

## EURAXESS

Action Plan

Case number

2023PL113007

Name Organization under review

University of Opole

Organization's contact details

PL.M.Kopernika 11, Opole, 45-040, Poland

## 1. ORGANISATIONAL INFORMATION

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

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	1199
<i>Of whom are international (i.e. foreign nationality)</i>	36
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	0
<i>Of whom are women</i>	663
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	257
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	445
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	497
<i>Total number of students (if relevant)</i>	8688
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	1762
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
<i>Total annual organisational budget</i>	24 482 268
<i>Annual organisational direct government funding (designated for research)</i>	21 218 583
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	3 184 016
<i>Annual funding from private, non-government sources, designated for research</i>	79 669
<b>ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)</b>	
<p>The University of Opole (UO) was established in 1994. The UO is the largest HEI in the region. The structure of UO consists of 12 Faculties and 17 Scientific Institutes. UO is authorized to confer doctoral and postdoctoral degrees in seventeen scientific disciplines. UO scientists are active in many scientific disciplines in international cooperation.</p> <p>As one of the first universities in Poland, the UO became a European University. On December 3, 2019, UO became a member of the FORTHEM Alliance. The FORTHEM Alliance aims to transform and shape the future of the European higher education and research.</p>	

## 2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE :

Please provide an overview of the organization 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><u>Strengths</u></p> <p>The principles (Charter and Code) that academics considered to have been implemented at the University of Opole (UO), which was supplemented by an analysis of the compliance of internal acts at UO, include:</p> <ul style="list-style-type: none"> <li>• <b>Freedom of research:</b> freedom of research is guaranteed by the Law on Higher Education and Science of 2018 (Journal of Laws 2018 item 1668), and in the document <i>Strategy for the Development of the University of Opole in 2021-2027</i>, <a href="https://monitor.uni.opole.pl/zarzadzenie/uchwalenia-strategii-rozwoju-universytetu-opolskiego-na-lata-2021-2027/">https://monitor.uni.opole.pl/zarzadzenie/uchwalenia-strategii-rozwoju-universytetu-opolskiego-na-lata-2021-2027/</a>. Researchers are free to choose their research subject, research methods, etc.</li> <li>• Applicable <b>ethical principles</b> both in the institution and the researchers themselves: there is a University Committee for Research Ethics (Annex to the Rector's Regulation No. 115/2022). The Committee's task is to review research projects carried out by employees, students, doctoral students and external entities at the UO in terms of their compliance with ethical principles in respecting the rights to protect the personal rights of participants in the research project.</li> <li>• <b>Professional responsibility:</b> issues related to the integrity of scientific research, education of young generations are regulated by the Law on Higher Education and Science. At the level of the UO in the field of professional responsibility, the integrity of research is addressed, inter alia, by the <i>Regulations on the principles of commercialization and management of copyright, related rights and industrial property rights at the University of Opole</i>. UO employees have the opportunity to participate in training on intellectual property protection, which is the responsibility of the University Centre for Knowledge and Technology Transfer (UCTT), (<a href="https://transferwiedzy.uni.opole.pl/english/">https://transferwiedzy.uni.opole.pl/english/</a>). Workshops on intellectual property protection were also conducted within the framework of the FORTHEM alliance (<a href="https://www.forthem-alliance.eu/">https://www.forthem-alliance.eu/</a>) to which the UO belongs, as well as the ongoing Horizon 2020 project FIT FORTHEM, (<a href="https://www.forthem-alliance.eu/fit-forthem">https://www.forthem-alliance.eu/fit-forthem</a>).</li> </ul>

- **Public engagement:** UO scientists are involved in social and civic projects; these include cyclical programmes in the field of medical education and prevention, open lectures at the UO Museum and the Science Festival. Within FORTHEM, activities related to so-called citizen science (<https://www.forthem-alliance.eu/get-involved/citizens>) were launched.
- **Good practice in research.**
- **Dissemination, exploitation of results:** every researcher is obliged to publish research results, present and report them. For this purpose, a system for storing and sharing electronic versions of scientific materials of UO employees has been implemented, i.e. the UO Knowledge Base (<https://bazawiedzy.uni.opole.pl/>).

