

## ACTION PLAN

### VERSION 2.00 DATED 28 JUNE 2022

**Case number:** 2020PL573903

Academy of Applied Sciences in Łomża (Łomża State University of Applied Sciences until 28.02.2022)

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CHARTER AND CODE APPROVAL DATE: 04.11.2020

#### 1. ORGANIZATIONAL INFORMATION:

Please provide a limited number of key figures for your organization. Numbers marked with \* are mandatory.

<b>STAFF AND STUDENTS</b>	<b>FTE FULL-TIME</b>
Total number of researchers = staff, scholarship holders, scholarship holders, doctoral students. full-time or part-time students	136.28 (as of 31.12.2021)
Including foreigners	0.5 (as of 31.12.2021)
Including persons financed from external funds (i.e. For which the organization is the host organization)	0 (as at 31.12.2021)
of which: women	77 (as of 31.12.2021)
Including scientists with a high degree of autonomy, usually with the status of principal investigator or professor (R3 or R4). PhD hab. and above	21.99 (as of 31.12.2021)
Including researchers with an R2 degree = in most organizations corresponding to the postdoctoral degree Dr. and dr. Eng.	66.58 (as of 31.12.2021)
Including researchers with an R1 degree = in most organizations corresponding to PhD Master's degree	47.71 (as of 31.12.2021)
Total number of students (if applicable)	1,702 (as of 31.12.2021)
Total staff (including management, administrative, teaching and research staff)	238.42 (as of 31.12.2021)
<b>FINANCING OF RESEARCH (data for the last financial year)</b>	€

<i>Total annual organisational budget</i>	For 2021: EUR 1,376,549.58  (Euro exchange rate: PLN 4.5908 according to Table No 107/A/NBP/2022 of 2022-06-03)
<i>Annual organizational direct government funding (for research)</i>	For 2021: EUR 1,343,360.49  (Euro exchange rate: PLN 4.5908 according to Table No. 107/A/NBP/2022 of 2022-06-03)
<i>Annual competitive government funding (for research, obtained in a competition with other organisations - including EU funding)</i>	For 2021: EUR 33 189.09  (Euro exchange rate: PLN Euro exchange rate: PLN 4.5908 according to Table No. 107/A/NBP/2022 of 2022-06-03)
<i>Annual funding from private, non-governmental sources for research</i>	For 2021: 0.00 Euro

## **ORGANIZATIONAL PROFILE**

The Lomza State University of Applied Sciences is a distinguished in the region university educating specialists in various fields in close cooperation with employers. LSUoAS in Łomża is a leading state professional university with a brand recognizable in the country. The extent of the LSUoAS impact in Łomża exceeds the borders of the region. It is studied by people from Poland and abroad. The university implements numerous scientific, social and economic projects in partnership with public and private sector entities. The Lomza State University of Applied Sciences teaches 16 fields of study with a practical profile, including first-cycle studies in the fields of study. In addition, ANS in Łomża has a wide range of postgraduate studies, trainings and courses. With the participation of professional and committed staff consisting of scientists with practical experience and practitioners developing scientific interests, based on modern infrastructure and teaching equipment, in close cooperation with partners from the economic and social spheres, we educate practically young people and

adults, developing in particular the knowledge, skills and competences most desirable on the modern labour market, with particular emphasis on the needs of society and the economy of the region.

## 2 . STRENGTHS AND WEAKNESSES OF CURRENT PRACTICE

*Please provide an overview of your organisation on the current strengths and weaknesses of the practice under the four thematic titles of the Charter and Code.*

### SWOT Analysis:

Thematic title of the Charter and Code	STRENGTHS AND WEAKNESSES
Ethical and professional aspects	<p>Among the ethical and professional aspects, the majority of respondents very well assess the ethical principles and issues of professional responsibility functioning in the ANS in Łomża. The survey confirms (the result of the 4.5/5 survey) that the University provides scientists with freedom of opinion and expression as well as freedom to choose the subject of research and research methodology. They are well aware of intellectual property rights, including those related to the common ownership of data in research conducted with other scientists using the principles eliminating the possibility of plagiarism (the result of the survey 4.8/5). They feel responsible for compliance with the principles of careful, effective and transparent financial management of the University and public and private bodies co-financing scientific research (the result of the 4.6/5 survey). The identified problem is the dissemination of the results of scientific research, as well as their commercialization. Researchers see a need for improvement in this area (survey result 4.2/5). It is also worth noting the relatively low assessment of the social involvement of ANS researchers in Łomża (the result of the 4.3/5 survey). The ANS employees in Łomża rated the employee evaluation systems functioning at the University very highly (the results of the 4.6/5 survey), which is particularly important in the scientific development and fair treatment of employees. Knowledge of national, sectoral and institutional regulations governing training and working conditions (the result of the survey 4.2/5) needs to be improved, which generates the need to implement a training cycle in this area. As the results of the research show, the functioning principles of non-discrimination have been assessed quite highly (the result of the 4.6/5 survey).</p>
Recruitment and Selection	<p>The issues related to the selection of staff were assessed best (the result of the 4.6/5 survey), and the least deviation from the chronological order of CVs, which means that it is not perceived as a valuable contribution to the</p>

