



HR EXCELLENCE IN RESEARCH

Internal Review for Award Renewal

Katowice, 3.10.2022 r.



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Case number: 2019PL381265

Name Organisation under review: University of Silesia in Katowice

Organisation's contact details: Bankowa 12, Katowice, Silesia, 40-007

1. Organisational Information

1.1. Staff & Students FTE

Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	1837
Of whom are international (i.e. foreign nationality)	74
Of whom are externally funded (i.e. for whom the organisation is host organisation)	34
Of whom are women	987
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor	786
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	678
Of whom are stage R1 = in most organisations corresponding with doctoral level	51
Total number of students (if relevant)	20335
Total number of staff (including management, administrative, teaching and research staff)	3 242

1.2. Research Funding (figures for most recent fiscal year)

Total annual organisational budget	105082401,28 €
Annual organisational direct government funding (designated for research)	16289650,13 €
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	34577970,98 €
Annual funding from private, non-government sources, designated for research	255849,53 €

1.3. Organisational Profile

University is one of the largest and most dynamically evolving Polish HE institutions. It conducts research in the fields of humanities, exact, natural and social sciences, theology, engineering, medicine and health sciences, arts. It offers education in more than 70 areas and 200 specialisations at all levels of study. It cooperates with business sector and local governments in order to commercialise the results of its R&D activities. Together with 6 universities from abroad, it forms a prestigious European University as part of Transform4Europe alliance. It is also the leader of the "Academic Consortium Katowice - City of Science". More: <https://us.edu.pl/en/uczelnia/o-nas>

2. Strengths and weaknesses of the current practice

2.1. Ethical and professional aspect

A number of actions described in the Revised Action Plan have been realized.

Strengths:

1. Promoting and popularizing ethical principles: including Ethical Codes in the adaptation procedure, signing the "Declaration of the University of Silesia – the community of equal and diverse";
2. Functioning of the Ombudsperson for Academic Rights and Values and the ombudsperson's office that raise the employees' awareness of their rights and controls the university authorities;
3. Activity of the University Ethics Committee for scientific research setting high standards of research (i.a. including the information on ethics to the adaptation and trainings <http://dn.us.edu.pl/komisja-etyki>);
4. Implementation of the new way of functioning of the research teams according to the rules set by the disciplines' scientific councils;
5. Promotion of public engagement, e.g. the "UŚ wspiera" website during the pandemic or the promotion of the Silesian Science Festival;
6. Adjusting the offers of doctoral schools to the needs of young researchers.

Further development:

1. Ensuring the IT solutions to support researchers;
2. Implementation of the training procedure - raising ethical awareness and improving competences in conducting research and in innovation;
3. Financing of the open access scientific publications of the US researchers as a part of the REI;



4. Realization of activities as a part of the GEP;
5. Introduction of the exit interview practice in order to learn about the reasons for leaving;
6. Implementation of the system notifying and responding to violations of rules;
7. Creation of the Science4All strategy aimed at public engagement, scientific communication and open science.

"Declaration of the University of Silesia – community of equal and diverse" has been adopted. Further actions are planned to create the best possible model of proper participation and representation for all groups of the University in the decision making processes and in collegial bodies. The US expects the academic community's commitment to the realization of the idea of the equal and diverse University (link: <https://us.edu.pl/en/uczelnia/rowne-traktowanie/>).

Periodic assessment of the academics is conducted following the internal regulations. It takes place every two years or on request. It is performed by the assessing committees – the committee of a discipline or a didactic committee. The assessment criteria have been created jointly by the representatives of particular disciplines and organizational units.

As for doctoral students, the assessment is defined by the Polish law. The assessment committee is appointed during the first year of schooling. The doctoral student receives directions from external experts. After every year of education, the committee evaluates the progress in realization of the doctoral student's research plan.

The procedure of promotion to a higher job position is initiated at the employee's request in the periods of the year defined by the rector. The promotion is possible after filling in the requirements defined in regulations. Designated collegial bodies create the ranking lists and present their recommendations to the rector.

The employees are informed about all activities and initiatives at the University through the internal communication channels: the newsletter, announcements and articles on the website and in the intranet, public debates and the meetings of the university authorities with the employees.

2.2. Recruitment and selection

In years 2019-2020 in the R&S area actions A14, A22, A23 and A25 have been realized.

Summarizing the scope of the changes in that area, we can name the following strengths:

1. Including the rules of OTM-R in the Statute (the key legal act providing the framework of university's functioning),



2. Centralization of the administrative service and standardization of the recruitment process for academic positions,
3. Implementation of the Regulations that has been created on the basis of standards included in the C&C. It implemented the OTM-R policy in recruitment for academic positions, standardized selection tools and methods (including obligatory interviews with candidates) and templates of documents used in open call procedure. It had been tested for 14 months and then the amended version taking into account the changes suggested by academics and authorities has been introduced,
4. Implementation of new channels to reach potential candidates for academic positions (Research Gate, LinkedIn),
5. Implementation of the IT tools that support conducting the recruitment at the stage of publishing announcements, in communication with candidates and selection committees (e.g. electronic voting system, commercial recruitment management system),
6. Including the processes of recruitment and selection for academic positions in the Gender Equality Plan 2022-2024 (<https://us.edu.pl/en/uczelnia/rowne-traktowanie/> and <https://us.edu.pl/en/uczelnia/rowne-traktowanie/plan-rownosci-plci/>),
7. Implementation of the employer branding activities like:
 - a) Creating the website Career at UŚ,
 - b) Preparation of videos promoting the University as the first choice employer: https://www.youtube.com/watch?v=73_LZ1wpYWQ&feature=emb_logo,
8. Realization of the 1st edition of Virtual job fair for scientists (Nice2meetUS) with 172 registered participants from all over the world and with further 672 views of the event on YouTube: <https://us.edu.pl/pracownik/welcomepoint/en/virtual-job-fair/>.
9. Implementation of the process of adaptation for academics, with supporting tools (the dedicated website, adaptation trainings and meetings, knowledge base, survey asking the newly employed for their opinion about the adaptation process),
10. Creation and opening of the Welcome Point supporting foreign candidates for employment in the scope of recognition of diplomas, legalization of stay connected with employment, adaptation to work at the University, integration and building the support network (<https://us.edu.pl/pracownik/welcomepoint/en/>).

Among the areas that require further improvement primarily searching for the new, effective methods supporting selection of the received applications should be named. It concerns mainly the A30 activity

included in the plan for 2019-2021. In the scope of the aboved activity the University considers implementation of the elements of competence management in HR processes. In order to do it the project has been started, that is aimed at: (1) building the model of key competences of research staff and administrative staff, that support the University development in terms of research excellence, (2) creating tolls and indicators for measuring and analysing competences, including online tools, (3) developing recommendations concerning development of the staff's key competences (project website: <https://us.edu.pl/icrk/en/inicjatywy/>) and (4) organizing trainings for members of open call selection committees concerning the abovementioned selection tools and then so-called good practice in candidate selection). Also the area of monitoring the recruitment process quality indicators requires improvement (therefore action A24 was defined as „in process” and it will be continued in the next reporting period).