### Weaknesses

According to the results of the researcher survey, supplemented by a gap analysis of internal acts in force at the UO, the areas/principles that were identified as needing improvement and enhancement include:

- **Relationship with supervisors and Supervision and managerial duties:** although there are informal standards/habits in the UO related to the care and support of young scientists, it is necessary to launch periodic scientific mentoring training dedicated to scientists both in the early stages of their scientific careers and for the more experienced ones.
- **Contractual and legal obligations:** every academic teacher employed is obliged to familiarize themselves with the applicable national, as well as internal, regulations governing the terms and conditions of employment. All acts internally regulating the employment of academic teachers are published in open access (<https://monitor.uni.opole.pl/>). In order to improve the accessibility of this information, it is necessary to develop a so-called "guide" for academics on working conditions, and academic or professional career paths.

Despite the positive assessment of academics of the selected policies, some improvements should be made:

- **Ethical principles:** the lack of an internal Code of Ethics for Researchers and the introduction of its provisions in the Work Rules (the UO relies on a nationwide code).
- **Dissemination, exploitation of results and Public engagement:** there is no policy document relating to science communication. There is a need to institutionally strengthen this area (evaluation of actions taken, development of a guide/policy for property rights management), the need to conduct training for researchers on science communication, open access, and intellectual property. The UO does not have a system for storing and sharing electronic versions of teaching and other materials created by UO employees (need to develop a policy/guide or procedures in this regard). There is no possibility of

	<p>electronic reporting and storage of data, information on other activities of academic teachers in the field of dissemination of research results (interviews, expert opinions, etc.), as well as popularization of science (e.g., through the existing UO Knowledge Base system).</p> <ul style="list-style-type: none"> <li>• <b>Evaluation/appraisal systems:</b> assessment of academic teachers takes place every four years (Rector's Regulation 122/2021, <a href="https://monitor.uni.opole.pl/zarządzenie/wprowadzenia-regulaminu-przeprowadzania-okresowej-oceny-nauczyciela-akademickiego-zatrudnionego-w-uniwersytecie-opolskim/">https://monitor.uni.opole.pl/zarządzenie/wprowadzenia-regulaminu-przeprowadzania-okresowej-oceny-nauczyciela-akademickiego-zatrudnionego-w-uniwersytecie-opolskim/</a>). They are evaluated according to their position in three basic areas: scientific, teaching and organizational achievements; evaluation mainly takes into account quantitative criteria (number of publications; grants; evaluation from student surveys, etc.), it is necessary to review and perhaps modify the evaluation criteria taking into account other activities, e.g. participation in training; improving competence; it is also necessary to introduce an electronic evaluation system.</li> </ul>
<p><b>Recruitment and selection</b></p>	<p><u>Strengths</u></p> <p>The rules of recruitment and selection of academics were assessed by respondents as needing improvement. However, an analysis of the compliance of the internal acts in force in this regard allows us to conclude that:</p> <ul style="list-style-type: none"> <li>• current procedures/rules for recruiting academic teachers at the UO are in line with applicable national regulations, although not all the principles indicated in the Code have been implemented at the UO,</li> <li>• the existing acts on the hiring and recruitment of academic teachers (Rector's Regulation 12/2022 on the employment of an academic teacher through open competition at UO, Rector's Regulation 13/2022 on the employment of academic teachers without open competition at UO, Rector's Regulation 14/2022 on amending the terms and conditions of employment of an academic teacher at UO) are in accordance with the UO Statute amended in 2023 (i.e., UO Senate Resolution No. 198/2016-2020 of September 28, 2023),</li> <li>• internal normative acts of the UO (Sections 65 and 66 UO Statute, Rector's Regulation 12/2022 on the employment of academic teachers through open competition at the UO) stipulate who appoints the recruitment committee, the rules for appointing committee members and their competencies and qualifications, and how to evaluate candidates,</li> <li>• acquisition and implementation of the project <i>Open University of Opole - building capacity for internationalization in 2023-2025</i>, in which one of the goals is to improve the UO's capacity to welcome people from abroad; the source of funding for the project is the <i>Welcome to Poland</i> programme of the National Agency for Academic Exchange (<a href="https://hello.uni.opole.pl/otwarty-uniwersytet-opolski-budowanie-potencjalu-w-zakresie-umiedzynarodowienia/">https://hello.uni.opole.pl/otwarty-uniwersytet-opolski-budowanie-potencjalu-w-zakresie-umiedzynarodowienia/</a>),</li> <li>• announcements of competitions for positions of academic teachers are published (in accordance with applicable national regulations):</li> </ul>