	<p>professional development of scientists following a multidimensional career path (the result of the 4.3/5 survey).</p> <p>The recruitment processes, both in terms of standards and procedures, recognition of qualifications, recognition of experience in the field of mobility, the principle of occupying posts by people with a doctoral degree and assessment of merit were positively assessed (results of the 4.5/5 survey).</p> <p>Transparency needs to be improved, among others, in the scope of receiving feedback from candidates on the results of the recruitment process and their strengths and weaknesses diagnosed at the selection stage (the result of the 4.4/5 survey).</p>
Working conditions	<p>As the results of the surveys showed, the best assessed in this area is the gender balance at every career level (the result of the 4.7/5 survey). The researchers have a sense of stability, and the University cares about permanent employment and good working conditions (the result of the 4.5/5 survey), as well as the possibility of submitting complaints and appeals as an element of fair and equal treatment of employees within the University (the result of the 4.5/5 survey). However, not everyone is satisfied with the level of remuneration (the result of the 4.4/5 survey)</p> <p>The ANS in Łomża treats scientists as professionals from the beginning of their professional career (the result of the 4.4/5 survey) and creates the opportunity for them to have their representatives in competent information, consultation and decision-making bodies in order to protect and represent individual and collective interests (the results of the 4.4/5 survey). It also provides them with a friendly environment for conducting scientific research (results of the 4.4/5 survey) and internal procedures ensuring intellectual property rights and partially conducive to co-authorship (results of the 4.5/5 survey). As many as 62.6% of respondents rated their own commitment to professional development as 5 by improving qualifications, promotions and expanding skills. Professional counselling for scientists was poorly assessed (survey results 4.2/5). An important and well assessed factor is also the University's recognition of didactics as an element of professional development while ensuring a balance between didactics and science (the result of the survey 4.3/5).</p>
Training and development	<p>In the area of training and development, there are very important aspects that have been rated the least in the entire survey. They concern relations with a scientific supervisor (results of survey 3.7/5), scientific care (results of scientific research 4.0/5) and support provided by superiors (results of survey 4.2/5). As many as 75.6% of respondents rated their relations with a scientific supervisor at a maximum of 3 on a 5-point scale. The need to provide such support, to shape an organizational culture based on mentor-student relationships is a key challenge facing the ANS in Łomża. The level of satisfaction with access to training is also unsatisfactory (results of the 4.4/5 survey), although the conditions enabling development were assessed quite high (results of the 4.6/5 survey).</p>

### 3. ACTIONS

The action plan and the HRS4R strategy must be published in an easily accessible place on the organisation's website.

Please provide a web link to the organization's HR strategy page (s):

<p>*URL:</p> <p>Polish version: <a href="https://ansl.edu.pl/badania/hr-excellence-in-research">https://ansl.edu.pl/badania/hr-excellence-in-research</a></p> <p>English version: <a href="https://ansl.edu.pl/en/index.php/research/hr-excellence-in-research">https://ansl.edu.pl/en/index.php/research/hr-excellence-in-research</a></p>
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Please complete a list summarizing all individual actions to be taken within HRS4R in your organization to address the weaknesses and strengths identified in GAP Analysis - Overview:

<b>Suggested ACTIONS</b>	<b>GAP principle</b>	<b>Time (Quarter / Semester)</b>	<b>Responsible entity</b>	<b>Indicator (s)/Target (s)</b>
<b>Ethical and professional aspects</b>				
Adoption in 2022 by a resolution of the Senate of the <i>new Development Strategy of ANS in Łomża for the years 2022-2030</i> , which in its assumptions still assumes constant care for high ethical standards in the conducted research activity	1. Research freedom	Q1 2022	Rector of LSUoS	Adoption of the University Development Strategy for the years 2022-2030 (document/procedure – JM – pcs + link)
Conducting a series of training sessions for researchers and those participating in the recruitment process in order to get acquainted with the provisions of the <i>European Charter for Researchers and the Code of Conduct for the Recruitment of HRS4R Researchers</i>	2. Ethical rules.	Q1-Q2 2023	Deans and heads of departments	1. Examining participants' satisfaction with participation in initial and exit training (%) 2. Measuring the level of accessibility to the offered training by monitoring the number of people participating in it at a given time in relation to the offered training places (%)
Conducting a series of training sessions for researchers and those participating in the recruitment process in order to get acquainted with the provisions of the <i>European Charter for Researchers and the</i>	3. Professional responsibility	Q1-Q2 2023	Deans and heads of departments	1. Examining participants' satisfaction with participation in initial and exit training (%)

<i>Code of Conduct for the Recruitment of HRS4R Researchers</i>				2. Measuring the level of accessibility to the offered training by monitoring the number of people participating in it at a given time in relation to the offered training places (%)
Developing and including in the <i>Policy of hiring academic employees</i> a provision regarding the establishment of informal recruitment criterias, e.g. qualifications acquired outside the higher education system, e.g. conducting projects, participation in international projects, obtaining grants for activities	4. Professional attitude	Due 31.12.2023	Legal Office and Human Resources Department	Document of the <i>Research Employee Employment Policy (OTM-R)</i> adopted and published on the University's website (document/procedure; JM – pcs.+link)
An extension of the Code of Ethics of Scientific Employees signed by academic teachers to read the organizational regulations and the Statute of ANS in Łomża, along with a commitment to comply with them.	5. Obligations arising from contracts or regulations	Due 30.06.2023	Human Resources Department	Modified declaration document (pcs + link)
Periodic meetings with researchers to discuss the most important changes in the law	5. Obligations arising from contracts or regulations	Quarterly	Deans and heads of departments	Number of meetings actually completed to the number of meetings planned in a given calendar year (%)
Developing information materials for researchers and publishing them on the website on the most important changes in internal and national laws and regulations.	5. Obligations arising from contracts or regulations	Due 31.12.2022	Science and Projects Department	Link to a web page
Optimization of the process of inference and use of the research infrastructure at ANS in Łomża. Amendment to the <i>Regulations for the use of research infrastructure</i>	6. Liability	Due 30.06.2023	Science and Projects Department	Adoption of the revised procedure for the use of research infrastructure at ANS in Łomża by June 2023 (document/procedure; JM – pcs + link)
Conducting training for researchers from Open Access and data management in the research project	7. Good research practices	Due 31.12.2022	Science and Projects Department	90% of full-time researchers were trained within the

				estimated time (% of full-time researchers trained in relation to all full-time researchers)
Organization of cyclical meetings at which the possibilities of dissemination and commercialization of research would be discussed, with an indication of the tools available to ANSŁ	8. Dissemination and utilisation of results	Once per academic year	Deans and heads of departments	Number of meetings actually completed to the number of meetings planned in a given calendar year (%)
Increasing the clarity of content published on the University's website regarding the results of scientific research of employees, in order to facilitate their commercialization.	8. Dissemination and utilisation of results	Due 31.12.2023	Science and Projects Department	Trend: Number of publications in a given year to the number of publications in the previous year (increasing/decreasing)
Organization of cyclical meetings at which the possibilities of disseminating knowledge would be discussed, through the organization of conferences, seminars or participation in projects implemented by the University	9. Community engagement	Once per academic year	Deans and heads of departments	Number of meetings actually completed to the number of meetings planned in a given calendar year (%)
Development and implementation of the <i>Gender Equality Policy</i> taking into account the principles of non-discrimination	10. Principle of non-discrimination	Due 31.12.2022	Legal Office and Human Resources Department	<i>Gender Equality Policy</i> document adopted and published on the University's website (document/procedure; JM – pcs.+link)
Develop, conduct and report once a year to the Supervisory Committee a survey of the feelings of researchers in the field of gender equality and non-discrimination at the employment stage	10. Principle of non-discrimination	Once a year in January for the previous year  Presentation of the report to the Supervisory Committee by 31.02 of the	HRS4R Working Party on Transparent Recruitment and Competition Rules	Report with analysis and conclusions from the conducted test for a given research period (document, pcs. + link)

