

Action Plan

Case numer: 2021PL665028

Name Organisation under review: The John Paul II Catholic University of Lublin

Organisation's contact details: Al. Raławickie 14, Lublin, 20-950, Poland

Date endorsement charter and code: 31/07/2021

1. Organisational Information

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	813
Of whom are international (i.e. foreign nationality) *	34
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	26
Of whom are women *	362
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	416
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	346
Of whom are stage R1 = in most organisations corresponding with doctoral level *	51
Total number of students (if relevant) *	9818
Total number of staff (including management, administrative, teaching and research staff) *	1819
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	49.149.641,58
Annual organisational direct government funding (designated for research)	26.942.936,45
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	3.869.241,19
Annual funding from private, non-government sources, designated for research	7.277,73

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

The John Paul II Catholic University of Lublin (KUL) was the first university in Lublin and is the oldest Catholic university in Central and Eastern Europe (founded in 1918). For more than 100 years, the University has been conducting research activities, and educating Polish and foreign students, currently at seven faculties (Theology; Law, Canon Law and Administration; Philosophy; the Humanities; Social Sciences; Life Sciences and Health Sciences; a branch of the Catholic University of Lublin in Stalowa Wola) located on three campuses. The university is authorized to confer doctoral and postdoctoral degrees, and also runs a Doctoral School. Within the framework of its scientific activities, research staff, and research and teaching staff are currently implementing over 95 research projects financed from various external sources.

2. Strengths and weaknesses of the current practice

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

Ethical and professional aspects *

Strengths and Weaknesses (max. 800 words)

The University's strengths with regard to the principles of the Charter and the Code generally include:

- intra-university legal solutions with proper access to legal regulations (i.e., strategic documents, including internal ones, such as regulations, instructions, orders) concerning the ethical and professional aspects of the University.

The weaknesses, in turn, include:

- having many documents which need to be reviewed, revised and updated,
- in spite of the listing of internal regulations in the electronic document database ("Monitor KUL"), it is difficult for academic staff to search for documents of interest to them due to the overall number of regulations posted there,
- a lack of documents dealing with ethical and professional aspects, available in English for a foreign academic staff member.

As regards the results of the questionnaire survey, more than 90% of KUL employees agree to some extent with a statement that KUL employees comply with the laws governing the conduct of scientific activities (contractual and legal obligations), respect intellectual property rights (professional responsibility) and comply with laws and regulations on occupational health and safety, data protection and confidentiality (good practice in scientific research). Almost nine out of ten of KUL employees believe that the University ensures the freedom of choice of research topics and methods (freedom of research), and that employees conduct their research activities with due respect for ethical principles (ethical principles) and have a sense of responsibility towards their employer and grantors, applying the principles of efficient and lawful management of public funds (responsibility). More than four-fifths of KUL employees agree to some extent with a statement that KUL employees take action to disseminate scientific knowledge across society (social commitment), conduct socially significant research that is an original contribution to the development of science (professional responsibility), and undergo transparent and regular periodic evaluation (employee evaluation system). Over three-fourths of KUL employees believe that the University provides the freedom of belief and expression (freedom to conduct research), that employees are not discriminated against on the basis of their beliefs or features (non-discrimination), and that measures are taken to disseminate and make use of the results of their research (dissemination, use of results). According to about three-fourths of the respondents, KUL employees are aware of the University's strategic objectives and know the research funding mechanisms (professional approach).

The three best-rated principles in this category include: contractual and legal obligations, good research practice and observance of intellectual property rights, while the lowest ranked ones are: non-discrimination, the freedom of belief and expression, and the professional approach.

As reported by the academic staff and based on the internal analysis results, the domain of ethical and professional aspects does not require changes or special measures, but only the ordering and intensification of information activities, and the strengthening of the adopted solutions for promotion and dissemination among academic staff, including foreigners.

Recruitment and selection *

Strengths and Weaknesses (max. 800 words)

The University's strengths with regard to the principles of the Charter and the Code generally include:

- a systematic increase in the parameters of internationalisation (i.e., the number of research and teaching staff, and teaching foreigners working at the University),
- favourable living conditions for foreign research staff,
- transparent procedures regarding the functioning of recruitment committees.

