

## **ACTION PLAN**

### **VERSION 4.00 DATED 27.12.2025**

**Case number:** 2020PL573903

University of Lomza (Academy of Applied Sciences in Łomża until 01.06.2023, Łomża State University of Applied Sciences until 28.02.2022)

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CHARTER AND CODE APPROVAL DATE: 04.11.2020

#### **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):

#### **\*URL:**

Polish version: <https://al.edu.pl/badania/hr-excellence-in-research>

English version: <https://al.edu.pl/en/index.php/research/hr-excellence-in-research>

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:

Lp.	Suggested ACTIONS	GAP principle	Time (Quarter/ Semester)	Responsible entity	Indicator (s)/ Target (s)
<b>Ethical and professional aspects</b>					
1.	Conducting training sessions for researchers and newly hired researchers in order to get acquainted with the provisions of the new European Charter for Researchers (using training materials in electronic form, which were posted on the e-learning platform)	2. Ethical rules	<p>Once per academic year, i.e.:</p> <p>–01.10.2024/30.09.2025  –01.10.2025/30.09.2026  –01.10.2026/30.09.2027  –01.10.2027/30.09.2028</p> <p>Report on the implementation of the task for a given academic year to be presented to the Supervisory Committee by 31.10. of this calendar year, i.e.:</p> <p>– 01.10.2024/30.09.2025 to 31.10.2025  – 01.10.2025/30.09.2026 to 31.10.2026  – 01.10.2026/30.09.2027 to 31.10.2027  – 01.10.2027/30.09.2028 to 31.10.2028</p>	Deans and heads of departments	<p>Training of all employees – the number of people participating in the training within a certain period of time to the number of academics employed or newly hired researchers (%);  researcher R1, R2, R3, R4 = 80% in 2025, 90% in 2026, 100% in 2027  Note: a researcher who has received training once does not have to receive it again in subsequent years</p>
2.	Periodic meetings with researchers to discuss the most important changes in the law (form of meetings face-to-face or on-line)	5. Obligations arising from contracts or regulations	<p>Twice per academic year, i.e.:</p> <p>–01.10.2024/30.09.2025  –01.10.2025/30.09.2026  –01.10.2026/30.09.2027  –01.10.2027/30.09.2028</p> <p>Report on the implementation of the task for a given academic</p>	Deans and heads of departments	Number of meetings actually completed to the number of meetings planned in a given calendar year (%)

Lp.	Suggested ACTIONS	GAP principle	Time (Quarter/ Semester)	Responsible entity	Indicator (s)/ Target (s)
			<p>year to be presented to the Supervisory Committee by 31.10. of this calendar year, i.e.:</p> <ul style="list-style-type: none"> <li>– 01.10.2024/30.09.2025 to 31.10.2025</li> <li>– 01.10.2025/30.09.2026 to 31.10.2026</li> <li>– 01.10.2026/30.09.2027 to 31.10.2027</li> <li>– 01.10.2027/30.09.2028 to 31.10.2028</li> </ul>		
3.	Optimization of the process of inference and use of the research infrastructure at AŁ in Łomża. Amendment to the Regulations for the use of research infrastructure	6. Liability	<p>Due on 30.06.2027</p> <p>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 calendar year, i.e.:</p> <ul style="list-style-type: none"> <li>– 2025 to 31.01.2026</li> <li>– 2026 to 31.01.2027</li> <li>– 2027 to 31.01.2028</li> </ul>	Science and Projects Department	Adoption of the revised procedure for the use of research infrastructure at AŁ in Łomża (document/procedure; Unit of measure – pcs + link)
4.	Organization of cyclical meetings at which the possibilities of: 1. dissemination and commercialization of research would be discussed, with an	<p>8. Dissemination and utilisation of results</p> <p>9. Community engagement</p>	<p>Once per academic year, i.e.:</p> <ul style="list-style-type: none"> <li>–01.10.2024/30.09.2025</li> <li>–01.10.2025/30.09.2026</li> <li>–01.10.2026/30.09.2027</li> <li>–01.10.2027/30.09.2028</li> </ul>	Deans and heads of departments	Number of meetings actually completed to the number of meetings planned in a given calendar year (%)