2.3. Working conditions

A number of actions described in the Revised Action Plan have been realized:

1. informing the employees about possibilities arising from the motivational programmes, among others by a guide published on the University website, including information about the pro-quality programmes in the adaptation trainings for the newly employed, information meetings at the faculties;
2. developing programmes strengthening the staff mobility: scientific internships and improvement of the didactic competences;
3. providing the employees with an open access to trainings and development programmes available in the integrated projects;
4. improving the ongoing and periodic assessment processes: improving the Employee Portal, workshops for members of the Assessing Committees. Creating the rules of a new periodic assessment of academics;
5. standardization of the recruitment and selection procedures on the level of the whole University;
6. building the employer brand of the University on the labour market: promotional campaign, creating promotional materials and the website devoted to career, Virtual Job Fair, Welcome Point activities;
7. monitoring the academic staff's scientific activity and engagement, i.a. employees' achievement database;



8. improving the tools for registration of the scientific activity (e.g. Employee Portal, research centres and research teams database, and the expert base as a part of T4EU);

Strengths

1. Pro-quality bonuses. In years 2019 - 2021 the total of 3200 employees benefitted from the programme (in total 2 500000 Euro). The programme is constantly monitored and improved by the Science Department. Employee Portal – the IT tool for the employees and their superiors that integrates data from different sources: data concerning scientific and didactic achievements of the employees and their activities connected with academic work, i.a. individual assignment of duties, information about periodic assessment criteria, or activities that are not connected directly with duties.
2. Stable employment conditions – the first agreement is conducted for a definite period of time (max. 4 years). After positive results in periodic assessment the employment is extended for an indefinite period.
3. Social benefits - equal access to the social benefits.

Further development

1. Providing equipment. The survey concerning the factors blocking the career development the academic staff (conducted in 2022) shown the lack of research infrastructure and the limited access to laboratories. There is a plan to implement a central research equipment management system and to assign additional financing (from the REI programme) for the scientists, whose research has a great social influence and international outreach.
2. Improving the internal communication. The employees still indicate that they have not enough knowledge of the internal regulations and procedures, therefore the actions aimed at improving internal communication will be continued.
3. Creation of the HR policy. In the next reporting period, we plan to implement the document that integrates the main rules and objectives of the personnel policy and adjusts the promotion-communication tools to the employees' needs.
4. Work-life balance. It is necessary to continue the activities which, on the one hand provide good atmosphere and conditions at work, and on the other – allow the employees to combine professional work with their paternal duties and family responsibilities.



2.4. Training and development

In 2019-2021 actions A10, A12, A18 and A21 have been completed. At the same time it has been decided that actions A11, A13, A31 and A32 will be continued.

University undertakes activities aimed at increasing professional potential of its staff in the way that combines the needs arising from university development strategy with fulfilment of the individual professional objectives and needs of its employees.

Development of academic staff is conducted in particular as a part of training initiatives, mobility programmes and improvement of the individual research excellence of the employees (e.g. pro-quality programme), as well as projects that strengthen teaching competences and procedures of promotion for the positions defined in the Statute.

Diversity of the available development forms is one of strengths in the area of Training and Development. Among the initiatives offering university employees the opportunity to develop their qualifications the most important are:

1. POWER projects (<https://www.zintegrowane.us.edu.pl/>),
2. Research Excellence Initiative (<https://us.edu.pl/idb/en/>),
3. Transform 4 Europe (<https://us.edu.pl/t4e/en/>),
4. Transform 4 European Research and Innovation (<https://us.edu.pl/t4e/en/t4eri/>),
5. DUO: University of Silesia – an accessible, universal and open university (<https://www.duo.us.edu.pl/>)

The training offer is supplemented by the remaining activities aimed at improving staff qualifications and competences, including especially co-financing of postgradual studies or different forms of individual education. The University encourages its employees to use the possibilities provided by initiatives promoting scientific and educational mobility of the employees (scientific internships, teaching internships, study visits, job shadowing etc.).

Career development of the University employees takes place also as a part of scientific academic advancement procedure (receiving further academic degrees and titles) or work promotion (that is vertical or horizontal promotion). In the case of academics career paths are created in accordance with the European career development of a scientist, as a part of job positions defined in the Statute of the University of Silesia in Katowice. In order to change academic's position as a part of the adopted promotion procedure it is necessary that they fulfil the qualification requirements and receive the recommendation of the Senate committees based on positive opinions of their supervisors (promotion for the position of Associated Professor), or fulfilment of all qualification requirements

defined by the internal regulations (promotion to the Assistant Professor). Promotion actions take place every year.

Moreover, the activity that strengthens the effectiveness in the area is establishing of the HR Department. In the scope of the employees' competence development HR Department cooperates with the University authorities, faculties, colleges and committees, Academic Staff Committee and other units in terms of defining the training needs of the employees and planning development activities.

Furthermore, among the areas for further improvement there are also: the activities initiated as a part of Transform 4 European Research and Innovation project (e.g. creating the joint career development strategy for scientists as a part of the T4EU alliance), extending the University offer in terms of different forms of qualification development and trainings in English, providing tutoring for doctoral students, and continuation of activities connected with creating standards for realization of trainings, and concerning professional counselling.

2.5. Have any of the priorities for the short- and medium term changed?

In the 2018 a structural reform of higher education named „Constitution for science” has been carried out in Poland. University of Silesia in Katowice was one of the universities that significantly changed its organizational structure, and defined a new division of tasks and responsibilities, which met with dissatisfaction and resistance of a part of its employees. The changes were implemented gradually and they were consulted with the academic environment, but the amendments of the detailed legal acts has been gradually announced on the ministerial level. This situation caused the prolonged uncertainty both on the part of the University and of the academics. For example, as a part of the reform the minister of education and science introduced a new ranking of publications, the aim of which was to strengthen the scientific excellence. However, already in 2019 the list has been changed a few times. This lack of predictability concerning the list was a problem for the academics, who plan their work a few years Ahead. The unstable environment contributed to increased sense of insecurity of the staff.

Due to its structural changes the University adopted a new Statute and Strategy of Development of the University of Silesia in Katowice for years 2020-2025, that included the plan of strategic activities for years 2019 - 2020. At the turn of 2020 and 2021 the University strategic objectives have been redefined, together with the respective indicators of realization of the strategy for years 2021-2025, also in the HR area.

In 2020 the alliance as a part of the European university “Transform4Europe – T4E: The European University for Knowledge Entrepreneurs” has been created. This way the new strategic development objectives have been generated both in particular partner universities and on the level of the whole alliance.

The situation connected with the COVID-19 pandemic caused the increased threat to the student’s and employees’ life and health, which resulted in the sudden increase in the number of cases of anxiety disorders and the need of support and emergency interventions (psychologists provided over 800 consultations to both students and employees). On the other hand the digital competences of academics and administrative employees has rapidly grown, which allowed for discovering new possibilities in terms of applying technology in the teaching and learning processes. Also, the new research areas connected with the pandemic influence on the University’s everyday functioning appeared.

The University of Silesia, as a leader of the universities in the region, together with 6 other higher education institutions applied for the title of the European City of Science 2024 (the title has been officially transferred on the 16th of July 2022 during the EuroScience Open Forum in Lieden in the Netherlands) Awarding of the European City of Science title has shifted the distribution of focus of the present activity of the University and in terms of future activities till 2024.