The weaknesses, in turn, include:

- no uniform document containing OTM-R,
- no standardised template for the scientific CV in language versions (Polish/English),
- no standardised rules for delivering feedback to candidates participating in the recruitment process,
- occasional use of the EURAXESS platform to publish job offers,
- missing translations of the most important documents related to the process of selecting and hiring foreign researchers (e.g., salary regulations, bilingual employment contract templates).

Referring to the results of the questionnaire survey, about four-fifths of KUL employees agree to some extent with a statement that competitions at KUL are open, and that the competition documentation is precise and is made public well in advance (recruitment – the Code), and that information about recruitment, its criteria and conditions of employment are clearly stated and easily accessible (transparency). Slightly less than three-fourths of the surveyed staff believe that there are clearly defined hiring standards at KUL (recruitment), that the selection committees are made up of experienced staff (staff selection), and that the whole professional experience is taken into account in the recruitment process (assessment of accomplishments). Also slightly less than three-fourths of employees claim that the selection committees at KUL consider candidates' mobility as a valuable contribution to their professional development (recognition of mobility experience) and that KUL, when recruiting scientists with doctoral degrees, applies clear rules of recruitment and conditions for subsequent employment (positions for scientists with doctoral degrees). Over two-thirds of the respondents claim that the selection committees at KUL correctly assess academic and professional qualifications (recognition of qualifications), and that, when assessing candidates, they take into consideration the whole course of their careers and pay attention to their actual achievements (length of service). Less than two-thirds of the respondents claim that the selection committees at KUL are ready to accept gaps in candidates' careers (deviations from the chronological order of their CVs) in the assessment process.

The three best-rated principles in this category include: recruitment (the Code), transparency and staff selection, while the lowest ranked ones are: recruitment, recognition of qualifications and assessment of accomplishments.

Domestic regulations thoroughly regulate the issues related to recruitment of staff at all stages of their scientific development (R1-R4). Additional provisions originate from regulations, resolutions passed by the grantors covering personnel costs (e.g., post-doctoral employment) arising in the course of implementation of scientific projects. In addition, the University is planning to develop and implement an OTM-R strategy of KUL, which will not only strengthen but also complement the University's existing practices in this field.

Working conditions *

Strengths and Weaknesses (max. 800 words)

The University's strengths with regard to the principles of the Charter and the Code generally include:

- employment stability,
- functioning of the Employee Benefit Fund and the social assistance programme addressed to all employees,
- the ability to obtain additional remuneration from grants, under research projects financed from external sources,
- boarding and infrastructure (campuses, buildings),
- a set of internal legal acts regulating working conditions.

The weaknesses, in turn, include:

- a pay system largely dependent on the public subsidy received,
- the shortages of ICT equipment for rental to serve the purpose of remote work,
- no translations into English of the major documents regulating working conditions to serve the purpose of foreign research staff.

Referring to the results of the questionnaire survey, more than four-fifths of KUL employees agree to some extent with a statement that KUL provides stable employment conditions (stability and permanent employment), and that it enables and supports employee mobility in various dimensions (mobility value). Over three-fourths of the respondents agree that KUL employees have their representatives in all major bodies of the University (hence, they can influence decision-making bodies), and that KUL offers proper legal protection for academic staff in terms of intellectual property rights (intellectual property rights). Three-fourths of KUL employees claim that KUL provides its employees with working conditions that allow them to reconcile family and professional life (working conditions), that it is positive about the achievements of groups of employees (co-authorship), and that it provides suitable conditions for researchers, especially younger ones, to exercise the right to have their co-authorship recognised and to publish their research results independently of their scientific supervisors (co-authorship). Nearly three-fourths of KUL employees agree to some extent with a statement that KUL employees are recognised as professionals and are treated as such by their employer (professional recognition), and that the rules binding at KUL oblige heads of departments to support the development of their subordinates (research career development). Two-thirds, or nearly two-thirds, of the respondents believe that KUL takes measures to ensure gender balance in its organisational structure (gender balance), as well as offers access to career counselling and provides employees with appropriate infrastructural conditions for research (research environment). Over three-fifths of the respondents claim that KUL also takes measures to maintain proper balance between research and teaching activities (teaching), and that there are adequate procedures in place at the University for resolving conflicts and disputes arising at the workplace (complaints and appeals). Three-fifths of the respondents report that KUL offers attractive remuneration conditions to its staff (financing and remuneration).

