

TEMPLATE 4: ACTION PLAN

<p>Case number: 2 0 2 1 P L 6 0 3 6 1 7</p> <p>Name Organisation under review:</p> <p>University of Rzeszów</p> <p>Organisation's contact details:</p> <p>University of Rzeszów, al. Rejtana 16c, 35-959 Rzeszów, Poland,</p> <p>Tel. +48 17 872 10 10</p> <p>Maciej Ulita, mulita@ur.edu.pl, info@ur.edu.pl</p>

SUBMISSION DATE:

1. ORGANISATIONAL INFORMATION

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	1601.51
Of whom are international (i.e. foreign nationality)	16
Of whom are externally funded (i.e. for whom the organisation is host organisation)	3
Of whom are women	732.9
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	401.63
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	633.87
Of whom are stage R1 = in most organisations corresponding with doctoral level	566.01
Total number of students (if relevant)	16 868
Total number of staff (including management, administrative, teaching and research staff)	2194
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	60 767 152.72
Annual organisational direct government funding (designated for research)	33 104 234.96
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	3 488 282.64
Annual funding from private, non-government sources, designated for research	167 475.28
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	

The University of Rzeszów is the largest university in Podkarpacie region, with statutory independence, established on September 1, 2001. The University of Rzeszów is guided by universal goals, such as the freedom to conduct research, the pursuit of truth, openness to science, knowledge and new ideas, protection of freedom and respect for human dignity and its historical and cultural identity. The main areas of research activity of the University of Rzeszów have been concentrated within four Colleges: the Medical College, the College of Natural Sciences, the College of Humanities and the College of Social Sciences.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

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

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p>Strengths</p> <p>Most of the principles concerning ethical and professional aspects have been indicated in the questionnaire responses as almost implemented, three of them (Ethical principles, Professional responsibility and Accountability) as fully implemented. The University of Rzeszów has an implemented system of regulations including the Code of Ethics for Academic Teachers and regulations concerning financing and documenting research activity. The Statute of the University of Rzeszów ensures freedom of research. In addition, each university research center has its own regulations specifying the rules for using the infrastructure. The UR has a knowledge transfer center dealing with the commercialization of research results and units supporting the research process. The UR has regulations specifying the principles of managing the copyright, related rights and industrial property rights as well as the principles of commercialization. The UR Library has an implemented system for storing and sharing electronic versions of scientific and didactic materials created by employees of the University of Rzeszów.</p> <p>There are anti-mobbing and anti-discrimination regulations binding at the UR and the commission for counteracting mobbing, discrimination and corruption.</p> <p>Weaknesses</p> <p>One of the principles, i.e., Public engagement, has been indicated in the questionnaire as partially implemented.</p>

	<p>The University webpage in English has to be developed and systematically updated to facilitate the process of dissemination of the information about the researchers' achievements and publications.</p> <p>Regulations for the implementation of scientific projects financed from external sources as well as of the rules regulating administrative support for such projects have to be developed and systematised.</p> <p>The questionnaire results indicate that the UR researchers' awareness of the existence of the binding at UR Code of Ethics is low. There is also a need for expanding their knowledge about the copyrights, related rights and the way in which the research results can be commercialised.</p> <p>The existing employee appraisal system does not include all the aspects specified in the Charter.</p> <p>There is also a need for promoting development of cooperation between interdisciplinary research teams and for developing also those scientific disciplines, which at present are not evaluated at the UR according to the principles specified by the Ministry of Science and Higher Education.</p>
<p>Recruitment and selection</p>	<p>Strengths</p> <p>Majority of the recruitment aspects have been assessed in the questionnaire as almost implemented.</p> <p>The University's procedures concerning job offers are consistent with the EC and national regulations: announcements are published on the website of the University, of the Ministry of Science and Higher Education and on the website of the European Commission in the European portal for mobile scientists, intended for the publication of job offers for scientists (Euraxess). All applicants in the recruitment process for employment at the UR for the position of an academic teacher are informed about the results of the competition on the UR unit's website.</p> <p>The statute of the University of Rzeszów defines the terms of employment and the rules for holding competitions for academic teachers' positions. The UR has regulations for granting the status of a visiting professor.</p> <p>Weaknesses</p> <p>Three aspects in this section have been assessed in the questionnaire as partially implemented: there is little feedback on the strengths and weaknesses of the candidates' applications, breaks or variations in the chronological order of CVs resulting in experience outside the research</p>