Lp.	Suggested ACTIONS	GAP principle	Time (Quarter/ Semester)	Responsible entity	Indicator (s)/ Target (s)
	indication of the tools available to the University; 2. disseminating knowledge would be discussed through the organization of conferences, seminars or participation in projects implemented by the University		Report on the implementation of the task for a given academic year to be presented to the Supervisory Committee by 31.10. of this calendar year, i.e.:  – 01.10.2024/30.09.2025 to 31.10.2025 – 01.10.2025/30.09.2026 to 31.10.2026 – 01.10.2026/30.09.2027 to 31.10.2027 – 01.10.2027/30.09.2028 to 31.10.2028		
5.	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 on 30.06.2027 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 calendar year, i.e.:  – 2025 to 31.01.2026 – 2026 to 31.01.2027 – 2027 to 31.01.2028	Science and Projects Department	Trend: Number of publications in a given year to the number of publications in the previous year (increasing/decreasing)
6.	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	10. Principle of non-discrimination	Once a year in January for the previous year, i.e.:  – 01-31.01.2025 for 2024 – 01-31.01.2026 for 2025	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)

Lp.	Suggested ACTIONS	GAP principle	Time (Quarter/ Semester)	Responsible entity	Indicator (s)/ Target (s)
	non-discrimination at the employment stage		<ul style="list-style-type: none"> <li>– 01-31.01.2027 for 2026</li> <li>– 01-31.01.2028 for 2027</li> </ul> <p>Report on the implementation of the task for a given calendar year to be presented to the Supervisory Committee by 27.02. of the following calendar year, i.e.:</p> <ul style="list-style-type: none"> <li>– 2024 to 27.02.2025</li> <li>– 2025 to 27.02.2026</li> <li>– 2026 to 27.02.2027</li> <li>– 2027 to 27.02.2028</li> </ul>		
7.	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 Procedure for the promotion of academic teachers	11. Employee assessment systems 33. Teaching	<p>Due on 30.06.2025</p> <p>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 calendar year, i.e.:</p> <ul style="list-style-type: none"> <li>– 2025 to 31.01.2026</li> <li>– 2026 to 31.01.2027</li> <li>– 2027 to 31.01.2028</li> </ul>	HRS4R Working Party on the Working Conditions of Researchers	Document of the revised Procedure for the promotion of academic teachers adopted and published on the University's website (document/procedure; Unit of measure – pcs + link)
8.	Conducting an occupational risk assessment for missing job positions and updating documentation concerning the occupational risk assessment.	7. Good practice in research	<p>Once a year, i.e.:</p> <ul style="list-style-type: none"> <li>– from 01.01.2025 to 31.12.2025</li> <li>– from 01.01.2026 to 31.12.2026</li> </ul>	Occupational Health and Safety Inspector	<p>Number of risk assessments for new positions</p> <p>Number of updates to risk assessments for existing</p>

Lp.	Suggested ACTIONS	GAP principle	Time (Quarter/ Semester)	Responsible entity	Indicator (s)/ Target (s)
			<ul style="list-style-type: none"> <li>– from 01.01.2027 to 31.12.2027</li> </ul> <p>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 calendar year, i.e.:</p> <ul style="list-style-type: none"> <li>– 2025 to 31.01.2026</li> <li>– 2026 to 31.01.2027</li> <li>– 2027 to 31.01.2028</li> </ul>		positions. (document; Unit of measure - pcs.)
9.	Update of the English-language website section devoted to the HR Excellence in Research award	5. Contractual and legal obligations 10. Non discrimination	<p>Once a year, i.e.:</p> <ul style="list-style-type: none"> <li>– from 01.01.2025 to 31.12.2025</li> <li>– from 01.01.2026 to 31.12.2026</li> <li>– from 01.01.2027 to 31.12.2027</li> </ul> <p>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 calendar year, i.e.:</p> <ul style="list-style-type: none"> <li>– 2025 to 31.01.2026</li> <li>– 2026 to 31.01.2027</li> <li>– 2027 to 31.01.2028</li> </ul>	Department of International Cooperation/ Science and Projects Department	Number of new contents, documents (document, Unit of measure - pcs.); (Web Link to website)