The three best-rated principles in this category include: stability and permanent employment, mobility value and influence on decision-making bodies, while the lowest ranked ones are: financing and remuneration, research environment, and teaching.

Based on the internally-conducted survey, researchers assess positively the degree of implementation of the applicable principles arising from the Charter and the Code in this area, while pointing out those principles whose implementation requires additional measures. (e.g. information activities).

Training and development *

Strengths and Weaknesses (max. 800 words)

The University's strengths with regard to the principles of the Charter and the Code generally include:

- organisational capacity to implement innovative changes,
- the possibility of obtaining external funding for scientific development training,
- creation of conditions conducive to scientific development (e.g., training courses, conferences of different rank),
- high quality system of IT solutions of the e-KUL platform currently in operation,
- high substantive level of academic and administrative staff identifying with the mission of KUL,
- the development of training in occupational health and safety training and personal data protection training in the English language version.

The weaknesses, in turn, include:

- no modern training system that would use advanced IT features, enabling the acquisition of individual qualifications and skills related to the dynamic development of the university,
- an inappropriate policy of delegating individual responsibilities to particular jobs,
- no central, overall training schedule,
- organisation of training courses at suitable hours (e.g., during educational activities),
- no training opportunities for foreign research staff.

Referring to the results of the questionnaire survey, about 90% of KUL employees agree to some extent with a statement that KUL employees take due care of their own scientific development by participating in seminars, conferences, training courses, etc. (continuing scientific development). About four-fifths of KUL employees believe that KUL supports the development of the scientific career of its staff (access to scientific training and opportunities for continuous development in various forms). Slightly less than three-fourths of the respondents claim that the more experienced KUL staff support the development of junior academic staff (supervision and management responsibilities), and that new/junior employee can count on the assistance and guidance from senior staff (relationship with scientific supervisors). More than two-thirds of KUL employees believe that the University provides young researchers with assistance from the more experienced staff (scientific supervision), and that information on development opportunities is readily available at KUL.

The three best-rated principles in this category include: continuing scientific development, access to scientific training and relationship with scientific supervisors, while the lowest ranked ones are: access to information, supervision and management responsibilities, and relationship with scientific supervisors.

When analysing the results of the Gap Analysis, the scientists assess positively the degree of implementation of the applicable principles arising from the Charter and the Code, while also pointing out those principles the implementation of which still requires additional measures (e.g., information activities).

3. Actions

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

Please provide the web link to the organization's Action Plan/HR Strategy dedicated webpage(s):

<http://www.yoursite.com>

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

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

Proposed ACTIONS

Principles:

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

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicators/Target(s)
ACTION 1. Monitoring and evaluation of the achievements of researchers attempting to increase their salaries and developing the bonus system	(++) 22. Recognition of the profession (++) 26. Funding and salaries	Q3 2024	Academic Performance Evaluation Department, Personal Affairs Department, faculty administration	indicators: reports, protocols, statistical data; objective: correlating the highest quality of research achievements with the remuneration policy and the bonus system
ACTION 2.	(+/-) 23. Research environment	3Q 2024	ICT Department,	indicator: the number

Purchasing ICT infrastructure elements and equipment financed from external sources (EU projects, etc.)			Purchasing and Procurement Department, Department of Academic Projects, Department of Research Projects	of purchase procedures carried out; delivery and acceptance reports with lists of purchases; objective: to acquire new fixed assets and apparatus, to expand the existing resources in order to have a comprehensive research infrastructure to enable and improve standards of scientific research
ACTION 3. Developing Regulations for Departments	(++) 24. Working conditions (+/-) 33. Teaching (-/+) 37. Supervision and managerial duties (-/+) 38. Continuing Professional Development	3Q 2023	University Committee for Academic Personnel, Academic Performance Evaluation Department, Personal Affairs Department, Organisational and Legal Department	indicator: document: Regulations for Departments; objective: to regulate the issues of supervision of the Chair team by its director and to disseminate the rules to research staff
ACTION 4. Developing and implementing the rules of a pilot professional counselling programme for the research staff at KUL	(--) 30. Access to career advice	3Q 2024	Career Centre	indicators: regulations; objective: to develop and disseminate a pilot programme of career counselling for research staff at KUL
ACTION 5. Continuing the implementation of the adopted hiring	(++) 25. Stability and permanence of employment	3Q 2024	Personal Affairs Department	indicators: statistical data, breakdown of the number of research staff by

