-/+) 29. Value of mobility; (--) 30. Access to career advice; (+/-) 31. Intellectual Property Rights; (+/-) 32. Co-authorship; (-/+) 33. Teaching (-/+); 34. Complains/ appeals (+/-) 35. Participation in decision-making bodies; (+/-) 36. Relation with supervisors; (-/+) 37. Supervision and managerial duties; (-/+) 38. Continuing Professional Development; (-/+) 39. Access to research training and continuous development; (+/-) 40. Supervision.

ACTIONS proposed (A)	GAP principle(s)	Completion dates	Responsible unit	Indicators (I) / Targets (T)
A1 – conducting regular training courses for employees on the policy of open access to scientific publications and research data	(++) G.1. Freedom of scientific research	until December 2022 and beyond	Rector's Plenipotentiary for the Open Access Policy	<p><b>I.A1.</b> Circulating a newsletter and e-mail to all university employees and doctoral students.</p> <p><b>T.A1.</b> Researchers and doctoral students know and adhere to recognized ethical practices, enjoy</p>

ACTIONS proposed (A)	GAP principle(s)	Completion dates	Responsible unit	Indicators (I) / Targets (T)
<p><b>A2</b> – adopting the UAK Code of Ethics and introducing the provision on the obligation to read this Code to the Work Regulations</p>	<p>(+/-) G.2. Ethical principles            (+/-) G.31. Intellectual Property Rights            (+/-) G.32. Co-authorship            (+/-) G.36. Relations with supervisors</p>	<p>until March 2023</p>	<p>Rector / Plenipotentiary for equality in cooperation with the Rector's Commission for the gender equality plan, Academic Spokesperson, Organizational and Legal Section</p>	<p>freedom of expression.</p> <p><b>I.A2a.</b> Adoption of a resolution by the UAK's Senate of the and issuance of a regulation by the Rector of the UAK.  <b>I.A2b.</b> The UAK Code of Ethics and the updated Work Regulations published on the University's website.</p> <p><b>T.A2.</b> UAK scientists know and follow recognized ethical practices, enjoy freedom of expression and apply good practices in their professional work and in supervisor-subordinate relations.</p>
<p><b>A3</b> – review of existing financing rules and mechanisms of the research at the UAK and conducting training / information campaigns at the UAK</p>	<p>(+/-) G.4. Professional approach</p>	<p>until December 2023</p>	<p>Vice-Rector for Science in cooperation with the Technology Transfer Center, Administrative Project Support Center, Science Office and Bursar's Office</p>	<p><b>I.A3a.</b> Publication of the Rector's updated regulation containing the principles and mechanisms of research funding on the UAK website.  <b>I.A3b.</b> Conducting at least 2 training sessions a year for the employees of UAK on the principles and mechanisms of research funding.</p> <p><b>T.A3a.</b> Improvement of the relevant legal provisions regarding the principles and mechanisms of research funding at the UAK.  <b>T.A3b.</b> Scientists and doctoral students have full knowledge of the principles and mechanisms of research funding at the UAK.</p>
<p><b>A4</b> - conducting a series of training courses in the field of copyright, related rights and industrial property rights management as well as the principles of research commercialization</p>	<p>(++) G.5. Obligations arising from contract or regulations</p>	<p>until December 2023</p>	<p>Rector's Intellectual Property Commission in cooperation with the Technology Transfer Center</p>	<p><b>I.A4.</b> Training at least once a year, compulsory for all new employees and doctoral students.</p> <p><b>T.A4.</b> All employees of UAK (R1-R4) have the opportunity to update their knowledge in the field of</p>

