**ACTION PLAN**

Case number: 2023PL83799

Name Organisation under review: **Academy of Physical Education in Katowice**

Organisation’s contact details: Mikołowska 72A, Katowice, Slaskie, 40-065, Poland

Submission date to the European Commission: 29.03.2024r.

1. **Organisational Information**

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

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| **STAFF & STUDENTS** | **FTE** |
| **Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research \*** | **294** |
| Of whom are international (i.e. foreign nationality) \* | **2** |
| Of whom are externally funded (i.e. for whom the organisation is host organisation) \* | **0** |
| Of whom are women \* | **138** |
| Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. \* | **61** |
| Of whom are stage R2 = in most organisations corresponding with postdoctoral level \* | **185** |
| **Of whom are stage R1 = in most organisations corresponding with doctoral level \*** | **39** |
| **Total number of students (if relevant) \*** | 2760 |
| **Total number of staff (including management, administrative, teaching and research staff) \*** | **470** |
| **RESEARCH FUNDING (figures for most recent fiscal year)** | **€** |
| **Total annual organisational budget** | **9536331,77** |
| **Annual organisational direct government funding (designated for research)** | **8804320,21** |
| **Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)** | **547165,16** |
| **Annual funding from private, non-government sources, designated for research** | **184846,40** |
| **PROFILE OF THE ORGANISATION** |  |
| The Jerzy Kukuczka Academy of Physical Education in Katowice (name since 2008) was established in 1952, originally as the Technical School of Physical Education, which was later transformed (1957) into the Teacher Training College of Physical Education. The Academy is authorised to confer doctoral and post-doctoral degrees in the field of physical culture sciences.  The University has a Doctoral School in the physical culture sciences and twelve first- and second-cycle degree programmes and a single master's degree programme. The University also runs multi-profile postgraduate studies and further education courses. | |