policy of research staff				type of contract; objective: to monitor and evaluate employment stability
ACTION 6. Maintaining the system of research funding	(++) 26. Funding and salaries	3Q 2024	Department of Research Projects, Department of Education, Department of Academic Projects	indicators: reports; objective: to maintain the ability to obtain additional remuneration
ACTION 7. Monitoring the completed mobilities of researchers	(++) 29. Value of mobility	3Q 2024	International Cooperation Department, faculty coordinators of the Erasmus+ programme, Academic Performance Evaluation Department, faculty administration	indicator: statistical data; objective: to obtain data on the outgoing, incoming, long-term and short-term mobility
ACTION 8. Continuing the implementation of good practices	(++) 31. Intellectual Property Rights	3Q 2024	Patent Officer	indicator: the number of applications to the Patent Office of the Republic of Poland; objective: to monitor new patent applications and utility models
ACTION 9. Disseminating "The Code of Ethics for Research Workers of the Polish Academy of Sciences" (Researcher's Vademecum)	(++) 2. Ethical principles (++) 4. Professional attitude (++) 32. Co-authorship	4Q 2022	Academic Performance Evaluation Department	indicators: website entries, the number of visitors to the website; objective: to promote the principles of the "The Code of Ethics for Research Workers of the Polish Academy of Sciences" on the website (Researcher's Vademecum) across the academic

				community
ACTION 10. Continuing the implementation of solutions and good practices for complaints and appeals processing	(++) 34. Complains/ appeals	3Q 2024	KUL Rector's Plenipotentiary for Counteracting Bullying, Academic Ombudsman, Arbitration and Mediation Centre of KUL	indicator: statistical data; objective: to obtain data on the number and types of the complaints and appeals submitted
ACTION 11. Continuing the implementation of activities and current solutions for participation in the decision-making bodies of the University	(++) 35. Participation in decision-making bodies	3Q 2024	Organisational and Legal Department	indicator: minutes of the meetings of decision-making bodies; objective: to monitor representation in management teams
ACTION 12. Appointing the Bioethics Committee at the University	(++) 2. Ethical principles	1Q 2023	Organisational and Legal Department	indicator: KUL Rector's orders; objective: to disseminate ethical rules among the academic community and to award relevant permits
ACTION 13. Monitoring negative aspects of conducted research and reporting	(++) 3. Professional responsibility	4Q 2022	Personal Affairs Department, directors of institutes, disciplinary committees	indicators: protocols; objective: to prevent negative actions and practices related to conducting research (e.g. social significance, originality of works, respect for intellectual property rights)
ACTION 14. Developing and implementing instructions for the submission form of project	(++) 4. Professional attitude	4Q 2022	Department of Research Projects, Department of Academic Projects	indicators: orders and instructions; objective: to simplify procedures

proposals				
ACTION 15. Translating the Statute of KUL into English	(++) 4. Professional attitude	4Q 2022	Publications Repository and Positioning Department	indicator: document in English; objective: to acquaint foreign research staff members with the rules and regulations concerning the operations of the University
ACTION 16. Posting of the most important documents of the research activity area on the intranet with translation of selected documents into English	(++) 5. Contractual and legal obligations (++) 7. Good practice in research (-/+) 37. Supervision and managerial duties	2Q 2023	Academic Performance Evaluation Department	indicator: knowledge base on the intranet, documents in English; objective: to familiarise foreign academics with the rules and regulations governing the functioning of the University
ACTION 17. Information activities regarding the regulation of working time in grants and projects	(++) 6. Accountability	1Q 2023	Department of Research Projects, Department of Academic Projects	indicators: messages on the e-KUL platform, information on the websites of administrative units; objective: to acquaint users with the rules and regulations concerning opportunities and work time reporting as part of projects
ACTION 18. Presenting and promoting research results by the Centre for Commercialisation of Science and the Academy of Modern Media	(++) 8. Dissemination, exploitation of results	3Q 2023	Centre for Commercialisation of Science, Academy of Modern Media	indicators: messages on the e-KUL platform, information on the websites of faculty units, the number of signed agreements for research commercialisation; objective: to

