

**Important message to institutions:**

**Onsite visits are resumed starting 1 September 2022**

The broad lifting of the COVID-19 related travel limitations, allow us to cautiously resume the onsite visits. All site visits scheduled to take place after 1 September, will be organized under the normal onsite configuration.

Please note that after 1 September the virtual formula for "remote" site visits, will not be in place anymore.

**Initial Assessment - EC Consensus Report**

**Case number:** 2020PL573903

**Name Organisation under assessment:** Lomza State University of Applied Sciences

**Submission date of initial GAP-Analysis, HR Strategy and Action Plan:** 14/07/2022

**Submission date:** 07/09/2022

**Eligibility assessment**

Please rate the state of achievement ("yes", "no" or "partly"). If any statements have prompted a "no" or "partly" in the evaluation, please provide recommendations:

	YES / NO / PARTLY	Recommendations
Have the Strategy and Action Plan been published on the organisation's website?	Yes	
Have the Strategy and Action Plan been published in English?	Yes	
Have the Strategy and Action Plan been published in a visible place?	Yes	The institution should not have posted on its own webpage the HR Excellence of Research logo, until the moment it is granted by the European Commission.

Have the following elements of the templates for the Gap Analysis and the HR Strategy and Action Plan been completed with sufficient details and quality?

- Gap Analysis
- HR Strategy and Action plan
  - ☐ Organisational information
  - ☐ Strengths and weaknesses of the current practice
  - ☐ Actions
  - ☐ Implementation

Partly

Process description: The institution provides general information about the internal process for carrying out the Gap Analysis & Action Plan. Information in terms of activities, agenda of the process, and results are now available on the institution webpage dedicated to the HR Strategy. Gap Analysis: The level of details of gap analysis was increased. The narrative part makes references to national legislation, organizational regulations, and internal practices that demonstrate the state of implementation of the principles, but no links to these documents have been added. However, it should be mentioned that internal regulations for research activities are posted on the institution's webpage but only in Polish. For the next phases of HRS4R implementation, it is recommended that analysis be enriched by identifying which ranges of researchers (R1 to R4) are concerned with each principle and their views and needs. In some cases, e.g. of principle 4. Professional attitude, there is no clear coherence between the description of GAP and the initiative undertaken. The same observation is in the case of principle 11. The Action Plan is in line with the results of the Gap analysis. Some key actions have been identified very clearly, and they will ensure aligning the Institution's current policies with the European Charter for Researchers and Code of

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YES / NO / PARTLY

Recommendations

Conduct for the recruitment of researchers. The institution proposed a large number of actions, as much as the number of C&C principles. In my opinion, there are actions that could be combined, such as actions 15 and 16 or 17 and 22. Considering the size and context of the institution, these actions are very ambitious. The time schedule is well distributed over the next two years (and more) and the responsibilities for the Action Plan implementation have been identified. Although many actions have been proposed for recruitment and selection, I recommend greater clarity in terms of specifying to what positions these are addressed, for teaching positions, teaching and research positions, or research positions. Many of the actions are addressed to academic teachers. The level of internationalization is very low with no action for filling the gap.

## Quality assessment

The quality assessment evaluates the level of ambition and the quality of progress intended by the organisation.

Rate the state of achievement ("yes", "no" or "partly"). If any statements have prompted a "no" or "partly" in the evaluation, please provide recommendations:

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YES / NO / PARTLY

Recommendations

Is the organisational information provided sufficient to understand the context in which the HR Strategy is designed?

Yes

Is the Action Plan coherent with the Gap Analysis?

Yes



	YES / NO / PARTLY	Recommendations
Have a steering committee and working group been established to guarantee the implementation of the HRS4R-process?	Yes	
Has the research community been sufficiently involved in the process, with a representation of all levels of a research career?	Partly	There should be more details presented on the involvement of the R1-R4, besides the questionnaire itself. It should be taken into account that the institution offers bachelor's and master's programs, so the number of doctoral students and/or postdoctoral students is reduced or not at all.
Are the relevant management departments sufficiently involved in the process so as to guarantee a solid implementation?	Yes	
Have adequate targets and indicators been provided in order to demonstrate when/how an action will be/has been completed?	Yes	
Is the organisation establishing an OTM-R policy?	No	Still at very initial stage. An OTMR policy is proposed in the Action Plan to be developed and implemented until the end of 2023.
Are the goals and ambitions sufficiently ambitious considering the context of the organization?	Yes	

## General Assessment

Accepted

Pending **minor** modifications

Pending **major** revisions



### Explanation

- Accepted: This application meets the criteria and the HR award is granted.**  
 The assessors might have commented on your file asking for future focus on a particular aspect/criterion, so please refer to the comments given above.

- Pending **minor** modifications: This application **broadly meets the criteria**, but the assessors have some concerns/questions about specific areas/criteria. Please reflect about the feedback given above and update your file before **re-submitting within 2 months**.
- Pending **major revisions**: This application does not meet the criteria; please make the appropriate changes taking into account the comments of the assessors before **re-submitting within 12 months**.

## General Recommendations

If any of the above statements have prompted a "no" in the evaluation, please provide suggestions of modifications in the form below.

If the general assessment is:

- "pending minor modifications" the recommendations are split into:
  - Immediate mandatory modifications (to be implemented in order to obtain the award, resubmission within 2 months)
  - Other modifications (to be carried out during the implementation phase).
- "pending major revisions" the recommendations are split into:
  - Mandatory modifications (in order to obtain the award, resubmission within 12 months)
  - Other modifications.

## Recommendations \*

In addition to the recommendations made by the commission in the initial consensus report, I add the following:

- At the interim assessment stage, I suggest providing clear evidence of the implication of all research categories (R1-R4) during the implementation process.
- Translate into English the relevant documents for HR strategy, and not only.
- Ensure that the new Development Strategy of ANS in Łomża for the years 2022-2030, it will contain objectives and actions regarding HRS4R.

### Other modifications

-The HR implementation process has to be spread & embedded into the institution and all its stakeholders.

-The institution has to ensure that internal procedures and documents are accessible international to attract researchers from abroad. There is a need to develop accessible information in national languages and English, clearly visible for researchers internally and externally.

-Organisational rules to engage the OTM-R principles and practices must be developed. The institution Strategic Plan may be aligned considering the OTM-R Policy and principles in the short term to enhance its international attractiveness.

- Gender equality and promotion of mobility policies may be drafted and developed.

- Add long-term actions with strategic impact to the action plan (long term goals and short term goals)

- Networking with other Polish organizations implementing the Charter and Code is suggested to benefit of mutual experiences.

-Consider including Responsible Research and Innovation (RRI) policies (e.g. Open Access) and practices in the organizational strategic development.

-The institution has an opportunity for aligning and integrating the HR activities into the Quality Assurance & Sustainability processes (e.g. ISO 9001)

If the organisation deserves to be commented on their ambition, their actions, evidence of good practice and/or their implementation process, please provide a commentary supporting this. (max. 2000 words)

The institution proposed many actions required by the HRS4R implementation process. There are many documents to prepare. This is extensive work that will require time, resources, and rigor.

I congratulate the Lomza State University of Applied Sciences for the initiative of becoming an active part of the Human Resources Strategy for Researchers and for the work done so far, and I wish for a successful implementation of the Action Plan