Lp.	Suggested ACTIONS	GAP principle	Time (Quarter/ Semester)	Responsible entity	Indicator (s)/ Target (s)
10.	Preparation and implementation of an information campaign among the academic community in the field of equality, counteracting mobbing and discrimination.	2. Ethical principles 4. Professional attitude 10. Non discrimination	<p>Once every six months, i.e.:</p> <ul style="list-style-type: none"> <li>– from 01.01.2025 to 30.06.2025</li> <li>– from 01.07.2025 to 31.12.2025</li> <li>– from 01.01.2026 to 30.06.2026</li> <li>– from 01.07.2026 to 31.12.2026</li> <li>– from 01.01.2027 to 30.06.2027</li> <li>– from 01.07.2027 to 31.12.2027</li> <li>– from 01.01.2028 to 30.06.2028</li> <li>– from 01.07.2028 to 31.12.2028</li> </ul> <p>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 calendar year, i.e.:</p> <ul style="list-style-type: none"> <li>– 2025 to 31.01.2026</li> <li>– 2026 to 31.01.2027</li> <li>– 2027 to 31.01.2028</li> </ul>	Science and Projects Department	Number of campaigns implemented to the number of campaigns planned in a given calendar year (%)
11.	Translation into English of the Gender Equality Plan of	10. Non discrimination	Due on 30.06.2025	Legal Office and Human Resources	Translated Gender Equality Policy published on the website

Lp.	Suggested ACTIONS	GAP principle	Time (Quarter/ Semester)	Responsible entity	Indicator (s)/ Target (s)
	University of Lomza and its publication on the website section (in English and Polish) dedicated to the HR Excellence in Research award	27. Gender balance	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 calendar year, i.e.: – 2025 to 31.01.2026	Department/ Academic Centre for Foreign Languages	- link to the website section (in English and Polish; document/ Unit of measure – pcs + link)
	<b>Recruitment and Selection</b>				
12.	Development and implementation of the Research Labour Policy (OTM-R)	12. Recruitment (1 – standards) 13. Recruitment (2- efficient transparent procedures; Code)	Due on 31.12.2027 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 calendar year, i.e.: – 2025 to 31.01.2026 – 2026 to 31.01.2027 – 2027 to 31.01.2028	Legal Office and Human Resources Department	Number of persons from abroad applying for positions of 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, i.e.: – 31.12.2024 – 31.12.2025 – 31.12.2026 – 31.12.2027  Trend in the participation of candidates (underrepresented group) applying to work at University of Lomza



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					<p>(increasing/decreasing). Index monitored for the whole year as at 31.12 of a given year in relation to the previous year, i.e.:</p> <p>do 31.12.2024 for 2023  do 31.12.2025 for 2024  do 31.12.2026 for 2025  do 31.12.2027 for 2026  do 31.12.2028 for 2027</p>
13.	Development and implementation of the Research Labour Policy (OTM-R)	<p>12. Recruitment (1 – standards)</p> <p>13. Recruitment (2- efficient transparent procedures; Code)</p>	<p>Due on 30.06.2025</p> <p>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 calendar year, i.e.:</p> <p>– 2025 to 31.01.2026</p>	Legal Office and Human Resources Department	<p>Implementation of a training cycle for people involved in the recruitment process in the field of OTM-R.</p> <p>Gauge:</p> <p>1. Examining participants' satisfaction with participation in initial and exit training (%)</p> <p>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 (%)</p> <p>85% of respondents (employees and candidates) show</p>

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					satisfaction at the level of 85% that OTM-R meets its objectives (survey; Unit of measure - % of respondents; expected value = 85%)
14.	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)	<p>Task carried out continuously</p> <p>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 calendar year, i.e.:</p> <ul style="list-style-type: none"> <li>– 2024 to 31.01.2025</li> <li>– 2025 to 31.01.2026</li> <li>– 2026 to 31.01.2027</li> <li>– 2027 to 31.01.2028</li> </ul>	HRS4R Working Party on Transparent Recruitment and Competition Rules	<p>E-learning training for members of the Competition Committees on the e-learning platform (link; number of people trained)</p> <p>Note: A researcher who has completed the training once does not have to complete it again.</p>
15.	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)	<p>Once a year in December of a given year, i.e.:</p> <ul style="list-style-type: none"> <li>– 01-31.01.2024 for 2024</li> <li>– 01-31.01.2025 for 2025</li> <li>– 01-31.01.2026 for 2026</li> <li>– 01-31.01.2027 for 2027</li> </ul> <p>Report on the implementation of the task for a given calendar year to be presented to the Supervisory Committee by</p>	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)