1. **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.**

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| **Thematic areas in the Charter and Code** | **Strengths and Weaknesses** |
| **Ethical and professional aspects** | **The implementation team conducted an internal analysis with reference to the results of the staff survey.**  Taking into account that in the process of conducting research the priority should be human welfare, the directions and research priorities should be established on the basis of the context of the external environment in which the University operates, the analysis of its own research capabilities and the needs for the development of medical and related sciences. Research should be closely linked to the Academy's development strategy.  - 73.8%, commented positively on the freedom of scientific research  - Adherence at The Jerzy Kukuczka Academy of Physical Education in Katowice to the fundamental practices, principles and ethical standards  set out in national, sectoral or institutional codes of ethics is assessed as satisfactory.  - The Academy of Physical Education in Katowice places great emphasis on the principles of non-discrimination and equal treatment of  employees.  - Employees are of the opinion that the University supports them in obtaining funding for research and development  - The University complies with national, sectoral and institutional regulations governing working conditions, availability of training, promotion  opportunities and access to tools;  - The Academy of Physical Education in Katowice supports researchers in adhering to the principles of careful, transparent and efficient financial management through  internal regulations and the cooperation of the units responsible for the disbursement of funds, as well as internal and external audits.  - The Academy of Physical Education in Katowice places emphasis on ensuring that all the results of its research reach the widest possible public. One of the main objectives of the Academy's strategy for 2020 - 2040 is to realise high-quality research and its impact on society and the economy, as well as to build solid relationships with partners in science and education, the health, sports, tourism and leisure sectors.  - Staff are committed to popularising and promoting research results to the public. The results are disseminated to a wide range of audiences from students in classes, to qualified researchers, to textbooks, publications, scientific conferences, as well as on the Internet or at Science Festivals.  The internal analysis of the applicable rules and regulations in ethical and professional aspects needs to be improved due to uncertainties of employees or lack of knowledge on the subject in the survey conducted. This may be due to poor organisation and information activities at the University. However, every effort will be made to minimise or close the information gaps in the places indicated by the respondents. The analysis of these aspects mainly calls for an increase in information and organisational activities to raise the information awareness of The Academy of Physical Education in Katowice employees. |
| **Recruitment and selection** | Recruitment rules at AWF Katowice are governed by:  1.National regulations:  The Act - Law on Higher Education and Science replaces four laws:  - Act of 20 July 2018. - Law on Higher Education and Science;  - Act of 14 March 2003 on Scientific Degrees and Titles and Degrees and Titles in the Field of Art;  - Act of 30 April 2010 on the principles of science financing.  2 Internal regulations:  - Statutes of The Jerzy Kukuczka Academy of Physical Education in Katowice  - Work Regulations  - Organisational Regulations  - Salary Regulations  - Resolution on the conditions and procedure of recruitment to the Doctoral School  Recruitment at of The Academy of Physical Education in Katowice is conducted according to clearly defined rules, which are anchored in external and internal legal acts. Job advertisements are published on the university's website and on dedicated portals and websites, including the university's BIP (Public Information Bulletin). All the required documents for the employment of an employee (expected profile and competences of the candidate, information about the unit of employment and expectations regarding the duties to be performed) are also posted. Recruitment committees are appointed in accordance with the provisions of the Statutes of The Academy of Physical Education in Katowice, and the recruitment of researchers at of The Academy of Physical Education in Katowice takes into account both the quantitative (e.g. IF, Ministerial scores) and qualitative (various achievements) achievements of candidates. The recruitment process evaluates, among other things, criteria related to scientific achievements, scientific output and competence. In the recruitment process, the multifaceted career path of the candidates and its diverse dynamics is seen as an asset and a potentially valuable contribution if the candidates' achievements truly reflect qualifications relevant to the position applied for.  The analysis of the survey, however, identified weaknesses in the recruitment process at AWF Katowice, revealing that the recruitment system is not entirely clear to researchers. Surveyed employees show uncertainty in their answers, which may indicate that the recruitment process is not very clear and transparent. Thus, the main objective will be to comprehensively implement the OTM-R principles of Open, Transparent and Merit-based Recruitment at the organisational level. This will be achieved through the development of a separate document with recruitment guidelines and further steps in the recruitment process. In addition, the strategy plans to implement a standardised form for researchers applying for jobs in English (EURAXESS portal). Such an action will make it possible to provide recruitment information to candidates in an accessible way and to methodically structure and align the necessary information and recruitment requirements with EURAXESS.  The Academy will continuously monitor the needs for improvement, methodological and methodological support. If necessary, it will continue to optimise them to ensure that all doctoral students and researchers at every stage of their career have the full range of development opportunities. |
| **Working conditions** | There are good working conditions at The Academy of Physical Education in Katowice and the institution offers an environment conducive to professional and academic development. The Academy is constantly creating and developing research space by providing appropriate equipment, facilities (laboratories, infrastructure, grants, scholarships, training, distance collaboration with the help of research networks), which supports effective teaching and research. The research staff is professional and committed. The Academy of Physical Education in Katowice is a place providing comfortable conditions for research, creating a high organisational culture and a modern working environment in line with the Academy's strategy for 2020-2040.  The Academy of Physical Education in Katowice stimulates an environment conducive to research. It constantly creates and develops research space by providing appropriate equipment, facilities (laboratories, infrastructure, grants, scholarships, training, distance cooperation with the help of research networks), thus strongly encouraging scientific research.  As The Academy of Physical Education in Katowice is a budgetary institution, the principles of financing and remuneration are set out in the Regulations on Remuneration of Employees of The Jerzy Kukuczka Academy of Physical Education in Katowice. The funding of academic staff is largely dependent on external regulations under the laws of the Republic of Poland. The Academy adheres to the principles of equal treatment and non-discrimination as the foundation of its activities. The Academy has implemented and disseminated the "Gender Equality Plan at The Jerzy Kukuczka Academy of Physical Education in Katowice" as well as the "Principles of Anti-Harassment and Non-Discrimination at The Jerzy Kukuczka Academy of Physical Education in Katowice".  Despite the high assessment of the respondents with regard to working conditions, The Academy of Physical Education in Katowice plans to intensify information, popularisation activities concerning the functioning of standards such as: granting funds for statutory research, covering the costs of participation in conferences, scientific publications, participation in training courses. According to those who took part in the survey, an important aspect that needs to be improved is the transparent principles of recruitment, further career paths and the conditions and principles of financing research staff at The Academy of Physical Education in Katowice. Raising the level of transparency of the principles of evaluation and assessment of teaching work is an important aspect. To this end, it is planned to update the employee appraisal procedure and provide adequate feedback. The available tools and training to improve teaching skills will also support employees.  According to the results of the survey, it appears that the Academy's internal information policy is a problem, as the analysis showed that not enough staff have sufficient knowledge of the available opportunities and working conditions, including those for enhancing professional stability. The challenge is therefore to streamline communication channels and increase the effectiveness of communication activities. It is necessary to expand the university's website, aimed mainly at the internal stakeholder, providing access to the research support platform. Additionally, it is necessary to implement a systematic and effective information policy, based on the Academy's intranet, mailings, internal meetings and a dedicated website for scientists available in Polish and English. |
| **Training and development** | The institution provides a conducive environment for professional and academic development. The Academy continues to expand its research space by providing appropriate equipment and infrastructure, such as laboratories, and by offering grants, scholarships, training and opportunities for distance collaboration using research networks. All this supports the effective delivery of teaching and research. The Academy of Physical Education in Katowice supports researchers at career stages in their continuous development and the improvement of their professional skills and qualifications.  In the analysis of the results in the survey conducted, there is a group of respondents who are unsure or dissatisfied with the training and development aspects that the Academy offers. Thus, it is definitely necessary to take measures to provide employees with development opportunities through access to resources for upskilling and continuous development. These measures should be regularly evaluated in terms of availability and interest. In addition, it is important to carry out outreach activities among the university community and formalise the principles to be included in the OTM-R Strategy. One concrete step could be to expand the content on the website, especially under the 'Learning' tab, and to conduct regular information mailings.  Respondents are not fully convinced that the Academy provides access to mentors, with the right qualifications, showing commitment, to whom they can go for professional issues at the beginning of their careers - hence an information and organisational action is required, indicating the possibility of support for young researchers - it is suggested to create information about staff on-call and the possibility of meetings and contact. |

1. **Actions**

The Action Plan and HR Excellence in Research 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). Multiple links must be comma separated.

<https://awf.katowice.pl/nauka/logo-hr-excellence-in-research>

Please fill in the list of all individual actions to be undertaken in your organisation's HR Excellence in Research 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 automatically retrieved from the GAP Analysis with their ratings.