ACTIONS proposed (A)	GAP principle(s)	Completion dates	Responsible unit	Indicators (I) / Targets (T)
				managing copyright, related rights and industrial property rights as well as the principles of commercialization.
A5 - annual review of documents functioning at the UAK and supplementing any identified procedural shortcomings, in particular in the field of IT data protection and recovery	(+) G.7. Good practice in scientific research	until December 2023 and beyond	UAK's IT Center	I.A5. Sending an e-mail about updating procedures related to data protection and recovery.  T.A5. Increased awareness of the academic community in the field of data security policy.
A6 – introducing the principles of assessing occupational risk at workplaces and signing for getting acquainted with information on occupational risk by all employees		until June 2023	Rector / Office for Occupational Health and Safety and Fire Protection	I.A6. Issuance of the regulation of the Rector of the UAK.  T.A6. Scientists and doctoral students have knowledge of the principles of conducting occupational risk assessment at workplaces
A7 – amendment to the regulation on personal protective equipment, clothing, footwear for the study and work place, and the expected periods of their use		until June 2023	Rector / Office for Occupational Health and Safety and Fire Protection	I.A7. Issuance of an appropriate regulation of the Rector of the UAK.  T.A7. Scientists and doctoral students have knowledge of the principles of personal protection.
A8 – introducing the rules for conducting periodic inspections and tests of installations, utility and safety devices that are part of building facilities		until June 2023	Chancellor	I.A8. Issuance of regulations by the UAK's Chancellor regarding periodic inspections and tests of UAK infrastructure.  T.A8. All employees work in safe conditions at the UAK.
A9 – systematic upgrade of the UAK website and update of information on this website (incl. on the websites of the Faculties)	(+) G.8. Dissemination, use of results (+) G.9. Social involvement	until December 2022 and beyond	UAK's IT Center	I.A9. Full and easy access to up-to-date information on the UAK website.  T.A9. Scientists and doctoral students have full access to up-to-date information on the scientific, didactic and organizational activities of the OCCP

ACTIONS proposed (A)	GAP principle(s)	Completion dates	Responsible unit	Indicators (I) / Targets (T)
A10 – modernization and updating of information on English-language websites	(+/-) G.8. Dissemination, use of results (+/-) G.9. Social involvement	until December 2022 and beyond	UAK's IT Center	<p><b>I.A10.</b> Full and easy access to up-to-date information on the UAK's English-language websites.</p> <p><b>T.A10.</b> Scientists, doctoral students and foreigners have full access to up-to-date information in English on the scientific, educational and organizational activities of the UAK</p>
A11 – appointment of the team for rankings and academic image building	(+/-) G.8. Dissemination, use of results	until December 2022	Rector	<p><b>I.A11.</b> Issuance of an appropriate regulation of the Rector of the UAK.</p> <p><b>T.A11.</b> A clear advance of UAK in international university rankings.</p>
A12 – intensification of activities related to the dissemination and promotion of the achievements of science and scientists	(+/-) G.9. Public involvement	until December 2022. and beyond	Promotion and Recruitment Office / UAK's Main Library	<p><b>I.A12.</b> Annual schedule of events popularizing science (Science Festivals, Science Night, etc.).</p> <p><b>T.A12.</b> At least 2 events per year that allow increasing the visibility of research conducted at the UAK in the local and regional community.</p>
A13 - providing information via UAK's websites on the issues of identifying mobbing situations and counteracting mobbing, discrimination and corruption as well as on their consequences for the UAK	(+/-) G.10. Principle of non-discrimination	until March 2023 and beyond	Plenipotentiary for equality/ Promotion and Recruitment Office	<p><b>I.A13.</b> Circulating a newsletter and e-mails among all employees and doctoral students of the UAK.</p> <p><b>T.A13.</b> Researchers and doctoral students are able to identify and prevent incidents (situations) related to mobbing and discrimination.</p>
A14 – introducing awareness training about the special needs of employees, students and doctoral students, including disabilities		until January 2023 and beyond	Plenipotentiary for equality/ Plenipotentiary for people with disabilities	<p><b>I.A14.</b> Circulating a newsletter and e-mails among all employees and doctoral students of the University.</p> <p><b>T.A14.</b> Researchers and doctoral students are knowledgeable about the special needs of workers with disabilities.</p>

ACTIONS proposed (A)	GAP principle(s)	Completion dates	Responsible unit	Indicators (I) / Targets (T)
A15 – amendment of the internal policy on counteracting mobbing, discrimination and corruption		until June 2023	Rector / Vice-Rector for General Affairs	<p><b>I.A15.</b> Issuance of an appropriate regulation of the Rector of the UAK.</p> <p><b>T.A15.</b> Researchers and doctoral students have knowledge of the internal policy of counteracting mobbing, discrimination and corruption.</p>
A16 – in the new periodic assessment of UAK staff, inclusion of the provisions on teaching activities and providing research care, dissemination activities, as well as mobility and national and international cooperation	(+/-) G.11. Evaluation / assessment systems	until December 2022	Vice-Rector for General Affairs / Senate's Staff Evaluation Commission	<p><b>I.A16.</b> Implementation of updated rules for periodic appraisal of the UAK employees.</p> <p><b>T.A16.</b> Academic teachers are assessed according to transparent rules, they know the rules of periodic appraisal.</p>
A17 – introduction of OTM-R principles	(+/-) G.12. Recruitment  (-/+ ) G21 Postdoctoral nominations (Code provision)	until December 2022	Rector	<p><b>I.A17a.</b> Issuance of the regulation of the Rector of the UAK on the principles of OTM-R.</p> <p><b>I.A17b.</b> Online publication of the OTM-R policy in Polish and English.</p> <p><b>T.A17a.</b> The OTM-R policy is published online - a link to the relevant page is available.</p> <p><b>T.A17b.</b> The rules of the recruitment process at UAK are in line with the HRS4R Strategy and the OTM-R policy - at the organizational, process and monitoring level.</p>
A.18. – development of a recruitment advertisement template	(+/-) G.12. Recruitment	until December 2022	Vice-Rector for General Affairs in cooperation with the Vice-Rector for International Relations, Vice-Rector for Science, Rector's Commission for the Implementation of	<p><b>I.A18.</b> Template of the recruitment advertisement published online.</p> <p><b>T.A18.</b> The UAK has an appropriate template of a recruitment advertisement.</p>
A19 – amendment of the Rector's regulations in order to adapt them to the new Statute of the UAK and the				<p><b>I.A19.</b> Issuance of amended regulations of the Rector of the UAK.</p>