	<p>are not regarded as an advantage, and neither are informal qualifications (those issues formulated in the questionnaire refer to Transparency, Variations in the chronological order of CVs and Recognition of qualifications, respectively).</p> <p>The University lacks electronic recruitment tools. In accordance with the procedures of the UR, all recruitment documents related to the job applications in the procedure of a competition must be submitted in a traditional paper form, while only in some cases candidates for individual positions may submit application documents electronically. As a result of the above-mentioned shortcomings, the process of recruiting new research workers at UR is not fully open to everyone, including people in a more difficult socio-economic situation or people returning to a scientific career.</p>
Working conditions	<p>Strengths</p> <p>Most of the aspects in this section have been assessed in the questionnaire as almost but not fully implemented.</p> <p>The material base of the University has been significantly expanded - the area of research laboratories, access to the most modern research equipment, as well as the possibility to use global electronic library databases to which every employee and student has unlimited access.</p> <p>Salaries and financing are largely related to the presented level of research advancement. For several years, the University has been applying a pro-quality remuneration, which has significantly increased the salaries of people distinguished by their scientific effectiveness.</p> <p>The principle of employee participation in decision-making bodies has been recognized as fully implemented and does not require any corrective actions. Each group of UR employees has an appropriate representation in the Senate, specified in the statute. Representatives of all groups are elected for a four-year term. Researchers can also be members of the College Scientific Councils and the Institute Councils.</p> <p>Weaknesses</p> <p>Four principles (funding and salaries, the value of mobility, teaching, complaints and appeals) have been assessed as partially implemented. Employees indicated that they do not always consider their remuneration adequate (including the social package). Teaching duties of researchers are not appropriately evaluated in the periodic appraisal procedures. Employees also indicated that the authorities of UR only partially provide their researchers with procedures for resolving potential conflicts between research supervisors and young scientists. The only unimplemented principle in this section is access to career</p>

	<p>advice, as there is no system of providing career advice and counselling at the University.</p> <p>The Rector's Ordinance No. 5/2012 of January 30, 2012 regulating the submission, examination and settlement of complaints and petitions at the University of Rzeszów has to be updated and mediation and conflict resolution teams should be established at the offices of the colleges.</p> <p>A consistent and implementable scientific policy of the University is to be developed and regulations of the doctoral school have to be modified.</p> <p>A system of regular reviewing the technical and scientific facilities and equipment is lacking and has to be developed.</p> <p>Employees pointed out that there is a need for new regulations of the sabbatical leave and remote work for researchers at University of Rzeszów and there is a need for updating the ordinance regarding remuneration of employees of the University of Rzeszów for an above-average scientific activity.</p> <p>It should be emphasized that in the questionnaire the percentage of "I don't know" answers is relatively high. This may be a proof that the surveyed group of researchers did not know the provisions of the UR or their interest in the regulations in force is low. That requires certain remedies.</p>
<p>Training and development</p>	<p>Strengths</p> <p>Most of the aspects relating to Training and development of researchers have been assessed in the questionnaire as almost implemented but not fully. Continuing professional development has been assessed as fully implemented.</p> <p>The University has regulations for awarding the doctoral degree and the degree of habilitated doctor at the University of Rzeszów, regulations for awarding the title of Honorary Professor of the University of Rzeszów. The development of young scientists is promoted through the university grants for young scientists and an extensive system of offers financed from domestic and European funds at home and abroad.</p> <p>Weaknesses</p> <p>A detailed system / rules for appointing the heads of departments, chairs or laboratories based on professional qualifications has to be developed, as well as an effective system of disseminating within UR</p>

	<p>colleges information on available training, grants and fundraising opportunities.</p> <p>A new position of a "research group leader" as a legitimization of the mentoring role for the best researchers at the University of Rzeszow is yet to be established.</p> <p>University of Rzeszow has no system for receiving feedback, from both doctoral students and their supervisors, on the process of research supervision during the course of studies at UR doctoral school.</p>
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3. ACTIONS