2.6. Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy?

1. new University authorities’ (the change took place in September 2020) continuation of the process of systemic changes at the University, arising from the need of implementation of the education and higher education reform connected with adoption on the 20th of July 2018 of the new act The Law on Higher Education and Science (the so-called Constitution for science) in Poland,
2. the first evaluation of scientific disciplines conducted as a part of scientific and artistic activity, in accordance with the Regulation of the Ministry of Education and Science of the 22nd of February 2019 on evaluation and quality of scientific activity (<https://isap.sejm.gov.pl/isap.nsf/download.xsp/WDU20220000661/O/D20220661.pdf>)
3. the pandemic of SARS-CoV-2, which had a significant impact on the education and higher education sector, changing the priorities and setting new conditions of functioning of the University in the years included in the reporting period,

4. the appearance of Transform 4 Europe – the Alliance of 7 European universities: Saarland University (consortium leader), University of Alicante, Estonian Academy of Arts, St. Kliment Ohridski Sofia University, University of Trieste and Vytautas Magnus University. The main objective of the partnership is creating one big European campus that will educate the Knowledge Entrepreneurs – experts who have a real, significant influence on shaping the region, the country and Europe. Among the strategic initiatives of the Alliance are those that create better professional possibilities for the most gifted (among others, by creating the strategy strengthening human resources in the area of research and innovation taking into consideration promotion of young talents, development of leadership in science and increasing the attractiveness of the T4EU partner universities for the best researchers by creating joint development standards and improving support for research),
5. military conflict in Ukraine, that influences the HR policy of the University and that, from the very beginning, required undertaking steps to help the part of the staff that come from war territories, or engaged in help for the victims of the war.

2.7. Are any strategic decisions under way that may influence the action plan?

Starting from September 2020 the new University authorities mainly continue the development strategy established by their predecessors, that was focused primarily on internationalization and on increasing the University visibility. As a result the decision was made on joining the strategic European alliance Transform 4 Europe as well as – on the regional level - the Katowice City of Science. Another significant change is connected with the strategic change of the concept of students' education at the University. Implementation of the change is planned in the next academic year 2023/2024.

The above actions require a global view of the HR policy and processes in terms of increasing University competitiveness and building its brand as an employer. That means e.g. focus on the communication competences and increased cooperation skills in the culturally diverse environment, joint development initiatives for the academic staff etc.

In 2022 we know that the political situation affects Polish economy and the inflation crisis as well as Energy crisis are our new challenges. They will also influence the economic situation of the University and members of the academic community. Therefore a special attention and thoughtfulness in managing and spending University funds will be needed, so that its everyday functioning is not interrupted. Such interruptions could contribute to postponing realization of some of the planned actions.

3. Actions

No	Proposed actions	GAP Principle	Timing	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
A1	Formal adoption of existing, widely recognised, codes of ethics (Code of Ethics in Academic Research or the document Good Practice in Academic Research) at the University of Silesia, e.g. by adding them to documents that prospective employees are obliged to get familiar with before they sign their contracts of employment.	Ethical Principles	Dec 2017	Department of Human Resources and Social Affairs, Researchers Development Office	https://www.us.edu.pl/kodeksy	COMPLETE D	Action settled at the stage of Interim Assessment in 2019
A2	Implementation of the regulation on the preparation, realisation and financial settlement of research projects funded or co-funded with resources for the financing of science	Professional responsibility	Dec 2016	Rector, Science Centre, Projects Centre	http://bip.us.edu.pl/zarzadzenie-nr-1542018	COMPLETE D	Action settled at the stage of Interim Assessment in 2019



No	Proposed actions	GAP Principle	Timing	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
	and with other domestic sources.						
A3	Implementation of the regulations on risk management and monitoring in the process of project realisation and through the entire project duration period.	Professional responsibility	Dec 2017	Rector, Science Centre, Projects Centre	http://bip.us.edu.pl/zarzadzenie-nr-1542018	COMPLETE D	Action settled at the stage of Interim Assessment in 2019
A4	Elaboration of a model scope of responsibilities and duties of an academic teacher – in compliance with the requirement set forth in Art. 130.1. of the Act of 27 July 2005 – Law on Higher Education and adding it, in the form of an annex, to the appointment/the contract of employment.	Professional attitude	Jan 2020	Workplace regulations Development Team, Rector	IPO Regulations	COMPLETE D	In January 2020, the rector's ordinance on the IPO was published and an IT tool was created for assigning and recording duties in an annual cycle (accounting unit: academic year).



No	Proposed actions	GAP Principle	Timing	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
A5	Improving researchers' knowledge and awareness of the available sources of funding for foreign stays.	Value of mobility	Dec 2017	Department of International Cooperation, Vice-Rector for International and Domestic Cooperation	Development of a database with a search engine.	COMPLETE D	Action settled at the stage of Interim Assessment in 2019
A6	Preparation of a step-by-step brochure on formal terms and conditions governing stays abroad for various groups (e.g. students, doctoral candidates, researchers).	Value of mobility	Dec 2017	Department of International Cooperation, Vice-Rector for International and Domestic Cooperation	www.go.us.edu.pl	COMPLETE D	Action settled at the stage of Interim Assessment in 2019
A7	Modification of the academic teacher evaluation form and addition of elements that follow from the principles laid down in the European Charter for Researchers.	Evaluation / appraisal systems	Dec 2021	Department of Human Resources and Social Affairs; HR Committee, Rector's Proxy for Human Resources, Researchers Development Office	report on the periodic evaluation of employees	COMPLETE D	Due to the pandemic situation the timing was postponed (from December 2020 to December 2021).



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A8	Improving researchers' knowledge and awareness of the financial and nonfinancial benefits available at the University of Silesia. Refining the University's HR policy with regard to the adjustment of salaries to ensure that they are commensurate with employees' level of qualifications and scope of responsibilities.	Funding and salaries	2021	Department of Human Resources and Social Affairs; Rector's Proxy for Human Resources; Rector	1. Development a set of tools: (a) an intranet wesite for employees - "knowledge pill" about benefits, (b) a brochure for employees about benefits. 2. Implementing the subject of employee benefits in adaptation training for newly employed.	COMPLETE D	Both indicators 1 and 2 are fulfilled.
A9	Modification of the University's HR policy to allow for the performance of tasks related with academic advancement.	Stability and permanenc e of employement	2021	Rector's Proxy for Human Resources; Researchers Development Office; Rector	Development of the procedere of the academic advancement.	COMPLETE D	The procedure of the academic advancement available at: https://aktyprawne.us.edu.pl/d/4986/5/