Lp.	Suggested ACTIONS	GAP principle	Time (Quarter/ Semester)	Responsible entity	Indicator (s)/ Target (s)
			31.01. of the following calendar year, i.e.: – 2024 to 31.01.2025 – 2025 to 31.01.2026 – 2026 to 31.01.2027 – 2027 to 31.01.2028		
16.	Translation into English of the OTM-R Policy document and publication on the website section (in English and Polish) dedicated to the HR Excellence in Research award	12. Recruitment 13. Recruitment (Code) 18. Recognition of mobility experience (Code) 19. Recognition of qualifications (Code)	Due on 30.06.2025  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 calendar year, i.e.: – 2025 to 31.01.2026	Legal Office and Human Resources Department/ Academic Centre for Foreign Languages	Translated OTM-R Policy document published on the website - link to the website section (in English and Polish; document/ Unit of measure – pcs + link)
17.	Translation into English of the the Rules and Regulations of the Competition Committees for the employment of academic teachers and publication on the website section (in English and Polish) dedicated to the HR Excellence in Research award	13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code)	Due on 30.06.2025  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 calendar year, i.e.: – 2025 to 31.01.2026	HRS4R Working Party on Transparent Recruitment and Competition Rules/ Academic Centre for Foreign Languages	Translated Rules and Regulations of the Competition Committees for the employment of academic teachers and published on the website - link to the website section (in English and Polish; document/ Unit of measure - pcs + link)
18.	Sent electronically to all researchers and gradually to newly hired researchers OTM-R Policy	13. Recruitment (Code)	Once every six months, i.e.: – 01-31.03.2025 – 01-31.10.2025	Legal Office and Human Resources Department	Number of people familiar with the OTM-R policy in relation to the employment status of

Lp.	Suggested ACTIONS	GAP principle	Time (Quarter/ Semester)	Responsible entity	Indicator (s)/ Target (s)
		15. Transparency (Code) 24. Working conditions	<ul style="list-style-type: none"> <li>– 01-31.03.2026</li> <li>– 01-31.10.2026</li> <li>– 01-31.03.2027</li> <li>– 01-31.10.2027</li> </ul> <p>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 calendar year, i.e.:</p> <ul style="list-style-type: none"> <li>– 2025 to 31.01.2026</li> <li>– 2026 to 31.01.2027</li> <li>– 2027 to 31.01.2028</li> </ul>		researchers % (researcher R1, R2, R3, R4 = 100%)
	<b>Working conditions and social security</b>				
19.	Enhance cooperation with external actors in the conduct of joint research, including building consortia for joint scientific projects.	23. Research environment	<p>Task carried out continuously</p> <p>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 calendar year, i.e.:</p> <ul style="list-style-type: none"> <li>– 2025 to 31.01.2026</li> <li>– 2026 to 31.01.2027</li> <li>– 2027 to 31.01.2028</li> </ul>	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)
20.	Development and implementation of the Work-	24. Work conditions	Due on 30.09.2027	HRS4R Working Party ON	Work-life Balance Program developed and adopted

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	Life Balance Program, 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)		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 calendar year, i.e.:  – 2025 to 31.01.2026 – 2026 to 31.01.2027 – 2027 to 31.01.2028	Researcher Working Conditions/ Cooperation: Human Resources	(document; Unit of measure – pcs + link)
21.	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,	25.Stabilization and permanent employment	Due on 31.12.2024  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 calendar year, i.e.:  – 2025 to 31.01.2026	HRS4R Working Party ON Researcher Working Conditions/ Cooperation: Human Resources	Number of internal acts in which entries have been made (document/procedure – Unit of measure – pcs.)

Lp.	Suggested ACTIONS	GAP principle	Time (Quarter/ Semester)	Responsible entity	Indicator (s)/ Target (s)
	employment of an employee for an indefinite period				
22.	Developing, conducting and reporting once a year to the Supervisory Committee on surveys of researchers' perceptions of gender equality and non-discrimination	27. Gender balance	<p>Once a year in January for the previous year, i.e.:</p> <ul style="list-style-type: none"> <li>– 01-31.01.2025 for 2024</li> <li>– 01-31.01.2026 for 2025</li> <li>– 01-31.01.2027 for 2026</li> <li>– 01-31.01.2028 for 2027</li> </ul> <p>Report on the implementation of the task for a given calendar year to be presented to the Supervisory Committee by 27.02. of the following calendar year, i.e.:</p> <ul style="list-style-type: none"> <li>– 2024 to 27.02.2025</li> <li>– 2025 to 27.02.2026</li> <li>– 2026 to 27.02.2027</li> <li>– 2027 to 27.02.2028</li> </ul>	HRS4R Working Party on the Working Conditions of Researchers	Report with analysis and conclusions from the study conducted for a given research period (document, pcs + link)
23.	Development and communication of the University of Lomza Researcher's Guide (electronic/paper version): 1. that recognises the value of geographic, cross-sectoral, inter- and trans-disciplinary and virtual mobility as well as between the public and private	<p>28. Career development</p> <p>29. Value of mobility</p> <p>32. Co-authorship</p> <p>38. Continuing Professional Development</p>	<p>Due on 31.12.2025</p> <p>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 calendar year, i.e.:</p> <ul style="list-style-type: none"> <li>– 2025 to 31.01.2026</li> <li>– 2026 to 31.01.2027</li> </ul>	HRS4R Working Party on Opportunities for Professional Development	University of Lomza Researcher's Guide adopted and published on the University's website (document; Unit of measure – pcs + link)