				showcase and promote the results of research work to the academic community and to develop cooperation (commercialisation) proposals addressed to entities representing social and business circles
ACTION 19. Continuing the activities of the Expert Team	(++) 9. Public engagement	4Q 2022	Academy of Modern Media	indicators: information on the KUL website, the number of visitors entering the website; objective: to analyse and transmit comments and critical remarks about current events in an appropriate form to a wider public (academic community, non-academic community)
ACTION 20. Developing and disseminating the Gender Equality Plan for KUL	(++) 10. Non discrimination (+/-) 14. Selection (Code) (++) 27. Gender balance (-/+) 37. Supervision and managerial duties (-/+) 38. Continuing Professional Development	4Q 2022	Vice-Rector for Students, Doctoral Students and Development, a team appointed for developing the Gender Equality Plan for KUL, Organisational and Legal Department, Department of Strategy and University Development	indicators: orders, documents: Gender Equality Plan; objective: to observe the principles of non-discrimination and equal rights, and to implement the anti-bullying policy in line with the catholic nature of the University
ACTION 21. Translation of	(++) 11. Evaluation/ appraisal systems	4Q 2022	Publications Repository and	indicator: order, objective: to specify

periodic assessment and promotion rules of researchers into English			Positioning Department	in greater detail the rules and criteria for research staff assessment
ACTION 22. Developing the Code of Good Practices for promoters and research supervisors	(-/+) 36. Relation with supervisors (+/-) 40. Supervision	4Q 2022	Department of Strategy and University Development; Doctoral School of KUL, directors of institutes	indicator: order, objective: to act in line with clearly defined rules concerning the good practices of promoters and research supervisors
ACTION 23. Developing the university-wide Career Development Strategy for researchers at each career stage	(++) 1. Research freedom (--) 28. Career development (-/+) 37. Supervision and managerial duties (-/+) 38. Continuing Professional Development	2Q 2023	Department of Strategy and University Development, directors of institutes	indicator: order on supplementing the Development Strategy of KUL; objective: to disseminate knowledge of specific tools and procedures which facilitate effective management methods at every stage of scientific career
ACTION 24. Building a university-wide database of training information and training materials	(-/+) 37. Supervision and managerial duties (-/+) 38. Continuing Professional Development (+/-) 39. Access to research training and continuous development	1Q 2023	Competence Development Centre; Academy of Modern Media; ICT Department	indicators: database of training information and training materials; objective: to gain and provide access to the knowledge of, and good practices concerning, the tasks performed by scientific supervisors, mentors, career advisers, leaders, project coordinators, managers and

				science popularisers
ACTION 25. Developing and disseminating the OTM-R for KUL	(++) 12. Recruitment (+/-) 13. Recruitment (Code) (+/-) 14. Selection (Code) (+/-) 15. Transparency (Code) (++) 20. Seniority (Code) (++) 21. Postdoctoral appointments (Code)	3Q 2024	Personal Affairs Department, Organisational and Legal Department, Academic Performance Evaluation Department, deans of faculties	indicators: OTM-R KUL, order; objective: to define transparent rules for research staff recruitment, including foreigners
ACTION 26. Translating the OTM-R for KUL	(++) 12. Recruitment (+/-) 13. Recruitment (Code) (+/-) 14. Selection (Code) (+/-) 15. Transparency (Code) (++) 20. Seniority (Code) (++) 21. Postdoctoral appointments (Code)	3Q 2024	Publications Repository and Positioning Department	indicator: OTM-R in English; objective: to disseminate transparent recruitment rules among foreign research staff members
ACTION 27. Standardising the CV template	(+/-) 16. Judging merit (Code) (+/-) 18. Recognition of mobility experience (Code)	3Q 2023	Academic Performance Evaluation Department, Department of Education, Competence Development Centre	indicators: forms in Polish and English; objective: to obtain complete information about candidates' skills and qualifications as part of research staff recruitment process
ACTION 28. Preparing information for members of the recruitment committees and monitoring the implementation process	(++) 17. Variations in the chronological order of CVs (Code)	4Q 2024	faculty, competition and recruitment committees, Personal Affairs Department	indicators: protocols, job advertisement and job offer elements; objective: to maintain the status of the implementation level of recruitment process quality standards
ACTION 29. Developing indications for selection committees regarding the	(-/+) 19. Recognition of qualifications (Code)	Q2 2023	Academic Performance Evaluation Department, Department of Education,	Indicator: regulations (a document), objective: to recognise non-formal qualifications as part of the recruitment