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

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

<p>*URL: https://www.ur.edu.pl/pracownik/hr4r-ur/strategia-hr4r-dla-ur</p> <p>https://www.ur.edu.pl/en/staff/hr-excellence-in-research</p>

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<i>Free text -100 words max</i>	<i>Retrieved from the GAP Analysis</i>			
1. Development of the scientific policy of the University of Rzeszów consistent with the Development Strategy of the University of Rzeszów for 2021-2030 in the sphere of improving freedom and quality of scientific and artistic activities. Additionally, the binding strategy is	Research freedom	January 2022	Rector's Plenipotentiary	A new scientific policy of the University of Rzeszów

aimed at increasing the number of scientific disciplines as well as development of cooperation between interdisciplinary research teams				
2. Introduction to the work regulations of the paragraph imposing an obligation for the employees to get familiarized with the UR Code of Ethics for Academic Teachers.	Ethical principles Co-authorship	September 2021	UR Senate	familiarization with the code of ethics by each employee confirmed with a signature
3. Preparation and development of regulations for the implementation of scientific projects financed from external sources as well as of the rules regulating administrative support for such projects.	Professional attitude Accountability	February 2022	Senate Committee on Science / Department of Science and Projects	New regulations on the principles of project implementation
4. Regulating the circulation of documents and matters related to the submission of scientific projects financed from external sources by research workers to the Department of Research and Projects of the University of Rzeszów	Professional attitude Accountability	June 2021	Rector / Department of Science and Projects	New regulations on the circulation of documents and on the matters related to the submission of projects financed from external funds
5. Regulating the collection and archiving of	Professional attitude	June 2021	Rector / Department of Science and	New regulations for collecting and archiving

	documentation on research projects and services in the Department of Research and Projects UR	Accountability		Projects	documentation on research projects and services
6.	Organising a series of trainings in the field of copyright, related rights and industrial property rights management as well as the principles of commercialization	Contractual and legal obligations Dissemination, exploitation of results	December 2022	University technology transfer center / outsourcing training to an external company or an employee of the Institute of Law	Organization of at least one training course on property protection and the principles of commercialization
7.	Review of the documents functioning at the University of Rzeszów and supplementing any identified procedural shortcomings, in particular in the field of IT data protection and recovery	Good practice in research	December 2022	Health and Safety and Fire Protection Inspectorate and the University Center for Information Technology	New regulations on the rules for IT data protection and recovery
8.	Systematic updating of information on the website of the University of Rzeszów, of individual Colleges of the University, as well as continuous dissemination in the media of the information about the achievements of the researchers.	Dissemination, exploitation of results Public engagement	December, 2021 onward	Institute Secretariats Rector's Office, IT Department	Current data on the website regarding scientific achievements in research disciplines. Developed and functioning University website in English.
9.	Launching employee websites on UR servers	Dissemination, exploitation of result	February 2022	University Center for Informatization	Employee webpages containing information about conducted research activities available to all interested

				parties
10. Activating and developing UR website in English	Dissemination, exploitation of results Public engagement	February 2022	University Center for Informatization	Activating and developing UR website in English
11. Increasing funds in the UR budget for the promotion of science and scientists' achievements	Public engagement	January 2022	Bursar	Additional funds to promote research results
12. Providing information on the UR website on the issues of identification and counteracting mobbing, discrimination and corruption and their effects	Non discrimination	December 2021	Rector's Plenipotentiary for Counteracting Mobbing and Discrimination	Website information, easily accessible.
13. Development of a new employee appraisal system, including publishing and patenting activity, research management, teaching / lecturer, research supervision, consulting, national or international cooperation, administrative duties, activities in the field of raising scientific awareness in society and mobility	Evaluation/ appraisal systems Teaching	June 2022	Vice-Rector for Student Affairs and Education (in cooperation with the Rector's Plenipotentiary for Scientific Policy responsible for developing a new employee appraisal system) and the Senate Science Committee	A new employee appraisal system
14. Development of new guidelines for UR Colleges for conducting the recruitment process for the positions of academic teachers in a manner	Recruitment Recruitment (Code) Selection (Code) Transparency (Code) Judging merit (Code) Variations in the	June 2022	Senate Committee for Science / Education Department and Human Resources Department - administrative support	New guidelines for the colleges for conducting the recruitment process for the positions of academic teachers in a manner consistent with the Code of Conduct for the recruitment of researchers