ACTIONS proposed (A)	GAP principle(s)	Completion dates	Responsible unit	Indicators (I) / Targets (T)
Organizational Regulations of the UAK			the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers of the UAK, University and Scientific Staff Development Office, Office for Personal Affairs	<b>T.A19.</b> Scientists and doctoral students have well-prepared, transparent and updated Rector's regulations
<b>A20.</b> - launching an electronic recruitment system	(+/-) G.12. Recruitment	until December 2023	Vice-Rector for General Affairs / Office for Personal Affairs / UAK's IT Center	<b>I.A20.</b> The recruitment process is carried out using electronic recruitment tools.  <b>T.A20.</b> OTM-R is supported by e-recruitment tools.
<b>A21</b> – introduction of OTM-R principles, including the development of guidelines for the recruitment commission in the field of recruitment for the position of academic teachers in accordance with the Code of Conduct for the recruitment of researchers	(+/-) G.13. Recruitment (Code provision)  (+/-) G.14. Selection (Code provision)  (+/-) G.15. Transparency (Code provision)  (+/-) G.16. Assessment of merit (Code provision)  (-/+ ) G.17. Deviations from the chronological order of CVs (Code provision)  (-/+ ) G.18. Recognition of mobility experience (Code provision)  (-/+ ) G.19. Recognition of qualifications (Code provision)  (+/-) G.20. Work	until December 2022	Rector / Vice-Rector for General Affairs in cooperation with the Vice-Rector for International Relations, Vice-Rector for Science, Rector's Commission for the Implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers at the University of Agriculture in Krakow, University and Scientific Staff Development Office, Personal Affairs Office	<b>I.A21a.</b> Issuance of an appropriate regulation of the Rector of the UAK on internal guidelines for the recruitment commission on the recruitment process for the positions of academic teachers in accordance with the Code of Conduct for the Recruitment of Researchers. <b>I.A21b.</b> Publication of internal guidelines for the recruitment commission regarding the recruitment process for academic teacher positions in Polish and English online – a link to the website. <b>I.A21c.</b> Internal guidelines for the appointment of commissions, their activities in the evaluation of candidates for all types of positions. <b>I.A21d.</b> Providing the percentage of applicants from outside the UAK and from abroad. <b>I.A21e.</b> Providing the percentage of recruited employees who are not

ACTIONS proposed (A)	GAP principle(s)	Completion dates	Responsible unit	Indicators (I) / Targets (T)
	experience (Code provision)			<p>graduates of the UAK.</p> <p><b>T.A21a.</b> The OTM-R policy and guidelines for the recruitment commission regarding the recruitment process for the position of academic teachers are published on-line.</p> <p><b>T.A21b.</b> The rules of the recruitment process at the UAK are in line with the HRS4R Strategy and the OTM-R policy - at the organizational, process and monitoring level.</p> <p><b>T.A21c.</b> All job advertisements are posted on the EURAXESS portal.</p>
<p><b>A22</b> – informational training for newly recruited postdoctoral researchers on their professional development and development requirements.</p>	<p>(-/+ ) G.21. Postdoctoral nominations (Code provision)</p>	<p>until December 2022 and beyond</p>	<p>University and Scientific Staff Development Office</p>	<p><b>I.A22.</b> Circulating a newsletter and / or e-mail among employees with a PhD degree and doctoral students.</p> <p><b>T.A22.</b> Researchers with doctoral degrees employed at the UAK know the recruitment requirements, as well as the goals and principles of evaluating their activities and the possibilities of long-term professional development.</p>
<p><b>A23</b> – establishment of the Mentors' Council as an advisory board for researchers, composed of the most experienced and distinguished academic teachers of the University</p>	<p>(+/-) G.22. Recognition of the profession (+/-) G.36. Relations with supervisors</p>	<p>until June 2023</p>	<p>Rector</p>	<p><b>I.A23.</b> Issuance of an appropriate regulation of the Rector of the UAK.</p> <p><b>T.A23.</b> Young researchers and doctoral students use the advice of the Mentors' Council.</p>
<p><b>A24</b> – annual review of technical and scientific facilities and preparation of an annual report on their condition</p>	<p>(+/-) G.23. Research environment</p>	<p>until December 2022 and beyond</p>	<p>Chancellor</p>	<p><b>I.A24.</b> Annual reports on the condition of technical facilities and devices.</p> <p><b>T.A24.</b> The UAK's researchers have at their disposal appropriate</p>