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| Proposed ACTIONS | GAP Principle(s) | Timing (at least by year’s quarter/semester) | Responsible Unit | Indicator(s) / Target(s) |
| A1. Creation and Implementation of the OTM-R Strategy - Open, Transparent and Merit-based Recruitment Policy at The Academy of Physical Education in Katowice and the OTM-R Strategy Quality Management Plan. | Rules 1-40. | 2nd semester of the academic year 2024/2025 | The team for the development and implementation of the OTM-R Strategy at The Academy of Physical Education in Katowice in cooperation with the Office for Science and the Department of Employee Affairs and Payroll | I1. Establishment of a team responsible for the development of the OTM-R Strategy  I2. Approval by the Academy Senate of the uniform OTM-R Strategy at The Academy of Physical Education in Katowice  I3. Placing the OTM-R Strategy on the website **www.awf.katowice.pl**  T1. Implementing and respecting at the University the principles contained in the Policy of Open, Transparent and Merit-based Recruitment at The Academy of Physical Education in Katowice |
| 2. Establishment of an Ethics Committee. Establishment of a Code of Ethics for academic staff at The Academy of Physical Education in Katowice.  Organising training on Ethics. | 2. Ethical principles | 2nd semester of the academic year 2024/2025 | Team for the development and implementation of the OTM-R Strategy at The Academy of Physical Education in Katowice in cooperation with the directors of the Academy Research Institutes and the Centre for Healthy Living | I1. Establishment of an Ethics Committee on I2. Development of a Code of Ethics for academic staff The Academy of Physical Education in Katowice  I3. Organisation of ethics training for The Academy of Physical Education in Katowice academic staff.  T1. Implementation of the Code of Ethics for academic employees of The Academy of Physical Education in Katowice |
| A3. Developing a good practice guide on research freedom (including the value of mobility, contribution to scientific work with transparency on co-authorship) and conducting outreach activities. | 1. Freedom of scientific research | 2nd semester of the academic year 2024/2025 | Vice-Chancellor for Science in collaboration with the Directors of the Research Institutes and the Centre for Healthy Living | I1. Developing a guide to good research freedom practices  I2. Issuing an Order of the Rector on the adoption of a guide of good practice on freedom of research  I3. Organising a series of training sessions for The Academy of Physical Education in Katowice academics to raise their awareness of the norms and values they should use when carrying out scientific research  T1. The Academy of Physical Education in Katowice as an entity guided by the good of mankind in research, striving to continuously expand the boundaries of scientific knowledge. |
| A4. Organisation of regular training courses for employees and doctoral students, e.g. on anti-bullying, non/discrimination and corruption, gender equality. | 2. Ethical principles  10. Non-discrimination principles  27. Gender balance | Cyclically from the 1st semester of the academic year 2024/2025 | Ombudsman on non-discrimination and anti-bullying | I1. Organising at least one meeting per academic year dedicated to all researchers at The Academy of Physical Education in Katowice  I2. Striving to achieve the highest possible attendance by academics and doctoral students  I3. Outreach activities to raise awareness among the Academy's scientists of the applicable rules and forms of reporting any offences.  T1. The Academy's researchers at every stage of their career are committed to preventing and counteracting bullying and discriminatory behaviour. |
| A5. Organisation of training courses, including e-learning on managing a research project, obtaining, using and accounting for research funding. | 4. Professional approach  6. Accountability  23. Research environment  22. Recognition of the profession  5. Contractual or regulatory obligations  38. Continuing professional development  39. Access to scientific training and opportunities for continuing professional development | 1st semester of the academic year 2024/2025 | Science Department, Research Institutes, Centre for Healthy Living | I1. Working with external experts to obtain and account for research funding.  I2. Organisation of at least 1 information meeting open to all researchers, regardless of their career stage  T1.Research staff at The Academy of Physical Education in Katowice are familiar with the strategic goals of their environment and the mechanisms for funding research |
| A6. Development and implementation of an information security policy. Raising researchers' awareness of IT security through training in maintaining databases in a secure environment, backup, recovery of scientific data. | 5. Contractual or regulatory obligations  7. Principles of good research practice | 2nd semester of the academic year 2024/2025 | Department of Computer and Scientific Research Equipment, DPO | I1. Document preparation  I2. Adoption of the Ordinance of the Rector of the Academy of Physical Education in Katowice  I3. Raising awareness among academic staff of the information security policy  T1. The academic environment of the Academy of Physical Education in Katowice applies safe ways of performing work, knowing the applicable national legislation concerning data protection and confidentiality requirements. |
| A7. Dissemination of information about scientific activity.  Dissemination of open access policies, including the principles governing Researcher's Accounts.  Collaborating with the media to popularise science. | 8. Dissemination and application of research results  9. Public engagement. | 2nd semester of the academic year 2024/2025 | Science Department, Scientific Information Department | I1. Development of rules for the publication of a periodic Scientific Information Bulletin  I2. Publishing and distributing the Bulletin to all academic employees of The Academy of Physical Education in Katowice via employee e-mail box  I3. Cooperation with local media in order to disseminate information about the conducted research  T1. The results of scientific research carried out at The Academy of Physical Education in Katowice are disseminated in accordance with the regulations in force and efforts are made to reuse them |
| A8. Creation of an information channel for the Academy Community on the scientific and research work in progress.  Establishment of a unit for direct commercialisation of research results. | 8. Dissemination, use of research results  9. Public engagement.  23 Research environment  29. Value of mobility | 1st semester of the academic year 2025/2026 | Science Department, Scientific Information Service, Knowledge Transfer Centr | I1. Creation of a new section under the "Science" tab (www.awf.katowice.pl) in which information on the scientific and research work carried out by The Academy of Physical Education in Katowice scientists will be systematically placed.  I2. Establishment of cooperation with external research centres  I3. Establishment of a team/unit within The Academy of Physical Education in Katowice structures dedicated to the commercialisation of research results carried out by the Academy.  T1. The Academy of Physical Education researchers make a conscious effort to ensure that the results of their research are used and disseminated in a way that can be understood by the widest possible audience, including non-specialists. |
| A9. Provide clear rules and transparent criteria for employee evaluation and performance appraisal on the employee panel website | 11. Employee evaluation systems  19. Recognition of qualifications under the Code  21. Positions for staff with a PhD according to the Code.  22. Recognition of the profession  25. Stability and permanent employment  28. Career development  30. Access to career guidance  33. Teaching | 2nd semester of the academic year 2024/2025 | The evaluation committee, in cooperation with the Employee Affairs and Payroll Department, the Rector's office | I1. Development of principles and criteria for employee evaluation  II2. Creation and approval of a document setting out the principles and criteria for employee appraisal  II3. Undertaking information activities for AWF Katowice academics on the regulations in force regarding periodical employee appraisal  T1. All Academy of Physical Education researchers have access to the rules and criteria for evaluation of their work |
| A10. Establishment of an intellectual property team. Preparation of an information pack on invention applications, projects, commercialisation and an application form on the Academy website. Organisation of training on the subject.  Establishing a policy/system for reporting and handling IPR infringements. | 31. Intellectual property rights | 2nd semester of the academic year 2024/2025 | The intellectual property team | I1. Appointment of an intellectual property team by HM the Rector  I2. Verification and updating of legal acts in force at The Academy of Physical Education concerning management of copyright, related rights and industrial property rights and principles of commercialisation  I3. Undertaking information activities to raise the level of knowledge of The Academy of Physical Education in Katowice researchers in the field of intellectual property  I4. Organisation of training courses, min. 1 training in an academic year, concerning the possibilities of using the results of scientific work while observing the principles of due protection of intellectual property rights.  T1. The Academy of Physical Education in Katowice scientist knows his/her rights and obligations resulting from the use of his/her results in research and development. |
| A11. Creation of a form on the Academy's website or a tab to inform about the possibilities, scope of assistance and contact details.  Developing a policy for resolving employee conflicts.  Appointment of a grievance/appeals ombudsman. | 34. Complaints/appeals | 1st semester of the academic year 2024/2025 | Department of Sport and Tourism Management | I1. Appointment of an impartial ombudsman for the consideration of complaints/appeals submitted by the employees of The Academy of Physical Education in Katowice.  I2. Development of a complaint/appeal form  I3. Approval of the form  I4. Publication of the form on the website  [www.awf.katowice.pl](http://www.awf.katowice.pl) under the "Employee" tab.  I5. Creation of a register of complaints  I6. Development of rules for the resolution of labour conflicts  I7. Approval and publication of rules for the resolution of labour conflicts  I8. Outreach activities aimed at the Academy employees to make them aware of the procedures in place to ensure confidentiality and assist with conflict resolution issues  T1. Improved response rate to the 2026 survey on existing grievance/complaint procedures and conflicts between supervisors and early career researchers |
| A12. Expansion of the "Learning" tab on the Academy of Physical Education in Katowice website providing information on:  - Access to training,  consultation, counselling  - Scientific and research  apparatus: implemented  - Intellectual property rights  - Scientific supervision  - Obligations of employees  towards open access and  scientist accounts  - Forms of support for  doctoral students  Outreach efforts for better communication. | 1. Freedom of scientific research  31. Intellectual property rights  33. Teaching  36. Relationship with the research supervisor  23. Research environment  24. Working conditions  28. Career development  29. Value of mobility  30. Career guidance  38. Continuing professional development | From the 1st semester of the academic year 2024/2025 | Science Department, Institute of Physiotherapy and Health Sciences, Institute of Sports Science, Healthy Living Centre, Library, Employee Affairs and Payroll, Doctoral School | I1. Development of material by individual units responsible for the scope indicated  I2. Approval of material by heads of organisational units responsible for implementation  I3. Publication of the form on the website  [www.awf.katowice.pl](http://www.awf.katowice.pl) under the "Science" tab.  T1. All research staff have access to information on training and consultation, intellectual property rights, research supervision and staff responsibilities in relation to open access and researcher accounts. |