	consistent with the Code of Conduct for the recruitment of researchers	chronological order of CVs (Code) Recognition of mobility experience (Code) Recognition of qualifications (Code) Seniority (Code) Postdoctoral appointments (Code) Gender balance Career development			
15.	Launching a recruitment system based on e-tools	Recruitment (Code) Selection (Code) Transparency (Code)	June 2022	Chancellor of the UR	e-recruitment system
16.	Establishing a "research group leader" as a legitimization of the mentoring role for the best researchers at the University of Rzeszow	Postdoctoral appointments (Code) Career development Access to career advice	September 2021	UR Senate	an appropriate entry in the statute of UR
17.	Development of the Scientific Policy of the University of Rzeszów	Recognition of the profession Research environment Stability and permanence of employment Career development Supervision and managerial duties Supervision	January 2022	Rector's Plenipotentiary for Scientific Policy	developed document
18.	Review and	Recognition of	December, 2021	Director of the	A new regulation in

modification of the regulations of the doctoral school of the University of Rzeszow	the profession Research environment Relation with supervisors Supervision and managerial duties Supervision		Doctoral School	Doctoral school
19. Revision of the binding organisational regulations. Review and modification of the sabbatical leave and remote work policy of the University of Rzeszów	Working conditions	December, 2021	Rector/Vice-Rectors/ Head of the Human Resources department	New organisational regulations
20. Regular reviewing the technical and scientific facilities and equipment. Preparation of an annual report on their condition, as well as on possibilities of cooperation between researchers and on sharing the reviewed equipment.	Research environment	December, 2021, onward	Vice-Rectors of the Colleges	Reports
21. Development of a new employee appraisal system, including clear promotion procedures linking the appraisal system with the regulations of promotions	Stability and permanence of employment	June, 2022	Rector's Plenipotentiary for Scientific Policy	A new regulation for periodic employee appraisal
22. Updating the ordinance regarding remuneration of employees of the University of Rzeszów for an	Funding and salaries	February, 2022	Rector's Plenipotentiary for Scientific Policy	A new ordinance regarding remuneration of employees of the University of Rzeszów for an above-average

above-average scientific activity.				scientific activity.
23. Development of a new employee appraisal system, including, among others, measurable effects geographical, intersectoral, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector.	Value of mobility	June 2022	Rector's Plenipotentiary for Scientific Policy	A new employee appraisal system
24. Introducing career counselling for researchers, also in the field of scientific advancement and promotion.	Access to career advice	February 2022	University technology transfer centers and college offices	A new support activity at UR for researchers and academic teachers
25. Launching an online career counseling system	Access to career advice	December 2021	Rector's Plenipotentiary for Scientific Policy	A new support activity at UR for researchers and academic teachers
26. Launching a consultancy service in the scope of intellectual property protection using an online platform.	Intellectual Property Rights	December 2021	University technology transfer center	A new support activity at UR for researchers and academic teachers
27. Updating the principles of reducing the teaching load depending on scientific activity and the implementation of scientific projects	Teaching	June 2022	Vice-Rector for Student Affairs and Education (in cooperation with Rector's Plenipotentiary for Scientific Policy and the Senate Committee for Science	Updated work regulations
28. Updating the Rector's Ordinance No. 5/2012 of January 30, 2012 on the organization of	Complains/appeals	March 2022	Rector of the University of Rzeszów / Rector's Office Vice-Rectors of the Colleges	A new regulation

the submission, examination and settlement of complaints and petitions at the University of Rzeszów, including establishment of mediation and conflict resolution teams at the offices of colleges				
29. Developing a detailed system / rules for appointing the heads of departments and chairs or laboratories based on professional qualifications.	Relation with supervisors Supervision and managerial duties	December 2021	UR Senate Science Commission	A new regulation
30. Disseminating within UR colleges information on available training, grants and fundraising opportunities.	Access to research training and continuous development	up to December 2023	College Offices	Improved support activity at UR for researchers
31. Developing an evaluation questionnaire for the supervisor / supervisor of a doctoral dissertation and implementing a system for receiving feedback, from both doctoral students and their supervisors, on the process of research supervision during the course of studies at UR doctoral school.	Supervision	up to December 2023	Director of the Doctoral School	A new questionnaire for the supervisor / supervisor of a doctoral dissertation

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.