No	Proposed actions	GAP Principle	Timing	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
A10	Elaboration of staff professional development policy based on academic advancement: assistant, adjunct, postdoctoral degree, and professor.	Career development; Access to career advice	2021	Rector's Proxy for Human Resources; Researchers Development Office; Rector	Development of the procedure of the academic advancement.	COMPLETE D	The procedure of the academic advancement available at: https://aktyprawne.us.edu.pl/d/4986/5/
A11	Elaboration of career development paths: research-teaching, research, teaching, organisational - offering managerial/executive positions, supporting organisational talents, developing competency profiles, identifying competency gaps and ways of addressing those (guidance methods, trainings, self-education).	Career development; Access to career advice	2021	Vice-Rector for Staff Development, HR Department, T4ERI Task3 Working Teams	Target: development of the career development paths procedure. Indicator: the number of people who achieved the next career development path at the level of: R1, R2, R3.	IN PROGRESS	The task is in progress due to the new circumstances connected with the objectives of the project "Transform 4 European Research and Innovation". The implementation of the action is now taking place within the Horizon project - in the Work Package 3 "The Best careers for the Brightest Minds" which University of Silesia in Katowice is the task leader. Within the project the following subtasks will be conducted: 1. Innovative joint standards for scientific careers at all experience levels 2. Joint Strategy and Initiatives for Promoting Talent 3. Joint Strategy to promote leadership and entrepreneurship in Science

No	Proposed actions	GAP Principle	Timing	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
A12	Defining the role of doctoral advisors and their duties and responsibilities with regard to supporting early-stage researchers.	Career development; Access to career advice	2020	Rector's Proxy for Human Resources; Researchers Development Office; Rector	Development and implementation of the regulation and guidelines.	COMPLETE D	Both regulations and guidelines were implemented and are realised mainly at University Doctoral Schools.
A13	Modification of the University's HR policy and inclusion of aspects related to the development of academic staff and teaching, and implementation of systemic actions to support such development.	Teaching	Oct 2023	Vice-Rector for Staff Development, Academic Staff Committee, HR Policy Working Team, HR Department	Development and implementation of the HR Policy.	IN PROGRESS	The HR area was indicated as the most important one for the University development in its strategy, adopted by the University Senate in 2019. Since that the University has been developing its HR regulations/procedures and processes oriented on strengthening the staff potential both in the academic and non-academic group of employees. Right now we are under the process of re-formulating the assumptions of our HR policy in order to meet the strategic goals of our University in the uncertain times.
A14	Modification of the University's HR policy with respect to provision of feedback on recruitment process results and informing	Transparency (Code)	2021	Rector's Proxy for Human Resources; Researchers Development Office: Rector	Development and implementation of the regulations.	COMPLETE D	The procedure of the Regulations of detailed organization, mode and conditions concerning open call proceedings in employment of academics at the University of Silesia



No	Proposed actions	GAP Principle	Timing	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
	candidates about the strengths and weaknesses of their applications.						available at: https://aktyprawne.us.edu.pl/d/5443/5/
A15	Promoting and disseminating the principles of codes of ethics adopted at the university	Ethical principles	Dec 2021	HR Department, Department of Personal and Social Affairs	% of staff who have been informed in the principles of the adopted codes of ethics	COMPLETE D	100% of NA employees are required to read the Code of Ethics and certify that they have complied with this obligation. Additionally, the code of ethics is available on the intranet (the employee always has a preview) and is part of the adaptation training for new employees.
A16	Creating the office of an ombudsman for academic rights and values	Ethical principles	Dec 2019	US Senate	Appointment of the Ombudsman for Academic Rights and Values	COMPLETE D	Action settled at the stage of Interim Assessment in 2019 more information available at: https://us.edu.pl/en/uczelnia/onas/wladze-universytetu-slaskiego/rzecznik-praw-i-wartosci-akademickich/
A17	Improvement of internal communication tools (redesign of the website; intranet)	Professional attitude	Dec 2019	Rector, Vice Rectors, Rector's Office, Promotion Department, HR Department	Implementation of internal communication tools	IN PROGRESS	We perceive this task as continuous. In the past settlement period, 2020-2021, a weekly newsletter for the entire academic community and an intranet were implemented, where there is a compendium of knowledge on employee matters. Mailing

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							communication is conducted on behalf of the rector's authorities with employees on key issues for the community. Meetings for employees, debates are organized, and at the management level - rector's and rector's-dean's colleges.
A18	Creation of legal and organisational frameworks for the functioning of research teams	Professional attitude	Jun 2020	Vice-Rector for Research and Finance, Science Committee, Science Department, Directors of Institutes	Development and implementation of regulations concerning research teams	COMPLETE D	The procedure available at: https://aktyprawne.us.edu.pl/d/4934/5/



No	Proposed actions	GAP Principle	Timing	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
A19	Development of new rules of disciplinary liability of researchers	Professional responsibility	Jun 2020	Rector, University Disciplinary Commission for Academic Teachers - term 2020-2024, Disciplinary Proceedings Representatives for Academics, Auxiliary Office for the University Disciplinary Committee and Disciplinary Proceedings Representatives for Academics	Development and implementation of regulations concerning disciplinary liability of researchers	COMPLETE D	The procedure available at: https://us.edu.pl/pracownik/sprawy-pracownicze/nauczyciele-akademiccy-na/

No	Proposed actions	GAP Principle	Timing	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
A20	Encouraging the attitude of social involvement of university staff	Public engagement	March 2021	Rector, Vice-Rector for Staff Development, Rector's Office	% of employees who participate in social involvement initiatives	IN PROGRESS	We perceive this task as continuous taking into account so called "third mission of the University". In the past settlement period, 2020-2021, we implemented various initiatives which integrated our employees to influence the society - among them are: 1. annual event - our Silesian Science Festival (https://www.slaskifestiwalnauki.pl/en/home) 2. Solidarity with Ukraine - systemic support for studying and working people from Ukraine regarding education, legal advice, health and psychological advice, as well as support in finding a job or accomodation (https://us.edu.pl/en/ukraina/),3. #USsupports campaign - held in 2019 as our University answer to the coronavirus pandemic. For the campaign researchers, educators, artists and support workers associated with the University prepared open access materials that can help people find themselves in that unique, difficult situation. Our experts talked about how they cope with remote work, free time



No	Proposed actions	GAP Principle	Timing	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
							and challenges of that time. They explained how to better understand people's emotions and reactions. They developed sets of physical exercises and games to diversify the time spent with the family. They shared their artistic works. They prepared routes for virtual tours in the immediate vicinity. They revealed what they read, watched, wrote and listened to in times of crisis. They helped to understand which invisible enemy we were fighting and explained how they themselves participated in this difficult fight by conducting scientific research and many others (https://us.edu.pl/us-wspiera/).



No	Proposed actions	GAP Principle	Timing	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
A21	Development of doctoral school regulations and doctoral students developing programs	Relation with supervisors	Dec 2019	Rector, Vice-Rector for Staff Development, Deans of the Doctoral Schools	Development and implementation of regulations.	COMPLETE D	All regulations are developed by the University Doctoral Schools. The development component is also supported by the central University initiatives such as: 1. Research Excellence Initiative - in the area of developing young talents (https://us.edu.pl/idb/en/mlode-talenty-2/) 2. Transorm 4 European Research and Innovation - in the WP3 Task which is led by the University and titled "The Best Career for the Brightest Minds" (the subtasks: 1. Innovative joint standards for scientific careers at all experience levels and 2. Joint Strategy and Initiatives for Promoting Talent) More information available at: 1. the webpage of the International Environmental Doctoral School (https://www.mssd.us.edu.pl/en/)2. the webpage of the University's Doctoral School (https://us.edu.pl/szkola-doktorska/en/)



No	Proposed actions	GAP Principle	Timing	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
A22	Developing the OTM-R policy for the university	Transparency (Code)	June 2020	Vice-Rector for Staff Development, Academic Staff Commission, HR Department	Development and implementation of the OTM-R policy	COMPLETE D	The OTM-R rules were first implemented in 2019 in the University Statutes and Workplace Regulations. On the basis on that, in 2020 the University adopted the Regulations of detailed organization, mode and conditions concerning open call proceedings in employment of academics at the University of Silesia, that has been created on the basis of standards included in the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers. It implemented the OTM-R policy in recruitment for academic positions, standardized selection tools and methods (including obligatory interviews with candidates) and templates of documents used in open call procedure. The implemented Regulations had been tested for 14 months and then the amended Regulations taking into account the changes suggested by academics and University authorities



No	Proposed actions	GAP Principle	Timing	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
							has been introduced. This Regulations is in force till today.