- on the BIP (Bulletin of Public Information) website of the University of Opole (100% of announcements), <https://uniopole.bip.gov.pl>,
- on the BIP website of the competent ministry, <https://bazaogloszen.nauka.gov.pl>,
- on the UO website under "Job Vacancies" <https://www.uni.opole.pl/praca>,
  - with the joining of the UO to the FORTHEM Alliance (alliance of European Universities) and in accordance with the *Strategy for Internationalization of the University of Opole in 2022-2027* (<https://www.uni.opole.pl/page/en/5322>), measures are taken to attract foreign researchers to the UO.

### Weaknesses

According to the results of the survey of researchers, supplemented by a gap analysis of normative acts in the UO, the principles that were identified as needing improvement and refinement include:

- **The value of mobility** (Charter) is not sufficiently appreciated at the UO according to respondents. During the periodic employee evaluation (Rector's Regulation 122/2021), a scientist can demonstrate mobility activities (traineeships in other units and others), however, their weight/importance in the overall evaluation, is relatively low.
- As indicated above, despite the full compliance of the processes of recruitment of researchers at the UO with national regulations, including the need to ensure transparency, openness and merit, it is necessary to improve the policy of recruitment and selection of academics in terms of the principles indicated in the Code of Conduct for the Recruitment of Academic Staff (the Code). The weaknesses of the existing normative acts of the UO in this area are elements that can be classified as modern standards for recruitment and selection of employees, which are a key element of human resources management. Such standards include: feedback to candidates, reasons for non-qualification, contact with potential employers, transparent recruitment procedures, defined requirements for candidates or offered working conditions.
- The researchers surveyed identified the following as other areas for improvement: **Judging merit**: there is a need to strengthen the issue of balancing quantitative assessment (bibliometric indicators), with qualitative assessment (taking into account a wider range of criteria). **Selection** of members of recruitment committees: it is necessary to improve this area, so that the members of the committees represent a variety of experience and qualifications, and have an appropriate gender balance, and include external experts. It is also necessary to strengthen the area of training of members of the recruitment committees, as well as a flexible approach to the chronological order of resumes.