The establishment of an Open Recruitment Policy is a key element in the HR Excellence in Research 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) \*

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| **The Jerzy Kukuczka Academy of Physical Education in Katowice values the possibility to use the assumptions of the European Charter for Researchers and the Code of Conduct in the recruitment of employees using open and transparent principles of recruitment processes based on employee qualifications. The process of implementation and further implementation of the Open, Transparent and Merit-based Recruitment Policy at AWF Katowice requires the involvement of all AWF Katowice organisational units involved, in any way, in the preparatory and executive stages of the recruitment procedure.**  **The AWF Katowice Action Plan incorporates approaches relating to accessibility, openness of recruitment criteria, candidate feedback, equal opportunities and data monitoring and analysis, with a view to continuously improving the process. Transparency, honesty and openness are key to building a positive image of the organisation as an employer and attracting diverse and highly qualified researchers.**  **Putting the actions collectively, The Academy of Physical Education in Katowice plans to:**  1. Implement the OTM-R Strategy - Open, Transparent and Substantive Recruitment Policy at The Academy of Physical Education in Katowice.  2. Appoint an Ethics Committee. Establish a Code of Ethics for The Academy of Physical Education in Katowice Researcher.  3. Develop a good practice guide on freedom of scientific research (taking into account the value of mobility, contribution to scientific work with transparency on the issue of co-authorship) and carry out information activities in this regard  4. Organise regular training for staff and doctoral students, e.g. on anti-bullying, non/discrimination and corruption, gender equality  5. Organise training courses, including e-learning, on managing a research project, obtaining, using and accounting for research funding.  6. Develop and implement an information security policy  7. Disseminate information on scientific activities  8. Create an information channel for The Academy of Physical Education in Katowice community on ongoing scientific and research work  9. Create a unit for direct commercialisation of research results  10. Clear rules and transparent criteria for employee assessment and evaluation should be posted on the employee panel website  11. Set up an intellectual property team  12. Develop rules for the resolution of employee conflicts.  13. Appoint a complaints/appeals ombudsman  14. Expand the 'Learning' tab on the Academy website  **The unit plans to implement the indicated activities by:**  **1**. Publishing the OTM-R strategy on the Internet in Polish and English  2. Establishment of relevant teams consisting of high level specialists in the field (A1. - I1., A2.-I1., A8. - I3., A10.-I1., A11-I1.)  3. Developing and implementing the documents, guides, policies and forms necessary to achieve the stated objectives (A1.-I2., A2.-I2., A3. -I1., A6.-I1., A8.-I1., A9.-I1.,  A11-I2., I6, A12.-I1.).  4. Using all available resources of The Academy of Physical Education in Katowice  5. Undertaking phonics activities aimed at the whole academic community of The Academy of Physical Education in Katowice  6. Creation of a schedule for the work to be implemented  7. Control and monitoring of the work on individual stages  8. Cooperation between all participating organisational units of The Academy of Physical Education in Katowice  9. Increasing the attractiveness of the organisation's offer |