No	Proposed actions	GAP Principle	Timing	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
A23	Development and implementation of tools supporting the recruitment of researchers	Selection (Code)	June 2020	Vice-Rector for Staff Development, Academic Staff Commission, HR Department	Implementation of tools to support the recruitment of researchers	COMPLETE D	In the reporting period: 1. the recruitment process for academic positions has been standardised (with new open call procedure documents templates), 2. new channels of communication with potential candidates for academic positions: (Research Gate, LinkedIn) have been implemented, 3. IT tools that support conducting the process of recruitment for academic positions at the stage of publishing announcements, in communication with candidates and selection committees, in communication with candidates, and holding selection committees' meetings (e.g. electronic voting system, commercial recruitment management system) have been implemented, 4. new tools for selection phase were developed and implemented (e.g. candidates' qualification assessment matrix).



No	Proposed actions	GAP Principle	Timing	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
A24	Development and implementation of the Candidate Experience analysis tool	Transparency (Code)	June 2020	Vice-Rector for Staff Development, Academic Staff Commission, HR Department	Development and implementation of the CE questionnaire.	IN PROGRESS	Changes in regulations regarding the recruitment of research workers forced the implementation of the CE study to be postponed. Currently, for the last 6 months we have been in the piloting phase of the CE questionnaire. Each candidate participating in the recruitment process for the position of academic teachers receives a link to the CE questionnaire along with information about the results of the competition.
A25	Development and implementation of a professional adaptation programme for researchers	Working conditions	June 2020	Vice-Rector for Staff Development, Academic Staff Commission, HR Department	Development and implementation of the procedure.	COMPLETE D	In 2020 the University adopted the adaptation programme for researchers. In 2021 the Welcome Point supporting candidates for employment on academic positions in the scope of recognition of diplomas/nostrification (internal nostrification processes have been enhanced), legalization of stay connected with employment, adaptation to work at the University as well as integration and building the support network in the new work environment (website: https://us.edu.pl/pracownik/welcomepoi)



No	Proposed actions	GAP Principle	Timing	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
							nt/en/). The procedure available at: https://us.edu.pl/pracownik/adaptacja-zawodowa/
A26	Development and implementation of a human resources policy for facilitating research excellence	Working conditions	2021	Vice-Rector for Staff Development, Academic Staff Commission, HR Department	Development and implementation of the HR policy supporting research excellence	IN PROGRESS	The HR area was indicated as the most important one for the University development in its strategy, adopted by the University Senate in 2019. Since that the University has been developing its HR regulations/procedures and processes oriented on strengthening the staff potential both in the academic and non-academic group of employees in a way that supports research excellence. Right now we are under the process of re-formulating the assumptions of our HR policy in order to meet the strategic goals of our University in the uncertain times.



No	Proposed actions	GAP Principle	Timing	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
A27	Development and implementation of a system of research staff assessment	Evaluation / appraisal systems	Dec 2020	Vice-Rector for Staff Development, Academic Staff Commission, HR Department	Development and implementation of the procedure	COMPLETE D	The procedure is available at: https://aktyprawne.us.edu.pl/d/5561/5/
A28	Development and implementation of remuneration and motivation system for researchers	Funding and salaries	2021	Rector	New Remuneration Regulations, and Pro-quality Programs Regulations	COMPLETE D	The regulations are available at: https://aktyprawne.us.edu.pl/d/4985/5/
A29	Improvement of the internal communication process	Working conditions	2021	Rector, Vice Rectors, Rector's Office, Promotion Department, HR Department	Implementing an Employee satisfaction barometer	IN PROGRESS	We perceive this task as continuous. In the past settlement period, 2020-2021, a weekly newsletter for the entire academic community and an intranet were implemented, where there is a compendium of knowledge on employee matters. Mailing communication is conducted on behalf of the rector's authorities with employees on key issues for the community. Meetings for employees, debates are organized, and at the management level - rector's and rector's-dean's colleges. Now, we are concentrating on enabling employees to



No	Proposed actions	GAP Principle	Timing	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
							provide us with feedback on working conditions every year.
A30	Development of the university competence model and its integration with HR processes	Career development	2020	Vice-Rector for Staff Development, Academic Staff Commission, HR Department	Development and implementation of the university competence model	IN PROGRESS	In order to fulfill the activity in 2019 the project has been started, that is aimed at: (1) building the model of key competences of research staff and administrative staff, that support the University development in terms of research excellence, (2) creating tools and indicators for measuring and analysing competences, including online tools, (3) developing recommendations concerning development of the staff's key competences (project website: https://us.edu.pl/icrk/en/inicjatywy/), as well as (4) organizing trainings for members of open call selection committees concerning the abovementioned selection tools and



No	Proposed actions	GAP Principle	Timing	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
							then so-called good practice in candidate selection). the steps 1-3 are nearing completion and we are now concentrating on integration those results with the outputs of other University's flag projects (the most important in that matter is Transform 4 European Research and Innovation: https://us.edu.pl/t4e/en/t4eri/).
A31	Analysis of the training needs of university staff	Career development	2019	Vice-Rector for Staff Development, Academic Staff Commission, HR Department, Didactic Centre	Report on the analysis of training needs	IN PROGRESS	Until December 2023, the University will implement the existing programs aimed at improving the qualifications and competences of the academic staff - i.e.the integrated staff development programme, a part of POWER projects (https://www.zintegrowane.us.edu.pl/) which were preceded by a complex examination of training needs. Because of that, the next training needs examination is planned to be conducted in the 4th quarter 2023.