	<ul style="list-style-type: none"> <li>The survey also showed that scientists employed at the UO have relatively limited knowledge/awareness of the applicable internal regulations on recruitment processes. Therefore, a key action will be to conduct periodic training and information campaigns in this regard among the employed.</li> </ul>
Working conditions	<p><u>Strengths</u></p> <p>Fully implemented (in accordance with the Charter) in the opinion of respondents are the following principles:</p> <ul style="list-style-type: none"> <li><b>Stability and permanence of employment:</b> the hiring and promotion of academic staff is carried out in accordance with national regulations. Internal normative acts are systematically updated: the Statute of the UO (Resolution No. 198/2016-2020), the Work Rules of the UO (R-70/2022), the Rules and Regulations on the Remuneration of Employees at the UO (R-69/2022).</li> <li><b>Participation in decision-making bodies:</b> each UO employee group has representatives in the UO Senate, who are elected for a four-year term.</li> <li><b>The principle of non-discrimination:</b> the <i>Gender Equality Plan for the UO for 2023-2025</i> was developed and implemented at the UO, and an Equality Proxy was appointed earlier (Rector's Regulation 06/2019). An Equality and Gender Equality Team was also established (Rector's Regulation 101/2023). The UO has an Office for Persons with Disabilities (<a href="https://bon.uni.opole.pl/kontakt/">https://bon.uni.opole.pl/kontakt/</a>). An <i>Anti-Bullying and Anti-Discrimination Policy at the UO</i> was introduced in 2024 (Rector's Regulation 5/2024) and an Anti-Bullying and Anti-Discrimination Committee was also established (Rector's Regulation 13/2024).</li> <li><b>Social security funding and remuneration</b>, in accordance with applicable national regulations.</li> <li><b>Working conditions</b> (in terms of national, sectoral health and safety regulations): in accordance with applicable national regulations and internal act: the UO Work Rules (Rector's Regulation 38/2019 as amended) and in the Rules and Regulations of the Company Social Benefits Fund of the UO (Rector's Regulation 34/2024).</li> </ul> <p>Other strengths identified from the analysis of the Charter's compliance with normative acts at the UO include (teachers identified them in the survey as needing improvement):</p> <ul style="list-style-type: none"> <li><b>Gender balance:</b> implementing the <i>Gender Equality Plan for UO 2023-2025</i> (<a href="https://rownosc.uni.opole.pl/en/">https://rownosc.uni.opole.pl/en/</a>, <a href="https://monitor.uni.opole.pl/wp-content/uploads/Plan-Rownosci-Plci-UO_2023-2025.pdf">https://monitor.uni.opole.pl/wp-content/uploads/Plan-Rownosci-Plci-UO_2023-2025.pdf</a>) in 2023. Conducting outreach activities among employees, workshops. An Equality and Gender Equality Team (Rector's Regulation 101/2023) and an Equality Proxy (Rector's Regulation 06/2019) have been established.</li> </ul>

- **The value of mobility:** the UO's membership in the FORTHEM alliance strengthens the availability of international exchange offers, joint research. Another project is "Open University of Opole - capacity building for internationalization in 2023-2025", <https://hello.uni.opole.pl/otwarty-universytet-opolski-budowanie-potencjalu-w-zakresie-umiedzynarodowienia/>; <https://bniop.uni.opole.pl/>.

#### Weaknesses

According to the results of the Charter compliance survey in the UO, supplemented by the analysis of normative acts, the principles, indicated as needing improvement include (a rate of positive indications in the survey of less than 70%):

- **Gender balance:** UO normative acts do not refer to the need to take into account the gender criterion in the context of hiring, promotion, selection of representatives of various employee groups, appointment of employees to various bodies. The main criterion is qualifications. Bearing in mind the principles of the Charter, measures will be taken to monitor these areas and develop recommendations.
- **Teaching:** the salary rules for researchers at the UO are in accordance with national regulations. Every year, the size of the basic teaching salary is published by means of the Rector's Regulation. It is reasonable to review the rules for teacher evaluation in terms of the importance of teaching in this evaluation.
- **Complaints/appeals:** there is a need to appoint an employee ombudsman to whom conflict issues can be reported. It is necessary to introduce procedures at the UO for employees to report any complaints/appeals and have them handled. Currently, complaints are reported to a superior or the Rector (UO Statute: Senate Resolution No. 233/2020-2024), as well as to two labour unions.
- **Funding and salaries** in terms of ensuring attractive remuneration conditions in accordance with current regulations: the remuneration of academic teachers at the UO is carried out in accordance with national regulations. Measures are taken aimed at rewarding the best academic teachers. Rector's prizes for scientific, organizational and teaching activities are awarded, the criteria for awarding prizes are in the *Regulations: R-69/2022 and ZR 46/2020*.
- **Recognition of the profession** regardless of whether they chose the teaching or research path, as professionals and are treated accordingly.
- **Research environment:** in terms of adequate research and teaching infrastructure, upgrades to existing resources and new investments are gradually being made.