		following year		
Develop rules for transferring employees from the research and didactic position to the didactic one with the University Authorities and interested parties and update the <i>Procedure for the promotion of academic teachers</i>	11. Employee assessment systems	Due 30.06.2025	HRS4R Working Party on the Working Conditions of Researchers	Document of the revised <i>Procedure for the promotion of academic teachers</i> adopted and published on the University's website (document/procedure; JM – pcs + link)
<b>Recruitment and Selection</b>				
Development and implementation of the <i>Research Labour Policy (OTM-R)</i>	12. Recruitment (1 – standards)	Due 31.12.2023	Legal Office and Human Resources Department	<p>Document of the <i>Research Employee Employment Policy (OTM-R)</i> adopted and published on the University's website (document/procedure; JM – pcs.+link)</p> <p>Implementation of a training cycle for people involved in the recruitment process in the field of OTM-R by 30.06.2024.</p> <p>Gauge:</p> <ol style="list-style-type: none"> <li>1. Examining participants' satisfaction with participation in initial and exit training (%)</li> <li>2. Measuring the level of accessibility to the offered training by monitoring the number of people participating in it at a given time in relation to the offered training places (%)</li> </ol> <p>Number of persons from abroad applying for positions of</p>



				<p>academic teachers in a given year in relation to the total number of persons applying for positions of academic teachers in a given year (%). Indicator monitored for the whole year at 31.12 of each year</p> <p>Trend in the participation of candidates (underrepresented group) applying to work at ANS in Łomża (increasing/decreasing). Index monitored for the whole year as at 31.12 of a given year in relation to the previous year</p> <p>85% of respondents (employees and candidates) show satisfaction at the level of 85% that OTM-R meets its objectives (survey; IU - % of respondents; expected value = 85%)</p>
Development and implementation of the <i>Research Labour Policy (OTM-R)</i>	13. Recruitment (2-efficient transparent procedures; Code)	Due 31.12.2023	Legal Office and Human Resources Department	<p>Document of the <i>Research Employee Employment Policy (OTM-R)</i> adopted and published on the University's website (document/procedure; JM – pcs.+link)</p> <p>Implementation of a training cycle for people involved in the recruitment process in the field of</p>

				OTM-R by 30.06.2024. Gauge: 1. Examining participants' satisfaction with participation in initial and exit training (%) 2. Measuring the level of accessibility to the offered training by monitoring the number of people participating in it at a given time in relation to the offered training places (%)
Adoption of the Rules of Procedure of the Selection Boards for the recruitment of academic teachers taking into account the general selection criteria, the need to include representatives of both sexes and experienced practitioners and scientists	13. Recruitment (2-efficient transparent procedures; Code)	Due 31.12.2022	HRS4R Working Party ON Transparent Recruitment and Competition Rules/Cooperation: Human Resources	Document of the Rules of the Competition Committees adopted and published on the University's website (document/procedure; JM – pcs.+link)
Preparation of materials on the rules of conducting competitions in order to train candidates for the members of the Competition Committees.	13. Recruitment (2-efficient transparent procedures; Code)	Due 30.11.2022	Human Resources Department	Document containing information materials on the rules of conducting competitions (document; J.M. – pcs. +link)
Preparation training for members of the Competition Committees regarding the rules of conducting competitions and the rules of work of the Competition Committees in the form of e-learning	13. Recruitment (2-efficient transparent procedures; Code)	Due 31.01.2023	HRS4R Working Party on Transparent Recruitment and Competition Rules	E-learning training for members of the Competition Committees on the e-learning platform (link; number of people trained)
Conducting a survey among members of the Commission on the usefulness of training content and assessing the level of satisfaction with the acquired content and participation in training	13. Recruitment (2-efficient transparent procedures; Code)	Once a year in December Presentation of the	HRS4R Working Party on Transparent Recruitment and	Report with analysis and conclusions from the conducted test for a given research