The OTM-R policy of the University of Rzeszów is regulated by national law. The internal regulations concerning recruitment are formulated in strict compliance with the national legislation and included in the University Statute. The initial requirements for individual positions, merit-based, are included in § 107 of the Statute, point 2. Paragraph 108 of the Statute and Rector's Ordinance of June 22, 2021 (ZR/110/2021) sets up the procedure for advertising job positions and conducting the selection process, including composition of the selection committees and the deadlines for application submissions.

The OTM-R policy of the University of Rzeszów has been introduced with the Rector's Ordinance of November 8, 2021 (ZR/212/2021). It is based on the principles of the Code and has been prepared with reference to the OTM-R Toolkit.

The OTM-R checklist shows some areas for improvement in the University recruitment procedures which have been identified have been identified. Those include, with reference to the OTM-R toolkit:

- Implementation of an e-recruitment tool (the procedure for its purchase has been started)
- Preparation of guidelines for the staff of the units preparing job advertisements, based on the OTM-R toolkit (i.e., to include all the required information, to keep the administrative burden to the minimum, to inform applicants about their application being received, to apply the principle of gender balance in appointing the selection committee). Selection committees will be familiarised with the guidelines as well.

The above actions are part of the action plan and are specified in the HRS₄R of the University. The activities proposed by the UR under the HRS₄R Strategy also provide for the adaptation of the regulations of the doctoral school regarding the recruitment of PH.D. students.

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

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

URL:

https://www.ur.edu.pl/storage/file/core_files/2021/11/14/d57ffbc68feca0605ab731a62b46659b/Plik%2010.pdf

4. IMPLEMENTATION

General overview of the expected implementation process:

(free text, 1000 words maximum)

On May 27, 2021 the Senate of the University of Rzeszów approved and accepted the HRS4R strategy prepared by the working group, i.e. the Team for the implementation of the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, on the basis of the gap analysis. The strategy includes a detailed action plan, aimed at introducing either new regulations or procedures, or modifying and improving the existing ones, with implementation dates specified. Most of the activities identified as vital for the implementation of the principles of the Charter and the Code have been planned for the second half of 2021 and for 2022.

The implementation phase has well-defined targets and indicators and the responsible units are identified and informed about the actions. It will be coordinated by the Team for the implementation of the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers and monitored by Committee overseeing the Process of the Implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. The strategy specifies the unit and/or person responsible for preparation of a given document or action aimed at implementation of a given principle of the Charter and/or the Code. The units and individuals involved in the above mentioned activities include: the Rector of the University of Rzeszów, Vice-Rectors for the Colleges and their offices, the Rector's Plenipotentiary for Scientific Policy, UR Senate Science Commission, the Department of Research and Projects, the Director of the Doctoral School, the Bursar, the Head of Administration, the University Technology Transfer Center, the IT Center.

To ensure awareness of the HR Excellence in Research-award within the organisation, a webpage with current information and progress has been created. The page is easily accessible and is available in both English and Polish. (Polish version: www.ur.edu.pl/pracownik/hr4r-ur, English version: <https://www.ur.edu.pl/en/staff/hr-excellence-in-research>)

To ensure stakeholder involvement, there will be several activities during the implementation to ensure that progress towards the identified indicators/targets is taking place.

Effective implementation of the Action Plan will be strengthened by such activities as:

1. Providing support for the Committee overseeing the Process of the Implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. The Head of the Team for the implementation and Chairman of the Committee overseeing the Process will regularly submit reports on the implementation of the action plan to the Rector.
2. Taking the content-related supervision over the implementation process by the Rector with the support of the Team for the implementation and the Committee overseeing the Process of Implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers
3. Ensuring the correctness of the implementation process through its ongoing monitoring, corrective actions, etc., and through including representatives of researchers of all levels (R1-R4) and administration employees from various organizational units of the University of Rzeszów in the implementation process.