1. **Implementation**

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

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| The deadlines set in the Strategy for the realisation of individual actions were discussed with the Implementation Team and agreed with those responsible for their implementation in terms of content and administration. The action plan was created so that each responsible unit could implement the tasks successively and within the planned timeframe.  Monitoring of implementation will be carried out by the HR Excellence in Research Logo Team with the proviso that monitoring meetings will take place:  - every 6 months, in order to assess progress in the execution of the planned tasks. The meetings will assess progress in implementing the strategy and marking tasks  completed. Reports from the meetings will be published on The Academy of Physical Education in Katowice website.  - after two years from the award of the HR Excellence in Research Logo, in order to audit the company's own assessment of the effects of implementing the Strategy.  The results will be published on The Academy of Physical Education in Katowice website dedicated to the HR Excellence in Research Logo. Four years after the award of the HR Excellence in Research Logo, external experts from the European Commission will be invited to conduct an external analysis on the implementation of this Strategy. The report of the external analysis will be published on The Academy of Physical Education in Katowice website.  This strategy has been published on the website of The Academy of Physical Education in Katowice. |

**Checklist**

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| **Question of the checklist** | Detailed description and justification |
| **How will the implementation committee and/or steering group regularly oversee progress?** | A crucial role will be played by the Implementation Committee or Steering Group in overseeing the progress of initiatives such as the HRS4R (Human Resources Strategy for Researchers) implementation. Here are key strategies planned to be utilized for regularly overseeing progress:  1. **Regular Meetings**  - Frequency: Regular meetings will be scheduled by the committee (e.g., monthly, quarterly) to review progress, address challenges, and make strategic decisions.  - Agendas: Structured agendas focusing on progress updates, review of key performance indicators (KPIs), and discussions on any obstacles encountered will be utilized during meetings.  2. **Progress Reports**  - Submission: Regular progress reports detailing achievements, challenges, and next steps will be submitted by working groups or individuals responsible for specific actions within the HRS4R plan.  - Analysis: These reports will be analyzed by the committee to gauge progress against the planned timeline and objectives.  3**. KPI Monitoring**  - Identification: Key performance indicators relevant to the objectives of the HRS4R action plan will be identified by the committee at the outset.  - Dashboard: A dashboard or tracking tool will often be utilized to monitor these KPIs, providing a visual representation of progress and highlighting areas needing attention.  4. **Stakeholder Engagement**  - Feedback Mechanisms: Channels for receiving feedback from researchers and other stakeholders affected by the HRS4R implementation will be established by the committee.  - Engagement Activities: Regular forums, surveys, or focus groups may be organized to gather insights and suggestions from the broader community.  5. **Adjustment and Flexibility**  - Review of Action Plan: Based on the progress and feedback, the action plan will be reviewed and, if necessary, adjusted by the committee to address unforeseen challenges or take advantage of new opportunities.  - Adaptive Strategy: A flexible approach will be maintained by the committee, allowing for adjustments in strategies or timelines to ensure the initiative remains on track.  6. **Communication Strategy**  - Regular Updates: Regular communication about the progress of the HRS4R implementation will be made by the committee with the institution, using newsletters, emails, or dedicated web pages.  - Transparency: Transparency about the progress, challenges, and adjustments made to the action plan will be ensured by the committee to foster trust and support from the institution and its stakeholders.  7. **External Evaluation and Feedback**  - Interim Assessments: External experts or evaluators will be engaged by the committee for interim assessments to provide an objective view of the progress and effectiveness of the implementation efforts.  - Benchmarking: Progress will be compared with similar institutions or industry standards by the committee to offer additional insights and motivations.  8. **Documentation and Record Keeping**  - Comprehensive Records: Detailed documentation of meetings, decisions, and progress reports will be ensured by the committee for accountability and for future reference.  - Success Stories: Success stories and lessons learned will be documented and shared by the committee to motivate the team and the wider community.  By employing these strategies, the HRS4R implementation can be effectively overseen by the Implementation Committee or Steering Group, ensuring that the institution continuously improves its HR policies and practices in alignment with the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. |
| **How do you intend to involve the research community, your main stakeholders, in the implementation process?** | Involving the research community in the implementation process of initiatives like the HRS4R (Human Resources Strategy for Researchers) is crucial for ensuring that the strategy is well-informed, inclusive, and effectively addresses the needs and concerns of researchers. Here’s how this can be achieved:  1**. Establishment of Representative Working Groups**  - Working groups or committees will be created that include researchers from various career stages (R1 to R4) and disciplines to ensure diverse perspectives are represented. These groups can work on specific aspects of the implementation, such as gap analysis, action planning, and monitoring.  2. **Conducting Surveys and Feedback Sessions**  - Surveys will be regularly conducted to gather input on researchers' needs, experiences, and satisfaction levels regarding current HR policies and practices.  - Feedback sessions, such as town hall meetings or focus groups, will be organized to discuss survey results and proposed actions directly with the research community.  3**. Involvement in Decision-Making**  - Researchers will be involved in decision-making processes by including them in steering committees or advisory boards overseeing the HRS4R implementation.  - Open forums will be facilitated where researchers can voice their opinions, suggestions, and concerns regarding the HRS4R action plans and their implementation.  