No	Proposed actions	GAP Principle	Timing	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
A32	Implementation of programmes for the development of key competencies in employees, including young researchers	Access to career advice; Access to research training and continuous development	2021	Vice-Rector for Staff Development, Vice-Rector for Research and Finance, IDB Programme Steering Committee, Implementation Team, Science Department, HR Department, Project Department	Program offer for the development of key competencies in employees, including young researchers	COMPLETE D	We perceive this task as a continuous one. Up till now, we offer several programmes aimed at developing key competencies of academic staff: 1. the integrated staff development programme, a part of POWER projects (https://www.zintegrowane.us.edu.pl/), 2. Research Excellence Initiative - internal programmes (https://us.edu.pl/idb/en/), 3. Transform 4 Europe (https://us.edu.pl/t4e/en/), 4. Transform 4 European Research and Innovation (https://us.edu.pl/t4e/en/t4eri/), 5. DUO: University of Silesia – an accessible, universal and open university (https://www.duo.us.edu.pl/).
A33	Financing open access to the scientific publications of the university employees as a part of "Research Excellence Initiative"	Dissemination, exploitation of results	Dec 2024	Vice-Rector for Research and Finance, IDB Programme Steering Committee, Implementation Team, Science Department	Regulations that define the rules of financing of the open access and number of the employees who used the support;; the degree to which IDUB	NEW	



No	Proposed actions	GAP Principle	Timing	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
					objectives have been realized		
A34	Realization of the Gender Equality Plan	Non discrimination; Gender balance	Dec 2024	Vice-Rector for Staff Development, GEP Implementation Team	Percentage of the achieved GEP strategic goals	NEW	
A35	Implementation of the notification and response system	Non discrimination; Complains / appeals	Jan 2023	Rector	User experience survey results	NEW	

No	Proposed actions	GAP Principle	Timing	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
A36	Introduction of the Exit Interview with the employees who leave the organization (learning about their reasons for leaving and their opinion of the University of Silesia as an employer)	Working conditions	March 2023	Vice-Rector for Staff Development, HR Department	Number of employees who left the organization in a given calendar year, and with whom the exit interview has been conducted/ number of the employees who left the organization in a given calendar year multiplied by 100%	NEW	
A37	Realization of initiatives promoting science	Public engagement	Dec2024	Rector, Promotion Centre, Media Communication Centre	Number of realized initiatives	NEW	



No	Proposed actions	GAP Principle	Timing	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
A38	Building the European university as a part of the Transform4Europe alliance	Public engagement	IIQ 2023	Vice-Rector for International and Domestic Cooperation, Transform4Europe Alliance Office	Submitting next project as a part of the Transform4Europe alliance	NEW	
A39	Creating the Science4All strategy for public engagement, scientific communication and open science as a part of Transform 4 European Research and Innovation project	Public engagement	IQ 2024	Vice-Rector for International and Domestic Cooperation, T4ERI Project Coordinator at UŚ Executive Team	Strategy accepted by the project's steering committee	NEW	
A40	Creation of the Personal Development Initiatives Centre	Public engagement	Dec 2024	Vice-Rector for Staff Development	Adopting the legal act establishing the Centre	NEW	
A41	Preparation of action plan in the scope of building the image of the University of Silesia, taking into account the Employee Value Proposition	Recruitment	Dec 2023	Vice-Rector for Staff Development, HR Department	Plan accepted by the University authorities	NEW	

No	Proposed actions	GAP Principle	Timing	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
A42	Organization of the Virtual career fair for scientists	Recruitment	June 2023	Vice-Rector for Staff Development, HR Department	Descriptive statistics concerning the presenting persons and institutions, registered participants and participants' opinion survey	NEW	
A43	Improving recruitment and selection tools used in the process of recruitment for the vacancies	Recruitment; Recruitment (Code); Judging merit (Code)	Dec 2024	Vice-Rector for Staff Development, Academic Staff Committee, HR Department	Training for members of open call committees in the scope of selection tools, number of people that took part in the training	NEW	
A44	Realization of trainings that improve research competences and teaching competences of the researchers as a part of the "Research Excellence Initiative" programme	Access to research training and continuous development	Dec 2024	Vice-Rector for Research and Finance, IDB Programme Steering Committee, Implementation Team, Science Department	Number of the employees who took part in the training	NEW	



No	Proposed actions	GAP Principle	Timing	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
A45	Realization of trainings that improve research competences and teaching competences of the researchers as a part of the "Research Excellence Initiative" programme	Access to research training and continuous development	Dec 2024	Vice-Rector for Research and Finance, IDB Programme Steering Committee, Implementation Team, Science Department	Number of the employees who took part in the training	NEW	
A46	Realization of trainings for the employees as a part of the project "Jeden Uniwersytet - Wiele Możliwości" that develops, among others didactic competences as well as management competences of the executive staff	Teaching; Access to research training and continuous development	Dec 2023	Vice-Rector for Research and Finance, Project's Office, HR Department	Number of the employees who took part in the training	NEW	
A47	Realization of trainings for the employees as a part of the project "Zintegrowany Program Rozwoju Uniwersytetu Śląskiego", that develops, among others	Teaching; Access to research training and continuous	March 2023	Vice-Rector for Research and Finance, Project's Office, HR Department	Number of the employees who took part in the training	NEW	

No	Proposed actions	GAP Principle	Timing	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
	didactic, competences as well as management competences of the executive staff	development					
A48	Realization of trainings for the employees as a part of the project „DUO – Uniwersytet Śląski uczelnią dostępną, uniwersalną i otwartą” developing competences in the scope of innovative didactic skills, and competences in computer science, as well as application of these skills in the process of educating, and academic teaching on the basis of the inclusive education	Teaching; Access to research training and continuous development	Sep 2023	Vice-Rector for Education and Students, Project's Office	Number of the employees who took part in the training	NEW	



No	Proposed actions	GAP Principle	Timing	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
A49	Financing the projects connected with crucial research that has a big influence on society or the international research as a part of the "Inicjatywa Doskonałości Badawczej" programme	Funding and salaries	Dec 2022	Vice-Rector for Research and Finance, IDB Programme Steering Committee, Implementation Team, Science Department	Amount of the allotted means in Euro	NEW	
A50	Equipping the laboratories dedicated to different research according to the priority needs connected with the civilizational development	Working conditions	Dec 2024	Vice-Rector for Research and Finance, IDB Programme Steering Committee, Implementation Team, Science Department	Amount of the allotted means in Euro	NEW	
A51	Awarding an additional pro-quality grant for scientific and artistic achievements to the doctoral students as a part of the "Research Excellence Initiative" ("Inicjatywa	Funding and salaries	Dec 2024	Doctoral School at the University of Silesia in Katowice	Number of doctoral students who are laureates of the competition	NEW	



No	Proposed actions	GAP Principle	Timing	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
	Doskonałości Badawczej")						
A52	Adjusting the HR procedures to the requirements arising from amendments to the regulations of the Labour law	Working conditions	Dec 2024	Department of Personal and Social Affairs	Employees' opinion poll	NEW	



The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.

URL *: <https://us.edu.pl/en/europejska-karta-naukowca-na-universytecie-slaskim/>

Comments on the implementation of the OTM-R principles (Internal Review for Award Renewal)

The first step of the University towards implementation of the OTM-R was filling in the requirements concerning processes of recruitment according to the OTM-R in the new statute and work regulations, amended in 2019 due to implementation of changes arising from the reform of HE in Poland. Another step in that direction was considering, also in 2019, in the “Development Strategy for years 2020-2025”, the area of HR as the most important for realization of the strategic objective to become a research university with an international recognition. The Strategy sets the general directions of development of the University. It defines the priorities and operational objectives. It also includes recommendations and descriptions of activities, as well as indicators for achievement of operational objectives that are helpful in creating general policies for the university, for particular faculties and disciplines and that are necessary of realization of the very Strategy. Operational objectives, together with the activities aimed at achieving these objectives are defined in six interconnected areas, of which human resources, that is, the employees is the most important one. In the document it was underlined that achievement of the strategic objectives of the University in the area of science and education depend on work and commitment of the University employees. And as for strategic activities in the areas: infrastructure, cooperation with environment, and visibility serve as a support for the employees, the science and the education.