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

Checklist	*Detailed description and duly justification
<p>How will the implementation committee and/or steering group regularly oversee progress?</p>	<p>Analytical work based on a survey on the analysis of shortcomings in relation to the HRS4R Strategy and the OTM-R policy was conducted by the Team for the implementation of the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers at the University of Rzeszów, the scope of tasks and the composition of the Team are regulated by the Ordinance of the Rector of the University of Rzeszów No. 23/2021 of February 19, 2021.</p> <p>In order to monitor the implementation of the provisions of the Charter and the Code, the Committee overseeing the Process of Implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers at the University of Rzeszów, called the Monitoring Team, was established. The composition of the team and the scope of the team's tasks have been defined by the Rector's Order No. 79 of May 18, 2021. The primary goal of the Monitoring Team will be to ensure the quality and effectiveness of actions taken in the scope of the HR4R Strategy. The team will define performance measures and will systematically evaluate the effects of implementing the principles of the Charter and the Code by individuals and organizational units assigned to the tasks. It is assumed that the Team will meet at least every 6 months. The Monitoring Team includes representatives of all environments of the University of Rzeszów as well as external stakeholders, which will ensure proper progress of work in accordance with the developed schedule. The chairman of the implementation team will be responsible for the coordination of activities and the proper flow of information between the implementation team and the monitoring team.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>The UR research community has been involved in the consultations preceding the gap analysis, and they will be so in the Strategy implementation process. The implementation of the Strategy includes involvement of the collegial vice-rectors as coordinators of the strategy implementation in their units, including the selection of consultants for the implementation stages as internal stakeholders (representatives of R1-R4 groups). This solution will ensure representation of all groups of the academic community. One of the entities responsible for preparation of a number of the planned regulations is the Senate Committee for Science, which includes representatives of researchers from all four colleges.</p> <p>Information concerning individual stages of the Strategy</p>

	<p>implementation will be published on the university's website dedicated to this process. This will enable the academic community to join the consultations, submit their comments, corrections or suggestions as to the final shape of the regulations to be implemented.</p> <p>The Rector's Plenipotentiary for the implementation of the Strategy will be the intermediary in relations between the academic community and the members of the Committees, and will ensure proper communication.</p>
<p>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.</p>	<p>The Monitoring Team consists of persons who provide assurance and guarantees of the completion of the implementation (representatives of university authorities and persons who are heads of administrative and scientific units).</p> <p>During the preparation phase (gap analysis and compilation of the action plan) the working group noted that some principles must be adjusted, which coincided with the preparation of the new global strategy for the University of Rzeszów. That new University of Rzeszów Strategy, planned for the years 2021-2030, in its part referring to the research, is consistent with the principles of the Charter. The UR Statute, updated in September, includes now a passage about the fact that the University of Rzeszów research practices are consistent with the principles of the European Charter for Researchers.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>A survey among the scientific staff (R1-R4) is planned once a year to monitor the implemented strategy and assess the degree of bridging the previously defined gaps. The questionnaire will be prepared by the implementing team and the results and conclusions will be assessed by the monitoring team.</p>
<p>How will you monitor progress (timeline)?</p>	<p>Meetings of the monitoring team with representatives of the implementation team, planned once every six months, will be preceded by an analysis of the implementation of the Strategy with regard to its compliance with the schedule or any deviation from it.</p> <p>The analysis will be based on synthetic information provided by the units responsible for the implementation of individual measures.</p> <p>Deviations from the schedule, together with the reasons, will be reported by the Monitoring Team to the Rector.</p> <p>Depending on the reasons for the deviations or delays, the Rector will make decisions securing the process of implementing the Strategy.</p> <p>At each stage of the Strategy implementation, activities will be</p>

	<p>monitored, reported, corrected, and in situations requiring it, the action plan and implementation schedule may be corrected. Amendments to the action plan cannot lead to resignation from remedying any of the diagnosed shortcomings.</p>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>Progress at individual stages of the Strategy implementation will be measured by indicators specific to individual activities (documents in the form of Senate Resolutions, Rector's resolutions, new instructions and regulations) as well as an annual survey on defined aspects of the European Charter for Researchers and OTM-R.</p>

Additional remarks/comments about the proposed implementation process:

<p>(free text, 1000 words maximum)</p>
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