ACTIONS proposed (A)	GAP principle(s)	Completion dates	Responsible unit	Indicators (I) / Targets (T)
<p><b>A25</b> – verification of the regulations governing the use of UAK's research infrastructure</p>		until December 2022	Vice-Rector for Science in cooperation with the Technology Transfer Center and the Machinery Department	<p>facilities as well as modern and efficient research equipment.</p> <p><b>I.A25.</b> Publication of the Rector's updated regulation on the implementation of the Regulations for the use of the UAK's Research Infrastructure.</p> <p><b>T.A25.</b> Researchers employed at the UAK have the opportunity to use the research infrastructure of UAK.</p>
<p><b>A26</b> – review of documents specifying the rules for granting leaves and remote work in relation to planned changes to the Labor Code</p>	(++) G.24. Working conditions	until December 2022	Vice-Rector for General Affairs in cooperation with the Personal Affairs Office	<p>I.A26. Issuance of updated Rector's announcements regarding working time, breaks at work and paid holidays.</p> <p><b>T.A26.</b> All researchers, including those with disabilities, are provided with decent and flexible working conditions.</p>
<p><b>A27</b> – review and update of the promotion procedure</p>	(++) G.25. Stabilization and permanent employment	until December 2022	Vice-Rector for General Affairs / Senate's Staff Evaluation Commission	<p><b>I.A27.</b> Issuance of an updated Rector's regulation on the rules for the promotion of academic teachers;</p> <p><b>T.A27.</b> All employees and doctoral students are familiar with the rules of the promotion procedure.</p>
<p><b>A28</b> – wider promotion of activities supporting scientists by the administration of UAK, Science Office (SO), Technology Transfer Center (CTT) and Administrative Project Support Center (CAWP) - informational meetings, newsletters, etc.</p>	(+/-) G.26. Financing and remuneration	until December 2022 and beyond	Science Office, Technology Transfer Center, Administrative Project Support Center, Promotion and Recruitment Office	<p><b>I.A28.</b> Relevant regulations, information meetings and newsletters</p> <p><b>T.A28.</b> All researchers (R1-R4) have access to information on the remuneration policy and the level of remuneration for individual positions.</p>
<p><b>A29</b> – implementation of activities specified in the Gender Equality Plan of the UAK in the field of disseminating the principles of equality</p>	(+/-) G.27. Gender balance	until December 2022 and beyond	Plenipotentiary for equality	<p><b>I.A29.</b> Circulating a newsletter and e-mail among all university employees and doctoral students.</p>