4. **Transparent Communication**  - Regular, transparent communication about the progress of HRS4R implementation, challenges encountered, and successes achieved will be ensured. This can be through newsletters, dedicated web pages, or regular update meetings.  - An open channel for ongoing feedback will be created, allowing researchers to share their insights and concerns at any stage of the implementation process.  5. **Training and Development Opportunities**  - Training sessions, workshops, and seminars will be offered that not only aim to inform researchers about the HRS4R process but also provide development opportunities that align with the identified gaps and action plans.  - Researchers will be engaged in co-developing and delivering these training sessions to leverage their expertise and foster a sense of ownership.  6. **Pilot Programs and Initiatives**  - Pilot programs for new initiatives or policies arising from the HRS4R action plan will be launched, involving researchers in the design, implementation, and evaluation phases.  - Feedback from these pilots will be used to refine and adjust policies before wider implementation.  7. **Recognition and Incentives**  - Contributions of researchers to the HRS4R process will be recognized and rewarded, whether through formal acknowledgment, opportunities for professional development, or involvement in high-profile projects.  - Incentive mechanisms will be implemented to encourage active participation and engagement from the research community.  8. **Regular Assessment and Review**  - Researchers will be involved in the regular assessment and review of the HRS4R implementation process, ensuring their perspectives are considered in evaluating the effectiveness of actions and strategies.  - These assessments will be used as opportunities to re-engage with the research community, reaffirming their role in the continuous improvement process.  By involving the research community in these ways, the institution can ensure that the HRS4R strategy is robust, responsive to the needs of researchers, and successful in fostering an attractive, supportive, and dynamic research environment. |
| **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.** | This will involve a systematic approach. Here's a step-by-step guide to achieving this alignment:  1. **Thorough Gap Analysis Will Be Conducted**  - A comprehensive gap analysis will be conducted to compare current organizational policies and practices against the principles outlined in the HRS4R and the Charter & Code.  - Stakeholders from various levels and areas within the organization, including HR, research, administration, and researchers themselves, will be involved to ensure a holistic view.  2. **Detailed Action Plan Will Be Developed**  - Based on the findings of the gap analysis, an action plan will be developed outlining specific steps to align organizational policies with the HRS4R requirements.  - The action plan will include clear objectives, responsible parties, timelines, resources needed, and indicators for measuring progress.  3. **High-Level Endorsement Will Be Secured**  - Formal endorsement of the HRS4R will be sought from top management, including the Rector, Vice-Rector for Research, or equivalent positions. This endorsement will acknowledge the HRS4R as the overarching HR policy in research strategy documents and communications.  - High-level endorsement will secure necessary support and resources and signal the organization's commitment to the HRS4R to all stakeholders.  4. **HRS4R Will Be Integrated into Strategic Documents**  - Existing strategic documents, such as the organization's research strategy, HR policy, and development plans, will be revised to explicitly reference the HRS4R and its principles.  - HRS4R alignment will be ensured to be integrated into the broader strategic framework of the organization.  5. **Engagement of the Research Community Will Be Done**  - The research community will be actively engaged in the alignment process through consultations, working groups, and feedback sessions. This will ensure recognition and acceptance of the HRS4R by researchers at all levels.  - Researchers' involvement will guarantee that alignment with HRS4R addresses their needs, contributing to a supportive research environment.  6. **Implementation of the Action Plan Will Be Carried Out**  - Initiatives and policy changes outlined in the action plan will be rolled out in a phased and transparent manner. Changes and their rationale will be communicated clearly to all stakeholders.  - Training and resources will be provided to ensure effective implementation across the organization.  7. **Progress Will Be Monitored, Evaluated, and Reported**  - Monitoring and evaluation mechanisms will be established to track the implementation of the action plan and its impact on aligning organizational policies with the HRS4R.  - Progress will be regularly reported to both internal and external stakeholders, maintaining transparency and accountability.  8. **Review and Continuous Improvement Will Be Undertaken**  - The alignment of policies with the HRS4R will be periodically reviewed, considering changes in the organizational environment, feedback from stakeholders, and evolving best practices.  - Reviews will be used for continuous improvement, updating policies and practices to maintain alignment with the HRS4R and the evolving needs of the research community.  By following these steps, the organization can effectively align its policies with the HRS4R, ensuring its recognition within the organization’s research strategy as the overarching HR policy, thereby fostering an environment that supports and advances research excellence. |
| **How will you ensure that the proposed actions are implemented?** | Ensuring the successful implementation of proposed actions, particularly in the context of aligning organizational policies with the HRS4R (Human Resources Strategy for Researchers) and integrating it into the organization’s overarching HR and research strategies, will involve several key steps:  1. **Integration into Strategic Documents**  - The HRS4R principles and action plan will be embedded within the organization's official strategic documents, such as the research strategy, HR policy, and institutional development plans, to formalize the commitment at the highest level.  2. **High-Level Endorsement**  - Explicit endorsement and support will be secured from top leadership, such as the governing board, rector, or president, to underscore the importance of HRS4R alignment and to facilitate organization-wide acceptance and implementation.  3. **Establishment of a Dedicated Implementation Team**  - A dedicated team or committee will be established with clear responsibilities and authority to oversee the implementation of the HRS4R action plan. This team will include representatives from key stakeholder groups, including HR, research administration, and the research community.  