As a part of continuation of this course, in 2022 by Rector’s decree the amendment of the regulations has been enforced that concerned the detailed organization, mode and terms of conducting open calls in employment of academics at the University of Silesia the appendix no. 7 of which consists in the policy of the open, transparent and merit-based recruitment of academics at the University of Silesia in Katowice.

The policy emphasizes the rule of openness, transparency and proceeding on the basis of merit-based qualifications in the conducted open call procedures, and extends the primary catalogue by further principles: standardization of the recruitment procedure, equal treatment, safety of the candidates’ personal data, limitation of administrative procedures till minimum, informing candidates about the recruitment and selection process, as well as gender equality in the composition of the open call





selection committee. Furthermore the policy introduces also the practice aimed at the control of work quality of the open call selection committees, which, according to the policy can be a Focus interview with the committees' representatives and the Candidate Experience, surveys sent to candidates taking part in the open calls.

Summarizing the above, the first actions in terms of implementation of OTM-R were focused on creating the optimal legal and organizational framework. Then, the structure of recruitment process for academic positions as been reshaped, taking into account in particular the requirements of the Polish law, European standards and good practices of the scientific centres with the recognized research position. Currently the University focuses on developing the system monitoring the quality and effectiveness of the applied standards.

4. Implementation

4.1. General overview of the implementation process

The implementation of HRS4R at the University of Silesia in Katowice coincided with the systemic changes in the science and higher education field in Poland. In 2018 changes have been initiated as a result of the change of regulations of law on higher education and science with the adoption of the so-called „Constitution for Science”. The reform, the purpose of which is to improve the quality of Polish science and higher education, assumes, among others, creating the best possible work conditions for academics, allowing them to use their potential fully and develop their careers. As a result, the action plan created while applying to receive the HR Excellence in Research award had to be integrated with other activities ordered by the university authorities to implement the reform.

In October 2018, the Office for Staff Development (Pol, Biuro ds. Rozwoju Kadr, or BRK) was created. Its primary task was to support University authorities in implementing the HRS4R. In 2019 the Candidate Experience survey among the employees employed in the academic year 2018/2019 and later had been introduced. Later the survey was extended by the candidates taking part in the open calls for academic positions. In W 2019, the Office for Staff Development took over the management of the university account on the EURAXESS JOBS portal. The first model of competences of the university employees has been created, and it became the base for diagnosing competence gaps and preparing the competence development plan for the employees in the years 2019-2023.





In 2019 among others, the audit and the SWAT analysis of the HR area were performed for the needs connected with creating a new strategy for the University. In the same year, the new work regulations were adopted in the new Statute, where the requirement of using the OTM-R principles was included. In 2019, BRK and the Science Department representatives went for a study visit to the University of Jyväskylä (Finland) to learn good practices in HRS4R implementation and in human resources potential management aimed at systematic growth of research excellence of the University. Cooperation in the HR area with the abovementioned institution has been initiated.

In 2019 the interdisciplinary University Academic Staff Committee has been appointed, and the Vice-rector for finance was appointed its Chair. The committee consists of academics in different stages of their careers (R2-R4) and representatives of merit-based administrative and organizational units. The Office for Staff Development has been changed into the HR Department, and its competences in the realization of the HRS4R strategy have been extended.

In 2020 due to the change in University authorities, the composition of the Academic Staff Committee was changed. To ensure the continuation of its policy, the previous Rector was appointed its Chair. Also, the Vice-rector for Staff Development has been appointed to work directly with the committee and to supervise the implementation of the principles included in the development strategy, of the University, in particular the HRS4R, in the HR area, and also in doctoral schools. Moreover, the Rector appointed the Plenipotentiary of the Rector for Labour Law to ensure the efficient implementation of changes in the internal regulations concerning relations between the employees and the University as an employer. The merit-based university administration units, that is, the HR Department (the earlier Office for Staff Development), Department of Personal and Social Affairs, Science Department and the Quality and Strategic Analysis Department, regularly report on the progress in the realization of activities from the Action plan to the Vice-Rector for Staff Development. They also give periodic reports on the completion of the development strategy indicators to the Rector. The periodic reviews of the Action Plan realization are presented during the meetings of the Academic Staff Committee and included in the Rector's report. Apart from that, project coordinators of the realized projects, among others, T4ERI, T4EU, Katowice City of Science, GEP, and GEPARD, as well as leaders of particular tasks in the HR area performed in these projects, submit periodic reports, milestones and deliverables on the realization of the plans, not only to the university authorities but also to the alliances and the European Commission.

University authorities supervise the implementation process and communicate progress in the realization of the planned activities during the meetings of the Rector and Dean Committee, the



Senate and the Council of the University of Silesia. In the internal communication, all employee and HR documentation are marked with the HR Excellence in Research logo.

In summary, the HR policy supporting the research activities of the University became the foundation for building a modern systemic approach to the management of the University staff's potential. Presently the University is in the process of creating the organizational-legal framework allowing to implement of a new architecture and standards of realization of the key personnel processes of which the employee's lifecycle at the University consists: recruitment, selection, adaptation for work, periodic assessment, motivation and development and leaving the organization by the employee.

4.2. How have you prepared the internal review

In order to verify the assumptions of the action plan for years 2019-2021 a number of analyses have been made including (1) analysis of the internal documents, (2) analysis of data in SAP system, (3) analysis of the indicators of strategy implementation in the key areas (in particular in the area of HR), (4) analysis of results of surveys conducted among academic employees in the reporting period, (5) analysis of results of the research conducted as a part of the 3rd task package in the Transform 4 European Research and Innovation project, (6) analysis of reports of activities of the Academic Staff Committee. As a result of the analyses we have identified the areas for further development in terms of implementation of the HRS4R. The above findings have been taken into account in the revised action plan in the four key areas of the HRS4R which were then discussed with the Academic Staff Commission and University's authorities. Another important document which was taken into account while preparing the Award Renewal Questionnaire was the "Implementation Phase Interim Assessment - EC Consensus Report".