ACTIONS proposed (A)	GAP principle(s)	Completion dates	Responsible unit	Indicators (I) / Targets (T)
				<b>T.A29.</b> The UAK's researchers and doctoral students feel protected against discrimination based on sex, age, ethnic, national or social origin, religion or belief, etc.
<b>A30</b> – development of guidelines defining and supporting the professional development of scientists at the UAK by experienced and outstanding researchers.	(-/+ ) G.28. Professional career development	until December 2023	Mentors' Council	<b>I.A30.</b> A relevant guide is published on the university's website.  <b>T.A30.</b> UAK researchers and doctoral students have easy access to guidelines that define and support their career development.
<b>A31</b> – promotion of activities related to national and international mobility in order to strengthen interdisciplinary cooperation and the implementation of joint research and application projects	(-/+ ) G.29. Value of mobility	until January 2023 and beyond	Vice-rector for International Cooperation / Office for International Cooperation and Exchange	<b>I.A31.</b> Circulating a newsletter and e-mails among all employees and doctoral students of the University.  <b>T.A31.</b> Mobility procedures are transparent and allow for quick circulation of the necessary travel documents.
<b>A32</b> – organization of training in the field of career counseling for scientists (career building, getting promoted and scientific promotion).	(-- ) G.30. Access to career counseling	until June 2023	University and Scientific Staff Development Office, Administrative Project Support Center	<b>I.A32.</b> Launching training in the field of career counseling for researchers.  <b>T.A32.</b> Researchers at every stage of their scientific career have the possibility of professional development.
<b>A33</b> – update of the guidelines for cooperation agreements / arrangements concluded by UAK in the field of regulations on intellectual property rights	(+/- ) G.31. Intellectual Property Rights (+/- ) G.32. Co-authorship (+/- ) G.36. Relations with supervisors	until June 2023	Technology Transfer Center in cooperation with the Organizational and Legal Department	<b>I.A33.</b> Issuance updated guidelines to agreements / arrangements concluded by the UAK in the field of regulations on intellectual property rights.  <b>T.A33.</b> The UAK's researchers and doctoral students know the legal principles concerning the management of copyright, related rights and industrial property rights as well as the principles of their commercialization.

ACTIONS proposed (A)	GAP principle(s)	Completion dates	Responsible unit	Indicators (I) / Targets (T)
A34 – conducting a series of training courses for scientists in the field of intellectual property law		until December 2023	Rector's Intellectual Property Commission in cooperation with the Technology Transfer Center	<p><b>I.A34.</b> Circulating a newsletter and e-mails among all employees and doctoral students.</p> <p><b>T.A34.</b> The UAK's researchers and doctoral students know intellectual property rights.</p>
A35 – update of internal regulations enabling the internationalization of the commission appointed to recruit researchers	(-/+ ) G.33. Education	until December 2022	Rector	<p><b>I.A35.</b> Issuance of an appropriate regulation of the Rector of the UAK.</p> <p><b>T.A35.</b> At the UAK, recruitment is carried out with the participation of a commission consisting of at least one person from abroad.</p>
A36 – updating the system of periodic appraisal of academic teachers, taking into account the management of scientific research and exercising scientific supervision over young scientists;			Vice-Rector for General Affairs / Senate's Staff Evaluation Commission	<p><b>I.A36.</b> Issuance of an appropriate updated regulation of the Rector of the UAK.</p> <p><b>T.A36.</b> All researchers (R1-R4) have access to information about the employee appraisal system.</p>
A37 – appointment of a Rector's team to resolve conflicts at the UAK	(-/+ ) G.34. Complaints / appeals	until December 2022	Rector	<p><b>I.A37.</b> Issuance of a regulation of the Rector of the UAK.</p> <p><b>T.A37.</b> UAK has appropriate procedures for resolving employee conflicts. The Conflict Resolution Council operates at the UAK.</p>
A38 – activation of researchers to act in the decision-making bodies of the University (organization of informational meetings).	(+/-) G.35. Participation in decision-making bodies	until June 2023	Vice-Rector for General Affairs	<p><b>I.A38a.</b> Circulating a newsletter and e-mails among all employees and doctoral students.</p> <p><b>I.A38b.</b> Meetings with employees and doctoral students before being elected to the decision-making bodies of the UAK.</p> <p><b>T.A38.</b> Researchers and doctoral students are more interested in participating in the decision-making bodies of the University</p>
A39 – development of guidelines for	(+/-) G.36. Relations with	until June 2023	Vice-Rector for	<b>I.A39.</b> Guidelines for UAK