		report to the Supervisory Committee by 31.01 of the following year	Competition Rules	period (document, pcs. + link)
Standardization of records, e.g. in the form of a template of job offers for researchers placed on the Euraxess website – taking into account the entry in the "Additional information" section: The University offers opportunities for professional development.	13. Recruitment (2-efficient transparent procedures; Code)	Due 31.10.2022	HRS4R Working Party on Transparent Recruitment and Competition Rules	Job advertisements for researchers in a new template (template, pcs.)
Adoption of the Rules of Procedure of the Selection Boards for the recruitment of academic teachers taking into account the general selection criteria, the need to include representatives of both sexes and experienced practitioners and scientists	14. Selection of personnel (Code)	Due 31.12.2022	HRS4R Working Party on Transparent Recruitment and Competition Rules	Document of the Rules of the Competition Committees adopted and published on the University's website (document/procedure; JM – pcs.+link)
Adoption of the Rules of the Competition Committees for the employment of academic teachers, taking into account, among others, the principles of informing candidates about the results of the competition and the possibility of obtaining the candidate's assessment received in the competition procedure for a given position.	15. Transparency (Code)	Due 31.12.2022	HRS4R Working Party on Transparent Recruitment and Competition Rules	Document of the Rules of the Competition Committees adopted and published on the University's website (document/procedure; JM – pcs.+link)
Development and inclusion in the Policy for the Employment of Researchers (OTM-R) of the provision concerning the establishment of the criterion of practical experience of candidates for teaching positions	16. Assessment of merit (Code)	Due 31.12.2023	Legal Office and Human Resources Department	Document of the Research Employee Employment Policy (OTM-R) adopted and published on the University's website (document/procedure; JM – pcs.+link)
Develop and include a provision recognising any mobility experience, e.g. stay in another country/region or in another research community (public or private), or change of discipline or sector as part of initial research training or at a later stage of a research career, or experience in the field of virtual mobility, as a valuable	18. Recognition of mobility experience (Code)	Due 31.12.2023	Legal Office and Human Resources Department	Document of the Research Employee Employment Policy (OTM-R) adopted and published on the University's website

<i>contribution to the professional development of the researcher in the Research Labour Policy (OTM-R).</i>				(document/procedure; JM – pcs.+link)
Developing and including a provision regarding the establishment of informal recruitment criteria, e.g. qualifications acquired outside the higher education system, e.g. conducting projects, participation in international projects, obtaining grants for activities in the <i>Policy of hiring academic employees (OTM-R)</i> .	19. Recognition of qualifications (Code)	Due 31.12.2023	Legal Office and Human Resources Department	Document of the <i>Research Employee Employment Policy (OTM-R)</i> adopted and published on the University's website (document/procedure; JM – pcs.+link)
<b>Working conditions and social security</b>				
Enhance cooperation with external actors in the conduct of joint research, including building consortia for joint scientific projects.	23. Research environment	Task carried out continuously  Report on the implementation of the task for a given calendar year to be presented to the Supervisory Committee by 31.01 of the following year	Rector's Plenipotentiary for Knowledge and Technology Transfer/ Cooperation: Science and Projects Department	Trend: Number of partnerships in a given year to the number of partnerships in the previous year (increasing/decreasing)
Amendment to the <i>Regulations on the use of the University's research infrastructure</i> and its implementation in SWD in order to improve the process of requesting and using the infrastructure	23. Research environment	Due 30.06.2023	Science and Projects Department	Adoption of the revised procedure for the use of research infrastructure at ANS in Łomża by June 2023 (document/procedure; JM – pcs + link)
Creation of a simple procedure specifying the activities that the research and teaching staff should take in order to establish scientific cooperation with an external entity, including in the field of conducting foreign and national scientific internships	23. Research environment	Due 31.12.2023	Science and Projects Department	Adoption of a procedure specifying the activities that a research and teaching employee should take to establish scientific cooperation with an external entity, including in the field of

				conducting foreign and national scientific internships (document/procedure; JM – pcs + link)
Creation of procedures and standards of accessibility, also taking into account researchers within the project "PWSIIP in Łomża accessible and without barriers"	24. Work conditions	Due 31.12.2022	"PWSIIP in Łomża available and without barriers" design team	Adoption of the accessibility procedure (document/procedure; JM – pcs + link)
Development and implementation of the Work-Life <i>Balance Program</i> , taking into account activities and instruments related to: flexible organization of working time (including remote work), holiday issues, support in caring for dependent family members (including small children, elderly parents); pro-health activities (taking into account changes in the structure of expenditures from ZFŚS).	24. Work conditions	Due 30.09.2027	HRS4R Working Party ON Scientist Working Conditions/ Cooperation: Human Resources	Work-life <i>Balance Program</i> developed and adopted (document; JM – pcs + link)
Introduction to the University's internal files of provisions in the field of employment stability for research and didactic employees promising well in the field of scientific and research works, e.g. shortening the employment of a research and scientific employee for a definite period from the current maximum of 33 months to a maximum of 24 months, after that time - in the case of a positive result of the employee's assessment, employment of an employee for an indefinite period	25. Stabilization and permanent employment	Due 31.12.2024	HRS4R Working Party ON Scientist Working Conditions/ Cooperation: Human Resources	Number of internal acts in which entries have been made (document/procedure – IU – pcs.)
Development and implementation of the <i>Gender Equality Policy</i> taking into account the principles of non-discrimination	27. Gender Balance	Due 31.12.2022	Legal Office and Human Resources Department	<i>Gender Equality Policy</i> document adopted and published on the University's website (document/procedure; JM – pcs. + link)
Develop, conduct and report once a year to the Supervisory Committee a survey of the feelings of researchers in the field of gender equality and non-discrimination at the employment stage	27. Gender Balance	Once a year in January for the previous year  Presentation of the report to the	HRS4R Working Party on the Working Conditions of Researchers	Report with analysis and conclusions from the conducted test for a given research period (document, pcs. + link)