recognition of non-formal qualifications			Competence Development Centre	process
ACTION 30. Introducing changes to the Work Regulations	(+/-) 33. Teaching	2Q 2023	Organisational and Legal Department, Personal Affairs Department, Department of Education, Vice-Rector for Education	indicator: an updated version of the Work Regulations; objective: to regulate the issues of entrusting teaching assignments and to disseminate it among researchers

Note: Add as many actions as needed.

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan. (max. 1000 words) *

By signing the Declaration of Endorsement of the Principles set out in the Charter and the Code, KUL has commenced its efforts to obtain the HR Excellence in Research award. To this end, the University is due to implement the planned actions (Action Plan) and develop the OTM-R KUL, as an integral part of the HRS4R, aligned with the objectives laid down in the Development Strategy of KUL and the Strategy for Internationalisation of KUL. It is also worth noting that, based on the conducted Gap Analysis, the University has been implementing these principles and their individual components (25 principles in total) for years, and therefore 12 actions have been planned to continue and monitor the existing solutions.

Although domestic regulations thoroughly regulate the issues related to the recruitment of staff at all stages of their scientific development (R1-R4), and additional provisions originate from regulations and resolutions passed by the grantors covering personnel costs (e.g., post-doctoral employment) arising in the course of implementation of scientific projects, the University is planning to develop and put in place the OTM-R KUL strategy which will enhance the University's existing practices in this respect. Example correlations between the Actions being developed and the OTM-R KUL policy areas include:

11. Continuing the implementation of activities and current solutions for participation in the decision-making bodies of the University
15. Translating the Statute of KUL into English
20. Developing and disseminating the Gender Equality Plan for KUL
23. Developing the university-wide Career Development Strategy for researchers at each career stage
25. Developing and disseminating the OTM-R for KUL
26. Translating the OTM-R for KUL
27. Standardising the CV template
28. Preparing information for members of the recruitment committees and monitoring the implementation process
29. Developing indications for selection committees regarding the recognition of non-formal qualifications

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please

provide the web link where this strategy can be found on your organisation's website:

URL: *http://www.yoursite.com*

4. Implementation

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

At the strategic level, the following teams are to be engaged in the HRS4R implementation, monitoring and supervision processes: 1) Coordination and Management Team for HR Excellence in Research (Order of the Vice-Rector for Science and Human Resources No. ROP-0102-11/21 dated 17 December 2021) which will be responsible for submitting annual reports on the monitoring of the implementation of objectives included in the HRS4R and the Action Plan; 2) the Action Plan Implementation & Monitoring Team, to be appointed by way of a separate order, will be responsible for supervising the implementation of the Action Plan and the HRS4R based on the prepared action schedule, and 3) the OTM-R KUL Monitoring and Evaluation Team, whose goal will be to assess the level of implementation of OTM-R KUL objectives. The Teams' detailed goals, tasks, forms of work, and detailed structure, together with team members' data, will be revealed in relevant orders.

The representatives of the research staff of all levels (R1-R4), doctoral students and administration staff will be engaged in the above process. Depending on the needs, the University allows the possibility to engage external stakeholders in the implementation process. Implementation works will be directly supervised by the Chair of the Coordination and Management Team for HR Excellence in Research: Vice-Rector for Science and Human Resources.