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	sectors as an important way to enhance scientific knowledge and support researchers' career development at every stage of their careers; 2. which will include a record of the need to appreciate co-authorship when assessing the academics, as it is a proof of a constructive approach to conducting scientific research	39. Access to research training and continuous development	– 2027 to 31.01.2028		
24.	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 researcher?" or "We educate for others"	28. Career development	Due on 30.09.2027 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 calendar year, i.e.: – 2025 to 31.01.2026 – 2026 to 31.01.2027 – 2027 to 31.01.2028	HRS4R Working Party on the Working Conditions of Researchers	Talent management procedure adopted and published on the University's website (document/procedure; Unit of measure – pcs + link)
25.	Expansion of the activities of the Career Office with consultations in the field of entrepreneurship and vocational counselling for all employees of Univeristy of Lomza, including researchers	30. Access to career advice	Due on 31.12.2026 Report on the implementation of the task for a given calendar year to be presented to the Supervisory Committee by	Career Office	Trend: Number of consultations in a given year to the number of consultations in the previous year (increasing/decreasing)

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			31.01. of the following calendar year, i.e.: – 2025 to 31.01.2026 – 2026 to 31.01.2027		
26.	Development e-learning training for young researchers in the field of intellectual property rights protection, including copyrights	31. Intellectual property rights	Due on 31.12.2025 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 calendar year, i.e.: - 2025 to 31.01.2026	HRS4R Working Party on Opportunities for Professional Development	Training developed and launched on the university's e-learning platform for young researchers (R1, R2) in the field of intellectual property rights protection, including copyrights. (training; Unit of measure – pcs + link)
27.	Conducting a job satisfaction survey for researchers	11. Evaluation/ appraisal systems 23. Research environment 24. Working conditions	Once a year, i.e.: – from 01.01.2025 to 31.12.2025 – from 01.01.2026 to 31.12.2026 – from 01.01.2027 to 31.12.2027  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 calendar year, i.e.: – 2025 to 31.01.2026	HRS4R Working Party on the Working Conditions of Researchers, Human Resources Department	Number of people participating in the study in relation to the employment status of researchers (%)



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			<ul style="list-style-type: none"> <li>– 2026 to 31.01.2027</li> <li>– 2027 to 31.01.2028</li> </ul>		
28.	Translation into English of the University of Lomza Guide for researchers and its publication on the website section (in English and Polish) dedicated to the HR Excellence in Research award	28. Career development 29. Value of mobility 32. Co-authorship 38. Continuing Professional Development 39. Access to research training and continuous development	Due on 30.06.2026  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 calendar year, i.e.: <ul style="list-style-type: none"> <li>– 2025 to 31.01.2026</li> <li>– 2026 to 31.01.2027</li> </ul>	HRS4R Working Party on Opportunities for Professional Development/ Academic Centre for Foreign Languages	Translated document the University of Lomza Guide for a researcher and published on the website - link to the website section (in English and Polish; document/ Unit of measure - pcs + link)
	<b>Training and development</b>				
29.	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	Twice per academic year, i.e.: <ul style="list-style-type: none"> <li>–01.10.2024/30.09.2025</li> <li>–01.10.2025/30.09.2026</li> <li>–01.10.2026/30.09.2027</li> <li>–01.10.2027/30.09.2028</li> </ul> Report on the implementation of the task for a given academic year to be presented to the Supervisory Committee by 31.10. of this calendar year, i.e.:	Deans and heads of departments	Number of meetings actually completed to the number of meetings planned in a given calendar year (%)

<b>Lp.</b>	<b>Suggested ACTIONS</b>	<b>GAP principle</b>	<b>Time (Quarter/ Semester)</b>	<b>Responsible entity</b>	<b>Indicator (s)/ Target (s)</b>
			<ul style="list-style-type: none"> <li>– 01.10.2024/30.09.2025 to 31.10.2025</li> <li>– 01.10.2025/30.09.2026 to 31.10.2026</li> <li>– 01.10.2026/30.09.2027 to 31.10.2027</li> <li>– 01.10.2027/30.09.2028 to 31.10.2028</li> </ul>		