		Supervisor y Committee by 31.02 of the following year		
Development and communication of the "ANS in Łomża Researcher's Guide" (electronic/paper version)	28. Career development	Due 31.12.2025	HRS4R Working Party on Opportunities for Professional Development	ANS in Łomża Researcher's Guide adopted and published on the University's website (document; JM – pcs + link)
Developing and adopting a procedure for Talent Management in the university, which applies to both outstanding students and academics. The slogan promoting the project may be "How to become a scientist?" or "We educate for others"	28. Career development	Due 30.09.2027	HRS4R Working Party on the Working Conditions of Researchers	Talent management procedure adopted and published on the University's website (document/procedure; JM – pcs + link)
Development and communication of the "ANS in Łomża Researcher's Guide" (electronic/paper version) that recognises the value of geographic, cross-sectoral, inter- and trans-disciplinary and virtual mobility as well as between the public and private sectors as an important way to enhance scientific knowledge and support researchers' career development at every stage of their careers	29. Value of mobility	Due 31.12.2025	HRS4R Working Party on Opportunities for Professional Development	ANS in Łomża Researcher's Guide adopted and published on the University's website (document; JM – pcs + link)
Expansion of the activities of the Career Office with consultations in the field of entrepreneurship and vocational counselling for all employees of ANSŁ in Łomża, including researchers	30. Access to career advice	Until 31.12.2026	Career Office	Trend: Number of consultations in a given year to the number of consultations in the previous year (increasing/decreasing)
Development e-learning training for young scientists in the field of intellectual property rights protection, including copyrights.	31. Intellectual property rights	Due 31.12.2025	HRS4R Working Party on Opportunities for Professional Development	Training developed and launched on the university's e-learning platform for young scientists in the field of intellectual property rights protection, including copyrights. (training; JM – pcs + link)
Development and communication of the "ANS in Łomża Researcher's Guide"	32. Co-authorship	Due 31.12.2025	HRS4R Working Party	ANS in Łomża Researcher's Guide

(electronic/paper version), which will include a record of the need to appreciate co-authorship when assessing the scientific staff, as it is a proof of a constructive approach to conducting scientific research.			on Opportunities for Professional Development	adopted and published on the University's website (document; JM – pcs + link)
Develop rules for transferring employees from the research and didactic position to the didactic one with the University Authorities and interested parties and update the <i>Procedure for the promotion of academic teachers</i>	33. Teaching	Due 30.06.2025	HRS4R Working Party on the Working Conditions of Researchers	Document of the revised <i>Procedure for the promotion of academic teachers</i> adopted and published on the University's website (document/procedure; JM – pcs + link)
<b>Training and development</b>				
Introduction and implementation of detailed guidelines, in the scope of: the procedure for appointing a caregiver, taking into account appropriate criteria for his/her selection, duties resulting from the performance of the function of a caregiver, work/cooperation plan, schedule of meetings, care, assistance and monitoring the work progress of a young researcher/employee.	36. Relation with supervisors	Due 30.06.2023	HRS4R Working Party on Opportunities for Professional Development	Implementation of detailed guidelines for scientific care (document/procedure; JM – pcs + link)
Periodic meetings with employees aimed at motivating young workers to scientific development, indicating the possibilities of the development path and helping to define research topics for the young researcher.	37. Supervision and managerial duties	2 meetings in the academic year from the academic year 2022/2023 in each faculty  Presentation by each faculty of a report on the implementation of meetings for the Supervisory Committee by 31.10	Deans and heads of departments	Number of meetings actually completed to the number of meetings planned in a given calendar year (%)