4. **Development of a Clear Implementation Roadmap**  - A detailed implementation roadmap will be developed outlining specific actions, responsible parties, timelines, and measurable objectives. This roadmap will be widely communicated within the organization to ensure transparency and accountability.  5. **Allocation of Resources**  - Adequate resources, including funding, personnel, and time, will be allocated to support the implementation of the action plan. Adjustments to budgets and work plans may be necessary to prioritize HRS4R-related activities.  6. **Implementation of Training and Awareness Programs**  - Training and awareness programs will be implemented to educate staff and researchers about the HRS4R principles, the benefits of the strategy, and their roles in its implementation. This will facilitate buy-in and active participation across the organization.  7. **Establishment of Monitoring and Reporting Mechanisms**  - Robust mechanisms will be established for monitoring progress against the action plan and for regular reporting to leadership and the wider organization. This may include the use of dashboards, progress reports, and periodic reviews.  8. **Implementation of Feedback and Adjustment Loops**  - Formal channels will be created for feedback from stakeholders at all levels of the organization to inform the ongoing implementation process. Adjustments to the action plan will be made based on feedback and lessons learned during the implementation phase.  9. **Integration into Performance Evaluation**  - HRS4R-related objectives and actions will be incorporated into the performance evaluation frameworks for relevant staff, particularly those in HR, research management, and leadership positions, to align individual performance goals with the HRS4R strategy.  10. **Development of a Communication Strategy**  - A comprehensive communication strategy will be developed to regularly update the organization on the progress of HRS4R implementation, celebrate milestones achieved, and acknowledge the contributions of individuals and teams.  11. **Consideration of External Review and Validation**  - External experts or bodies may be engaged for periodic review and validation of the implementation process, providing an objective assessment of progress and areas for improvement.  By following these steps, organizations can ensure that the HRS4R principles are effectively integrated into their policies and strategies, and that the proposed actions are systematically implemented, monitored, and refined to achieve the desired outcomes. |
| **How will you monitor progress (timeline)?** | Progress monitoring in the implementation of initiatives, especially ones like the HRS4R (Human Resources Strategy for Researchers), will be necessitated by a structured approach with clear schedules and milestones. Here are the frameworks that will be utilized for effective progress monitoring:  1. **The establishment of a baseline and milestones:**  - An initial assessment will be conducted to establish a baseline, which will serve as the foundation for measuring progress. This includes understanding current practices in the context of HRS4R principles.  - Clear, time-bound milestones for each action in the HRS4R action plan will be defined. Milestones should be specific, measurable, attainable, relevant, and time-bound (SMART).  2. **The development of a monitoring plan:**  - Key Performance Indicators (KPIs) will be identified to measure the progress of each milestone. KPIs should align with the objectives of the HRS4R action plan.  - Methods for data collection will be determined for each KPI. This may include surveys, document reviews, interviews, or other relevant methods.  - A schedule for monitoring activities will be created, specifying when data for each KPI will be collected and reviewed.  3. **Regular progress reviews:**  - Regular review meetings (e.g., monthly, quarterly) with the implementation team and stakeholders will be scheduled. These meetings will be used to assess progress against milestones and KPIs.  - Adjustments to the action plan will be made based on the outcomes of these reviews. This may involve changes to schedules, strategies, or even objectives based on the lessons learned.  4. **Reporting:**  - A format for internal progress reports to be shared with the implementation team and stakeholders will be developed. These reports will highlight achievements, challenges, and potential adjustments to the plan.  - The wider organization and stakeholders will be engaged through regular progress updates. This can be achieved through newsletters, meetings, or dedicated sessions.  5**. Anniversary:**  - A comprehensive annual review of the HRS4R implementation process will be conducted. This review will assess the overall progress, the effectiveness of the actions taken, and identify areas for improvement.  - Feedback from a broad spectrum of stakeholders will be incorporated into the annual review to gain insights into the perceived effects of the HRS4R actions.  6. **Mid-term and final evaluations:**  - A mid-term evaluation (e.g., after 2-3 years) will be planned to conduct a comprehensive assessment of the progress and impact of implementing HRS4R. This evaluation may provide important insights into necessary adjustments or changes in strategy if needed.  - A final evaluation at the end of the HRS4R action plan period will be conducted to assess the overall success of the initiative, its impact on the organization, and areas requiring further focus or new initiatives.  Sample progress monitoring schedule:  - Baseline assessment: Month 1  - Quarterly reviews: Every 3 months  - Annual review: End of year 1, year 2, etc.  - Mid-term evaluation: End of year 2 or 3  - Final evaluation: End of the action plan period (e.g., year 4 or 5)  Tailoring the monitoring activities and schedules to the specific context and needs of the organization is crucial. This structured approach to progress monitoring will help ensure that the HRS4R implementation stays on track and effectively contributes to improving HR policies and practices for researchers. |