ACTIONS proposed (A)	GAP principle(s)	Completion dates	Responsible unit	Indicators (I) / Targets (T)
the advisory bodies of the UAK (faculty councils, Rector's and Senate commissions) on the rules of giving opinions on candidates for managerial positions at the UAK on the basis of professional qualifications;	supervisors (-/+ ) G.37. Supervision and management responsibilities		General Affairs / Senate's Organizational and Statute Commission	advisory bodies (faculty colleges, senate, rector and departmental commissions) on the rules of giving opinions on candidates for managerial positions at the UAK, published on the university's website.  <b>T.A39.</b> Advisory bodies of the UAK (faculty colleges, senate and rector's commissions, dean's commissions), as well as all academics (R1-R4) know the rules of giving opinions on candidates for managerial positions in UAK.
<b>A40</b> – applying in programs financed from external funds aimed at improving the professional qualifications of academic staff, such as: innovative program of strategic development of universities	(-/+ ) G.38. Continuation of professional development (-/+ ) G.39. Access to scientific training and the possibility of continuous professional development	until January 2023 and beyond	Administrative Project Support Center / Doctoral School	<b>I.A40a.</b> Circulating a newsletter and e-mails among all employees and doctoral students. <b>I.A40b.</b> Training on improving professional skills in the field of applying in grants financed from external sources, such as: an innovative program of strategic development of universities.  <b>T.A40a.</b> Researchers (R1-R4) are provided with the necessary support in improving professional qualifications at all stages of their careers. <b>T.A40b.</b> The UAK's researchers and doctoral students have better application skills in programs financed from external sources.
<b>A41</b> – applying in programs financed from external funds related to co-financing scientific internships of foreign and domestic academic teachers			Administrative Project Support Center / Office for International Cooperation and Exchange	<b>I.A41a.</b> Circulating a newsletter and e-mails among all employees and doctoral students. <b>I.A41b.</b> Training on improving professional skills in the field of applying for grants financed from external sources, such as co-financing of foreign and domestic

ACTIONS proposed (A)	GAP principle(s)	Completion dates	Responsible unit	Indicators (I) / Targets (T)
				<p>research scholarships.</p> <p><b>T.A41a.</b> Providing researchers with the necessary professional support in improving professional qualifications at all stages of their careers.</p> <p><b>T.A41b.</b> The UAK's researchers and doctoral students have better application skills in external programs financed from international sources.</p>
<p><b>A42</b> – dissemination of the information about available programs, training and fundraising opportunities</p>				<p><b>I. A42.</b> Circulating a newsletter and e-mails among all employees and doctoral students.</p> <p><b>T.A42.</b> All researchers (R1-R4) are provided with the necessary support in improving professional qualifications at all stages of their careers.</p>
<p><b>A43</b> – appointment - in addition to the official superior and academic spokesman of the UAK - at each faculty or scientific discipline, of a person to whom doctoral students and young scientists may turn to in matters related to the performance of their professional duties.</p>	<p>(+/-) G.40. Supervision</p>	<p>until January 2023</p>	<p>Councils of individual scientific disciplines</p>	<p><b>I.A43</b> Appointment of a tutor for each scientific discipline who helps young scientists in the development of their scientific careers.</p> <p><b>T.A43.</b> Young researchers have the opportunity to ask a tutor to obtain the necessary information on career development and performance of professional duties.</p>

**Note:** Add as many actions as needed.

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. (max. 1000 words) \*

The OTM-R policy of the University of Agriculture in Krakow (UAK) is in agreement with national law. The internal regulations concerning recruitment of the academic teachers and researchers are formulated in strict compliance with the national legislation and included in the University Statute. The initial requirements for individual positions, merit-based, are included in § 105-114 of the Statute and Rector's Ordinance No. 163/2019 of 1 October 2019 on the employment of academic teachers.

The OTM-R policy, which is one of the pillars of the European Charter for Researchers and in particular of the Code of Conduct for the Recruitment of Researchers will be adopted by the Rector's Ordinance of the UAK till December 2022 (see Action plan: A17 and A21). It will be based on the principles of the Code and will be prepared with reference to the OTM-R Toolkit (it can be found on the UAK web page: <https://urk.edu.pl/index/site/8245> in English and <https://urk.edu.pl/index/site/8244> in Polish).

The OTM-R checklist shows some areas to be improve in the URK recruitment procedures which have been identified in the gap analysis. Those include, e.g.:

- implementation of an e-recruitment tool;
- preparation and publication of internal guidelines for the recruitment board on conducting the recruitment process for the positions of academic teachers at the UAK (in Polish and English online),
- preparation of internal guidelines regarding the appointment of committees, their activities in the assessment of candidates for all types of positions based on the OTM-R toolkit.

The above actions are part of the Action plan and are specified in the HRS4R UAK Strategy adopted by the UAK Senate. The activities proposed by the UAK under the HRS4R UAK Strategy also provide for the adaptation of the regulations of the doctoral school regarding the recruitment of doctoral students.

Generally, at the UAK recruitment, employment and promotion is free from discrimination. Processes linked to appointments and promotion are consistent with the principles and rules regarding equal treatment, objectivity and transparency. In decisions concerning appointments, consideration is only to be given to the objective and measurable grounds. Recruitment of researchers shall aim to find people with the best possible expertise and potential for the duties involved in the position.

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: <https://urk.edu.pl/index/site/8245> .