4.3. How have you involved the research community, your main stakeholders, in the implementation process?

At the University, the activities arising from the HRS4R were implemented by participation in decision-making. Consulting processes were conducted, and all available channels of internal communication and promotional tools were used. University authorities and bodies – the Senate, the Ombudsperson for Academic Rights and Values, as well as representatives of the whole academic community: researchers, administration employees, trade union representatives and representatives of students and doctoral students, and student governments were engaged in the activities, realised so far. Their engagement consisted of the participation: (1) in the works of collective bodies (among others Academic Staff Committee, Research Committee, and Education and Student Affairs



Committee) to prepare the assumption for drafts of legal acts, present their opinions concerning personnel decisions and appoint representatives for the interdisciplinary teams preparing draft documents establishing the framework of the staff policy; (2) in the works of the teams preparing reviews of realisation of the development strategy of the University for the years 2020-2025 based on the indicators in order to redefine the strategic goals for the HR area, (3) in the works of the proper organisational units of the University administration, work groups and project teams preparing new internal legal acts (among others, regulations of conducting open calls for academic positions, regulations concerning promotion to the position of Assistant Professor, regulations concerning promotion to the position of Associate Professor, regulations of periodic assessment of academics, Gender Equality Plan and new Personnel Policy etc.), (4) in the works of Academic Staff Committee in the process of assessment of the staff applications concerning conducting the open calls, new employment, extension of employment contracts etc., (5) in the surveys, Focus groups, and structured interviews aimed at the analysis of opinions and diagnosing the gap between the set objectives arising from the HRS4R and the current status of the University (e.g. the survey on unequal treatment conducted in 2020), (6) in the surveys concerning the perception of the factors influencing the scientific career development, especially the factors that hinder the scientific career, inhibit engagement in work and work satisfaction (the online survey conducted in 2022), (7) in the change management trainings (2019 - 2020) and workshops on creating a scientific competence model for academics (2021-2022), (8) in the works of teams analysing the gap between the HRS4R principles and the situation at the University in order to prepare the SWOT analysis as a part of the process of applying for the research university status in the Research? Excellence Initiative – Research University (IDUB) competition (9) in the University debates, the Rector and Dean Committee meetings and in the direct communication (rector’s announcements, vice-rectors’ letters, newsletter to the academic community, ability to submit the projects improving work conditions).

4.4. Do you have an implementation committee and/or steering group regularly overseeing progress?

Statute of the University of Silesia from the 2019 introduced the Academic Staff Committee, that performs tasks in the scope of HR policy of the University of Silesia, especially concerning recruitment of academics and their periodic evaluation. Apart from that the committee provides the Rector and persons performing managerial functions with the information concerning the status and the development of academic staff and expresses its opinion on optimization of the activities aimed



at realization of the strategy in the HR area. Moreover at the University of Silesia in Katowice the Vice-Rector for Staff Development has been appointed, and a new organizational unit – the HR Department has been created. The HR Department acts as the HRS4R administrator at the University. It monitors the level of fulfilment of standards set by the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers by the university, and prepares the HRS4R reports.

4.5. Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation’s research strategy, overarching HR policy

The University of Silesia has introduced a number of internal changes in its regulations so that they refer to the HRS4R. The references to HRS4R have been included (1) in the Statute of the University of Silesia in Katowice, (2) in the development strategy of the University of Silesia in Katowice for 2020 - 2025 and (3) in the University’s Work Regulations. To the Organizational Regulations of the University (4) the resolutions concerning HR Department have been added, which, in the scope of HRS4R include among others: coordination of activities aimed at HRS4R implementation, fulfilling the role of the HRS4R administrator at the University, monitoring of the level of fulfilment of HRS4R standards at the University, integration of the university activities undertaken to retain the HR Excellence in Research award. In the regulations on conducting open call procedures (5) references to the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers, to the European Framework for Research Careers and to the OTM-R have been added. In addition references to HRS4R are present in (6) the Transforme4 European Research and Innovation project, in Work Package 3 The Best Careers for the Brightest Minds, of which University of Silesia is a leader. Also in the Freedom of Research Initiative programme (7) we refer to the HRS4R as well as in the Gender Equality Plan (8) where we make references to the OTM-R. Currently the University works on integration of the HR practices as a part of the new personnel policy for which HRS4R is one of the master strategies. The references named above are not only formal declarations. They are reflected in the specific activities and initiatives undertaken at the university, which was proven by realization of the Action Plan for 2019-2021.

4.6. How has your organisation ensured that the proposed actions would be also implemented?

Realization of the revised action plan is guaranteed by having the proper legal and organizational framework in place. The University has adopted a number of legislative initiatives that regulate the

manner of organization and mode, as well as rules and conditions of realization of the key HR processes.

Additional safety measure for realization of the responsibilities assumed by the University is appointing the Vice-Rector for Staff Development, the Academic Staff Committee as well as the dedicated organizational unit of the general administration, which basic task is coordination of all activities connected with the HRS4R implementation at the university.

At the University there is an internal communication system that ensures an open access to the information about the HR policy in force for the employees. Moreover, the Senate and University Council are regularly informed about the progress in strategy realization in the HR area. Employee matters are also one of the areas described in the Rector's annual report on the University activities.

4.7. How are you monitoring progress (timeline)?

The merit-based units of the university administration that is the HR Department (earlier BRK – Office of Personnel Development), Department of Personal and Social Affairs, Science Department and the Quality and Strategic Analysis Department regularly report on the progress in the realization of activities from the Action plan to the Vice-Rector for Staff Development. They also give periodic reports on the realization of the development strategy indicators to the Rector. The periodic reviews of the Action Plan realization are presented during the meetings of the Academic Staff Committee and included in the Rector's report. Apart from that, project coordinators of the realized projects, among others, T4ERI, T4EU, Katowice City of Science, GEP, and GEPARD, as well as leaders of particular tasks in the HR area performed in these projects, submit periodic reports, milestones and deliverables on the realization of the plans, not only to the university authorities but also to the alliances and the European Commission.

University authorities supervise the implementation process and communicate progress in the realization of the planned activities during the meetings of the Rector and Dean Committee, the Senate and the Council of the University of Silesia. In the internal communication, all employee and HR documentation are marked with the HR Excellence in Research logo. Rector orders the ad hoc internal audits in order to monitor the legitimacy and stage of realization of the planned activities. Moreover, in the open call procedure and as a part of periodic assessment of academics, the appeal procedure is included.



4.8. How will you measure progress (indicators) in view of the next assessment?

Realization of actions included in the plan for the next reporting period in the scope of HRS4R will be monitored mainly according to the schedule and the key indicators/objectives. The monitoring will be accompanied by the periodic reviews of strategy realization indicators in the HR area. The annual cycle of reporting the progress in HRS4R implementation has been maintained.

4.9. How do you expect to prepare for the external review?

Plan for preparation of the internal audit includes the following: (1) creating the report that summarizes realization of the revised action plan for HRS4R implementation in 2019-2021 for the University authorities, and dissemination of the plan among the university community (2) collection of the source materials concerning the realized HR processes (e.g. gap analysis, SWOT analysis, maps of processes, processes realization standards, analysis of the Candidate Experience survey, analysis of the survey of opinions of the assessing committees and open call committees, HR indicators etc.), (3) exchanging experiences in the scope of preparations to the external audit with the partner universities (universities of the T4EU Alliance and beyond the alliance), (4) informative-promotional action among academics and doctoral students in the scope of realized activities (among others the university website, newsletter, Rector's letters, letters from the Vice-rector for Staff Development), (5) survey of the employees' satisfaction from work and their wellbeing connected with work, (6) preparation of the scenario for the workshops that will summarize the results of the implementation process. European auditors and representatives of University authorities and different groups of the University community (including researchers on various stages of career development from Poland and abroad, managerial staff responsible for the development of the science area, representatives of administrative units supporting science development and trade unions' representatives etc.) will take part in the workshops. The diversified group of participants will allow us to get a broad perspective on the HRS4R implementation process' perception, taking into account the factors such as, among others, gender, age, job seniority and nationality (Polish/foreign) etc.