		after the end of the academic year		
Development and communication of the "ANS in Łomża Researcher's Guide" (electronic/paper version)	38. Continuation of professional development	Due 31.12.2025	HRS4R Working Party on Opportunities for Professional Development	ANS in Łomża Researcher's Guide adopted and published on the University's website (document; JM – pcs + link)
Development and communication of the "ANS in Łomża Researcher's Guide" (electronic/paper version)	39. Access to scientific training	Due 31.12.2025	HRS4R Working Party on Opportunities for Professional Development	ANS in Łomża Researcher's Guide adopted and published on the University's website (document; JM – pcs + link)
Introduction and implementation of detailed guidelines, in the scope of: the <i>procedure for appointing a caregiver, taking into account appropriate criteria for his/her selection, duties resulting from the performance of the function of a caregiver, work/cooperation plan, schedule of meetings, care, assistance and monitoring the work progress of a young researcher/employee.</i>	40. Research supervision	Due 30.06.2023	HRS4R Working Party on Opportunities for Professional Development	Implementation of detailed guidelines for scientific care by April 2022 (document/procedure; JM – pcs + link)

*Establishing an open recruitment policy is a key element of the HRS4R strategy. Please also indicate how your organisation will use an open, transparent and substantive set of recruitment tools and how you intend to implement /implement the principles of open, transparent and substantive recruitment. Although the scope of activities listed above may partly overlap, please provide a brief commentary demonstrating this implementation. In this case, please establish a link between the OTM-R checklist and the overall action plan.*

The development and implementation of the *Policy of hiring researchers at ANS in Łomża (OTM-R)* may have a significant impact on the intensification of international cooperation in the field of research and didactics. Above all, however, it will increase the efficiency of hiring processes, define standards and transparent procedures. Thanks to them, the University hopes to acquire the most competent and outstanding academic teachers, thus strengthening its positive image as an employer. The elaboration of the Policy document is set for 31.12.2023. The implementation will take place in stages. Key areas for improvement will be implemented by 31.12.2024, and others by 31.12.2027. This is a long-term process, as it requires organisational and procedural changes. It also introduces changes in the awareness of the University's employees in terms of a new perspective on recruitment, working conditions and the development of scientists.



*If your organization already has a recruitment strategy that implements the principles of Open, Transparent and Substantive Recruitment, please provide a link to the website where you can find this strategy on your organization's website:*

URL: none

#### **4. IMPLEMENTATION**

Overview of the expected implementation process:

The process of implementing changes at the University:

- From 01.04.2022 The general sponsor of activities in the area of the HRS4R logo is the Rector of LSUoAS in Łomża.
- By the decision of the Rector of LSUoAS in Łomża the Supervisory Committee and the Implementation Team for was appointed on the 31st of August 2021. The HR Excellence logo, whose compositions as of 01.04.2022, have been adapted to the changing organizational requirements.
- After consultation with the academic community, an Action Plan was developed
- The organisational units responsible for the implementation process were indicated.
- Teaching, research and teaching staff and employees of LSUoAS administration in Łomża were involved in the process of implementation.
- The deadlines for the implementation of individual tasks were specified.
- Countable indicators verifying the progress of implementation have been assigned to the tasks.
- Cyclical meetings of individual Working Groups, the entire Implementation Team and the Supervisory Committee ensure the correctness of the implementation process through its ongoing monitoring, evaluation and control.

The overarching document enabling the implementation of the assumptions of the HRS4R strategy are the provisions of the Statute of LSUoAS in Łomża.

Please make sure you also include all aspects highlighted in the following checklist, which you need to describe in detail:

Checklist	* Detailed description and proper justification
<p>How will the implementation committee and / or steering group monitor progress on a regular basis?</p>	<p>An action plan was adopted in order to adapt the ans system in Łomża to the requirements of the Charter and Code, to assign responsibility for their implementation to individual organizational units and/or functions, to determine deadlines for implementation and to determine measures by which the progress of work can be effectively monitored.</p> <p>The schedule of meetings of the Supervisory Committee and the Implementation Team, which will discuss matters related to the implementation of the adopted Action Plan, will be published on the website dedicated to HRS4R procedures:</p> <p>Polish version: <a href="https://ansl.edu.pl/badania/hr-excellence-in-research">https://ansl.edu.pl/badania/hr-excellence-in-research</a></p> <p>English version: <a href="https://ansl.edu.pl/en/index.php/research/hr-excellence-in-research">https://ansl.edu.pl/en/index.php/research/hr-excellence-in-research</a></p>
<p>How do you intend to involve the scientific community, your main stakeholders, in the implementation process?</p>	<p>An action plan was adopted in order to adapt the ANS in Łomża system to the requirements of the Charter and Code, to assign responsibility for their implementation to individual organizational units and/or functions, to determine deadlines for implementation and to determine measures by which the progress of work can be effectively monitored. In addition, training for researchers and those participating in the recruitment process will be carried out in order to get acquainted with the provisions of <i>the European Charter for Researchers and the Code of Conduct for the Recruitment of HRS4R Researchers</i>.</p>
<p>How do you proceed in the process of adapting organizational policies to HRS4R? Ensure that HRS4R is recognized in the organization's research strategy as an overarching HR policy.</p>	<p>The University's Development Strategy for the years 2022-2030 aims to take into account the principles contained in the Charter and Code as guidelines for the implementation of the ANS in Łomża personnel policy. The ANS in Łomża Development Plan for 2022 will contain the tasks specified in the HRS4R Action Plan for 2022, along with the values of individual indicators to be achieved in 2022.</p>
<p>How will you ensure the implementation of the proposed activities?</p>	<p>An action plan was adopted in order to adapt the ANS in Łomża system to the requirements of the Charter and Code, to assign responsibility for their implementation to individual organizational units and/or functions, to determine deadlines for implementation and to determine measures by which the progress of work can be effectively monitored. In addition, training for researchers and those participating in the recruitment process will be carried out in order to get acquainted with the provisions of <i>the European Charter for Researchers and the Code of Conduct for the Recruitment of HRS4R Researchers</i>.</p>

	The Implementation Team together with the Supervisory Committee will discuss the progress of work through the analysis of indicators, reported risks and quarterly reports at least once a month at regular meetings. Delayed areas will be carefully assessed in order to take appropriate and effective corrective action.
How will you monitor progress (timeline)?	The Implementation Team together with the Supervisory Committee will discuss the progress of work at regular meetings (at least once a month) by analysing the indicators and comparing them with the previous reporting period. Corrective actions will be taken in vulnerable areas, the effectiveness of which should be reflected in improvements in the value of indicators in subsequent reporting periods.
How will you measure your progress (indicators) in the light of your next assessment?	The Implementation Team together with the Supervisory Committee will prepare a synthetic report on the implementation of the Action Plan with the indicators achieved at the end of the implementation before the next assessment. The same survey that was conducted to identify gaps in 2021 along with a number of meetings will be conducted again among teaching and research and teaching staff. The results of this survey, together with the conclusions of the discussions, will be a good reference to the actual effects of the adopted Action Plan (improvement/decrease).

Additional comments / comments on the proposed implementation process:

<p>The analysis of gaps in the LSUoAS documents, regulations and processes in Łomża in relation to the <i>European Charter for Researchers and the HRS4R Code of Conduct for the Recruitment of Researchers</i> was carried out by the Implementation Team for the HR Excellence in Research logo under the supervision of the Supervisory Committee by means of an anonymous questionnaire and a discussion carried out primarily by e-mail due to the time of the Covid-19 pandemic. Both bodies were appointed by the <i>Regulation of the Rector of the PWSiIP in Łomża of August 31, 2021</i>. He conducted surveys among didactic and research and didactic employees and consultations with other organizational units of the University in the scope of applicable legal acts and processes. Notes and reports from meetings are placed on the website: <a href="https://ansl.edu.pl/badania/hr-excellence-in-research/notatki-sprawozdania-ze-spotkan">https://ansl.edu.pl/badania/hr-excellence-in-research/notatki-sprawozdania-ze-spotkan</a>, <a href="https://ansl.edu.pl/en/index.php/research/hr-excellence-in-research/meeting-minutes-and-reports">https://ansl.edu.pl/en/index.php/research/hr-excellence-in-research/meeting-minutes-and-reports</a>.</p> <p>The survey questionnaire contained 40 criteria that are required in the process of applying for the "HR Excellence in Research" logo. The University asked the employees to determine to what extent, in their opinion, individual criteria are met by the University. The answers were given on a scale from 1 to 5, where individual values meant: 1 – not at all, 2 – to a small extent, 3 – to an average degree, 4 – to a large extent, 5 – to a very large extent. The survey contains brief descriptions of each of the criteria, in order to explain them to employees and enable them to become familiar with the content of the Charter and the Code.</p>
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The survey was addressed to 145 academic teachers currently employed at the University. 139 employees correctly completed the questionnaire, which means a participation rate of 96%. Among the people who completed the survey, the largest group were employees with a doctoral degree, i.e. the R2 level (44% of all respondents) and masters – the R1 level (37% of all respondents). The R3 and R4 researchers accounted for 19% of all respondents.