#### 4. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

Action Plan for the Implementation of the Principles of the European Charter for Researchers and the Code of Conduct at the Recruitment of Researchers at the University of Agriculture in Kraków (**HRS4R UAK Strategy**) was prepared on the basis of the gap analysis and adopted by the Rector's Commission for the Implementation of the European Charter for Research and Code of Conduct for the Recruitment of Researchers at the University of Agriculture, hereinafter referred to as Rector's Commission on the meeting on July 29, 2022.

The HRSR UAK Strategy includes the Gap Analysis, OTM-R checklist and detailed Action Plan, aimed at introducing either new regulations or procedures, or modifying and improving the existing ones, with implementation dates specified. Most of the activities identified as vital for the implementation of the principles of the Charter and the Code have been planned for the second half of 2022, and for 2023.

The HRSR UAK strategy was evaluated and accepted by the Senate of the URK on September 21, 2022.

The implementation phase has well-defined targets and indicators and the responsible units are identified and informed about the actions. It will be coordinated by the Rector's Commission and monitored by a Team for monitoring the Implementation of the Principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers at the UAK (hereinafter referred to as the Monitoring Team), which will be established by the Rector of the UAK. The strategy specifies the unit and/or person responsible for preparation of a given document or action aimed at implementation of a given principle of the Charter and/or the Code. Implementation is directly supervised by the Steering Committee composed of Vice Rector for International Cooperation, Vice Rector for Science and Vice Rector for General Affairs. The implementation process involves representatives of researches of all levels (R1-R4) and all seven UAK Faculties, University Centre for Veterinary Medicine, as well as administrative employees. A quality assessment system for the OTM-R policy will be created.

To ensure awareness of the HR Excellence in Research-award within the UAK, a webpage with current information and progress has been created. The page is easily accessible and is available in both English and Polish. (Polish version: <https://urk.edu.pl/index/site/8032> , English version: <https://en.urk.edu.pl/index/site/8033> ).

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

**How will the implementation committee and/or steering group regularly oversee progress?\***

Analytical work based on a survey on the analysis of shortcomings in relation to the HRS4R Strategy and the OTM-R policy was conducted by the Rector's Commission for the Implementation of the European Charter for Research and Code of Conduct for the Recruitment of Researchers at the University of Agriculture in Krakow (hereinafter referred to as Rector's Commission), the scope of tasks and composition of the Rector's Commission are regulated by the Ordinance no 172/2021 of the Rector of the University of Agriculture in Krakow of November 10, 2021. Within the Rector's Commission the Steering Committee and the following Working groups were established: (1) Working group for the analysis of legal acts and OTM-R checklist (WG1), (2) Working group for preparation, conduct and analysis of survey results (WG2), (3) Working group for preparation of the HR report and strategy (WG3), (4) Working group for contacts with the European Commission and data management (WG4).

In order to monitor the implementation of the provisions of the Charter and the Code and developed HSR4R UAK Strategy, the Team for monitoring the Implementation of the Principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers at the UAK, called the Monitoring Team has been established by the Rector of the UAK. The composition of the Monitoring Team and the scope of the team's tasks have been defined by the Rector's Ordinance no 97/2022 dated 23th of October 2022 (Link to the Rector's Ordinance in Polish: <https://akty.urk.edu.pl/index/site/8065> ). The primary goal of the Monitoring Team is to ensure the quality and effectiveness of actions taken in the scope of the HRS4R Strategy. The Monitoring Team will define performance measures and will systematically evaluate the effects of implementing the principles of the Charter and the Code by individuals and organizational units assigned to the tasks. It is assumed that the Monitoring Team will meet at least every 4 months. The Monitoring Team comprises representatives of all academia of the UAK, which ensure proper progress of work in accordance with the developed schedule. The chairman of the Rector's Commission, as the implementation team, will be responsible for the coordination of activities and the proper flow of information between the Rector's Commission and the Monitoring Team.

**How do you intend to involve the research community, your main stakeholders, in the implementation process?\***

From the onset of the Initial Phase for the application for the "HR Excellence in Research Award", the UAK research community (R1-R4) was involved in consultations preceding the gap analysis and in giving opinions on the HRS4R UAK Strategy (the academic consultations of the HSR4R UAK Strategy took place from June 29 to July 15, 2022), and they will be involved in the Implementation Phase, i.e. implementation process. The implementation of the Strategy includes involvement of the vice-rectors involved in the Steering Committee of the Rector's Commission for the Implementation of the European Charter for Research and Code of Conduct for the Recruitment of Researchers at the UAK in Krakow, as coordinators of the strategy implementation in their units, including the selection of consultants for the implementation stages as internal stakeholders (representatives of R1-R4 groups). This solution will ensure representation of all groups of the academic community. One of the entities responsible for preparation of a number of the planned regulations is the Senate Committee for Science, which includes representatives of researchers from all faculties of the UAK as well as the University Centre for Veterinary Medicine JU-UAK.