| **How will you measure progress (indicators) in view of the next assessment?** | Measuring progress in the implementation of initiatives like the HRS4R (Human Resources Strategy for Researchers) will involve identifying clear and relevant Key Performance Indicators (KPIs) that align with the goals of the action plan and the principles of the Charter & Code. These indicators will provide objective data that can be tracked over time to assess progress. Here's a structured approach to identifying and using KPIs for the next assessment:  1. **Alignment with Action Plan Goals**  - Each KPI will be ensured to directly relate to a specific goal or action within the HRS4R action plan. This alignment will ensure that progress measurement is focused and relevant to the intended outcomes.  2. **Consideration of Quantitative and Qualitative Indicators**  - Quantitative Indicators: Metrics such as the number of training sessions conducted, percentage of recruitment processes compliant with OTM-R principles, number of researchers benefiting from new policies, and response rates to researcher surveys will be included.  - Qualitative Indicators: Feedback from researchers on the effectiveness of new policies, case studies showcasing successful implementations, and qualitative assessments of the research environment's improvements will also be considered.  3. **Specific Indicators to Be Considered**  - For areas such as Recruitment and Selection, Working Conditions, Training and Development, Research Freedom and Ethics, and Engagement and Communication, specific indicators will be considered to measure progress effectively.  4. **Baseline Measurement**  - A baseline measurement will be established for each KPI before implementing the HRS4R actions. This baseline will serve as the reference point for assessing progress.  5. **Regular Data Collection**  - A regular schedule for collecting data on each KPI will be set up, which could be annually, bi-annually, or at another appropriate interval, depending on the nature of the indicator and the action plan timeline.  6. **Analysis and Review**  - The collected data will be analyzed regularly to identify trends, progress towards targets, and areas needing attention. This analysis will be a regular part of committee or team meetings overseeing the HRS4R implementation.  7. **Adjustment and Continuous Improvement**  - Insights gained from the KPI data will be used to make informed decisions about adjusting the action plan and strategies to better meet the goals of the HRS4R.  8. **Reporting and Communication**  - KPI data will be incorporated into regular reports on the HRS4R implementation progress, which will be shared with stakeholders to maintain transparency and engagement.  9. **Preparation for External Assessment**  - As the next assessment by the HRS4R evaluators approaches, the KPI data will be compiled and synthesized to demonstrate the progress made since the last assessment, forming a critical part of the self-assessment report and evidence submitted for the external evaluation.  By carefully selecting, measuring, and analyzing these indicators, the organization can effectively monitor and demonstrate the progress of its HRS4R implementation, facilitating continuous improvement and readiness for the next external assessment. |
| **Additional remarks/comments about the proposed implementation process: (max. 1000 words)** | When reflecting on the proposed implementation process for initiatives such as the HRS4R (Human Resources Strategy for Researchers), it's important to consider a range of factors that can influence the effectiveness and sustainability of the implementation. Here are some additional remarks and comments that might be pertinent:  1. **Stakeholder Engagement**  - Engaging stakeholders throughout the process is crucial. This includes not only researchers but also administrative staff, management, and possibly students. Their continuous involvement ensures that the actions taken are relevant, supported, and effectively address the community's needs.  2. **Change Management**  - Implementing new strategies and policies often requires changes in organizational culture and behavior. A structured change management approach, addressing resistance to change and fostering a culture of openness and innovation, is essential for the successful adoption of new practices.  3. **Customization to Institutional Context**  - While the HRS4R provides a framework, it's important that actions and policies are tailored to the specific context, challenges, and opportunities of the institution. One-size-fits-all solutions are less likely to be effective.  4. **Resource Allocation**  - Adequate resources—both financial and human—need to be allocated to support the implementation process. This includes ensuring that the teams and individuals responsible for implementation have the necessary time, authority, and support to carry out their roles effectively.  5. **Training and Capacity Building**  - Implementing new policies often requires new skills. Providing training and capacity-building opportunities for researchers, HR staff, and managers ensures that everyone has the knowledge and skills needed to adapt to and support new practices.  6. **Communication**  - Clear, consistent, and transparent communication about the goals of the HRS4R, the benefits of proposed actions, and the progress of implementation helps to build support and reduce resistance. Communication strategies should be inclusive, utilizing multiple channels to reach all parts of the organization.  7. **Feedback Loops**  - Establishing mechanisms for regular feedback from all stakeholders allows for continuous monitoring of the implementation's effectiveness and makes it possible to make timely adjustments. This should be seen as an ongoing process, where feedback is actively sought and valued.  8. **Recognition and Reward**  - Recognizing and rewarding contributions to the HRS4R process can motivate continued engagement and support. This could include formal recognition, opportunities for professional development, or involvement in decision-making processes.  9. **Sustainability Planning**  - Consideration should be given to how the changes and improvements will be sustained over the long term. This includes embedding policies and practices into the institutional fabric and ensuring they are not dependent on specific individuals or temporary funding.  10. **External Benchmarking and Collaboration**  - Learning from and collaborating with other institutions engaged in the HRS4R process can provide valuable insights and opportunities for benchmarking. Participation in networks and forums focused on researcher development and HR best practices can enhance the implementation process.  11. **Evaluation and Continuous Improvement**  - The process should be seen as cyclical, with evaluation and continuous improvement built in. Regularly reviewing the effectiveness of actions taken, in light of evolving institutional goals and external challenges, ensures that the HRS4R remains relevant and impactful.  12. **Inclusivity and Diversity**  - Efforts should be made to ensure that the HRS4R implementation promotes inclusivity and diversity within the research community. This includes considering the needs of underrepresented groups and ensuring that policies and practices support a diverse and inclusive research environment.  13. **Alignment with Other Initiatives**  - The HRS4R should not be seen in isolation but should be aligned with other institutional initiatives and strategies, such as those related to teaching, learning, and community engagement. This holistic approach ensures coherence and maximizes the impact of institutional efforts.  By considering these additional remarks and incorporating them into the implementation process, institutions can enhance the effectiveness, relevance, and sustainability of their HRS4R initiatives, ultimately contributing to a more supportive, attractive, and productive research environment. |