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

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

Detailed description and duly justification (max. 500 words)

With a view to fulfilling the objectives and performing specified tasks, the appointed Teams, i.e. the Action Plan Implementation & Monitoring Team and the OTM-R KUL Monitoring and Evaluation Team, will organise regular meetings of team members, invited stakeholders and experts, and hold consultations with stakeholders (e.g. R1-R4 research staff, doctoral students, and administration staff).

As part of Action Plan development, University administrative units and persons paying special functions (Rector's plenipotentiaries) responsible for specified actions will be indicated. Their representatives will become members of the Action Plan Implementation and Monitoring Team, to coordinate the actions being performed. An internal communication system (a dedicated e-mail address, appointment of contact persons, an on-line reporting tool) and a system for documenting completed actions are due to be developed. All units and teams engaged in implementation and monitoring works will share information about the scope of works and work progress. In addition, a schedule of works, working meetings, and reporting meetings of the Action Plan Implementation and Monitoring Team and the OTM-R KUL Monitoring and Evaluation team will be prepared, while the results will be reported to the Coordination and Management Team for HR Excellence in Research.

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

Detailed description and duly justification (max. 500 words)

The engagement of the research community and other stakeholders in the implementation process will assume the following form: 1) the Teams, i.e. the Action Plan Implementation and Monitoring Team and the OTM-R Monitoring and Evaluation team, will be composed of the representatives of research staff at all levels (R1-R4), of all KUL faculties and administration staff representatives; 2) information about the implemented solution will be provided during open meetings of University authorities and the academic community (information about the meetings date and their detailed agenda, together with an invitation, will be provided to all University staff), 3) the drafted documents (i.e. Regulations, orders, codes) will be provided to all research staff members and KUL doctoral students via the e-KUL platform, Moodle resources, KUL Monitor and the website ("Researcher's Vademecum" tab); 4) our research community will be engaged in the implementation process through taking part in a further survey to develop a new version of the GAP Analysis. Next, the members of individual Working Groups will analyse desk research data.

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.

Detailed description and duly justification (max. 500 words)

The implementation of the HRS4R will be included in the revised versions of KUL's strategic documents: Development Strategy of KUL and the Strategy for Internationalisation of KUL. If necessary, the contents of the Statute of KUL will also be updated.

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

Detailed description and duly justification (max. 500 words)

The proposed actions will be performed by dedicated staff members (R1-R4 research staff, administration staff, in particular the heads of individual administrative units, KUL doctoral students). The University will also ensure financial resources (own or external funds) for translating the most important documents concerning the process of implementation of principles set out in the Charter and the Code into English.

How will you monitor progress (timeline)?*

Detailed description and duly justification (max. 500 words)

A schedule of works, working meetings and reporting meetings of the Action Plan Implementation and Monitoring Team and the OTM-R KUL Monitoring and Evaluation team will be prepared, while their results (reports, summaries, draft documents) will be reported to the Coordination and Management Team for HR Excellence in Research. Each meeting of the units will be recorded by way of minutes. Moreover, specific time frames were defined for the performance of the tasks included in the Action Plan (at least quarterly / year). The schedule may be amended only in justified circumstances.

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

Detailed description and duly justification (max. 500 words)

According to the schedule of works, University administrative units and persons entrusted with specific functions, responsible for the performance of individual actions, are obliged to submit any prepared and revised documents, regulations, guidelines, reports and summaries of completed actions, e.g. informational actions, training sessions, etc., to the Action Plan Implementation and Monitoring Team, and the OTM-R KUL Monitoring and Evaluation Team. The documentation will also include the internal legal regulations in force, formal procedures, training schedules and attendance lists, documents of competition and recruitment procedures, etc. The University will develop and adopt a strategy for communicating the results of the Action Plan with the use of existing IT resources; internal e-KUL platform, Moodle resources, KUL Monitor, website: "Researcher's Vademecum" tab).

The progress in HRS4R implementation will be measured on the basis of further desk research and survey.

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

The releases about progress in implementation works will be published on the KUL main page in a tab dedicated to the HR Excellence in Research award procedure. In addition, review papers on the HRS4R will be published in the University's internal journal "Przegląd Uniwersytecki" (University Review).