Information concerning individual stages of the HSR4R UAK Strategy implementation will be published on the university's website dedicated to this process. This will enable the academic community to join the consultations, submit their comments, corrections or suggestions as to the final shape of the regulations to be implemented.

The Rector of the URK will appoint a plenipotentiary for the implementation of the Strategy who will be the intermediary in relations between the academic community, the Rector's Committee, Rector's Commission, and the Monitoring Team, and will ensure proper communication.

**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.**

Members of the Rector's Commission and the Monitoring Team comprise persons who provide assurance and guarantees of the completion of the implementation of HRS4R Strategy (representatives of university authorities and persons who are heads of administrative and scientific units). These University employees are also responsible for implementation of the HSR4R Strategy into Statute and Strategy of the UAK.

During the preparation phase (gap analysis and compilation of the action plan) the Working groups of the Rector's commission for the Implementation of the European Charter for Research and Code of Conduct for the Recruitment of Researchers at the University of Agriculture in Krakow noted that some principles must be adjusted, and they should be included into the UAK Statute and Strategy. Now, some parts of these documents referring to the research, are consistent with the principles of the Charter, however, they should include the provisions that research principles at the UAK are consistent with the principles of the European Charter for Researchers.

**How will you ensure that the proposed actions are implemented?\***

HRS4R Steering Committee, that is a part of the Rector's Commission for the Implementation of the European Charter for Research and Code of Conduct for the Recruitment of Researchers at the University of Agriculture in Krakow, is composed of university authorities – the three Vice-Rectors (incl. Vice Rector for International Cooperation, Vice Rector for Research and Vice Rector for General Affairs). Thus all persons who are supervisors of researchers, and who are responsible for the strategic, operational and financial aspects of the functioning of the university, are involved in the process.

Quality control system for OTM-R system will also be established. Once a year, a survey among the scientific staff (R1-R4) is planned to monitor the implemented strategy and assess the degree of bridging the previously defined gaps. The questionnaire will be prepared by the Rector's Commission and the results and conclusions will be assessed by the Monitoring team.

**How will you monitor progress (timeline)?\***

Meetings of the Monitoring Team with representatives of the Rector's Commission, as the implementation team, will be organized once every six months. It will be preceded by an analysis of the implementation of the Strategy with regard to its compliance with the schedule or any deviation from it. The analysis will be based on synthetic information provided by the units responsible for the implementation of individual measures. Deviations from the schedule, together with the reasons, will be reported by the Monitoring Team to the Steering Committee and Rector of the UAK. Depending on the reasons for the deviations or delays, the Rector will make decisions securing the process of implementing the Strategy. At each stage of the Strategy implementation, activities will be monitored, reported, corrected, and in situations requiring it, the action plan and implementation schedule may be corrected. Amendments to the action plan cannot lead to resignation from remedying any of the diagnosed shortcomings.

**How will you measure progress (indicators) in view of the next assessment?\***

Progress at individual stages of the Strategy implementation will be measured by indicators specific to individual activities and actions listed in the Action Plan. Documents in the form of Senate Resolutions, Rector's ordinances, new instructions and regulations as well as results of an annual survey on defined aspects of the European Charter for Researchers and OTM-R will be indicators of the progress of the HRS4R implementation at the UAK.

**Additional remarks/comments about the proposed implementation process:** (max. 1000 words)

The implementation process will also make use of channels of communication with the UAK academic community that were applied in the process on the development of the HRS4R strategy.

In particular, these are:

- dedicated UAK web page in English: <https://urk.edu.pl/index/site/8038>
- dedicated web page in Polish: <https://urk.edu.pl/index/site/8032>
- A link to the internet pages dedicated to the process of implementing the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, which can be found on the main URK website (tab on the left):
  - Polish version: <https://urk.edu.pl/>
  - English version: <https://en.urk.edu.pl/>
- article concerning results of questionnaire survey performed in March 2022 is published on the following web page: <https://urk.edu.pl/index/site/8036>
- information sent via e-mail on milestones achieved and planned events addressed to the whole UAK community (such as conducting a survey or presenting its results), and special e-mail messages from the university authorities to university staff.