Other areas in need of improvement (not fully implemented at the UO according to respondents; rate of positive indications: 70%-85%) include:

	<ul style="list-style-type: none"> <li>• <b>Non-discrimination:</b> on the basis of: sexual orientation, political beliefs.</li> <li>• <b>Employee evaluation system; Value of mobility:</b> periodic evaluation takes place every four years, its criteria included in the Resolution of the Senate on periodic evaluation for different groups of employees and types of positions (No. 127/2020-2024). It will be reasonable to review the existing criteria: in the areas of mobility recognition, social engagement, teaching. There is no electronic evaluation system at the UO, it is reasonable to introduce it.</li> <li>• <b>Working conditions</b> that allow reconciliation of family and work life, having children and career development, and provide a stimulating environment for teaching, teaching training and adequate teaching infrastructure: it is necessary to promote employee <i>well-being</i> activities.</li> <li>• <b>Intellectual property rights:</b> it is necessary to disseminate this information to researchers.</li> <li>• <b>Co-authorship.</b></li> </ul>
<p><b>Training and development</b></p>	<p><u>Strengths</u></p> <p>The principle that the researchers surveyed identified as having been implemented at UO in accordance with the Charter is:</p> <ul style="list-style-type: none"> <li>• <b>Continuing professional development:</b> there is an awareness among the respondents of the need for continuous scientific development, which is evident if only from the current rules, national and internal regulations for promotion.</li> </ul> <p>Other strengths identified from an analysis of internal acts and policies at the UO include:</p> <ul style="list-style-type: none"> <li>• Academic teachers and doctoral students have the opportunity to travel within ERASMUS+, as well as to participate in trainings, webinars both of a scientific nature, the scope of strengthening teaching skills, and others within the framework of activities undertaken in the FORTHEM alliance, a network of European Universities (e.g. FORTHEM STURTUP UP DAY, DEMOCRACY WEEK, FORTHEM International Summer School for teachers, Research Hacks Bootcamp - Uniting Minds Across Borders, Gamification in the Learning Process and Interactive Teaching Methodologies and others in 2024, <a href="https://www.forthem-alliance.eu/media">https://www.forthem-alliance.eu/media</a>). The UO's Office of Quality Assurance offers training on strengthening teaching competencies (<a href="https://jakoscksztalcenia.uni.opole.pl/stefa-wiedzy/">https://jakoscksztalcenia.uni.opole.pl/stefa-wiedzy/</a>), and individual Institutes as well as UO Faculties periodically offer thematic training courses.</li> <li>• As part of the FORTHEM alliance, of which the UO is an active member, one of the missions of Research, Innovation &amp; Transfer is to facilitate inter-institutional and intersectoral cooperation of researchers at all stages of their careers with local and regional stakeholders from the business and economic sector, especially small and medium-sized enterprises, public administration, and the political and cultural sector.</li> </ul>

An important component is the FORTHEM Academy for Early-Stage Researchers. The Academy offers support for early-stage researchers, such as workshops, funding for research stays with non-academic partners, and hybrid mentoring programs. An important initiative is the launch of the possibility of publishing articles for early-stage researchers in FORTHEM's open access online journal, <https://www.forthem-alliance.eu/objectives/research-innovation>.

#### Weaknesses

According to the results of a survey of academics on the compatibility of the European Charter for Researchers with the UO's policies, the policies indicated as needing improvement include (a rate of positive indications in the survey less than 70%): **Access to research training and continuous development**, access to career counselling, career development and **Supervision**. In this regard, it is necessary to improve communication about the offer of training or opportunities for scientific career development (these variables showed a relatively high response rate among respondents of "don't know"). It is reasonable to strengthen and implement standards for the scientific care of experienced R3 and R4 scientists over those at the initial stages of their scientific careers (R1), including programs, courses for PhD thesis supervisors. A good course of action will be to include participation in training in employee evaluation. In this context, organizational and cultural changes aimed at making academics aware of the need to improve their competencies at each stage of their scientific careers (R1 to R4), along with the establishment of an appropriate system of salary and non-salary incentives, seem to be the key.

### 3. ACTIONS

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

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

\*URL:

<https://uni.opole.pl/page/5996/wprowadzenie-do-europejskiej-strategii-dla-naukowcow>,

[https://uni.opole.pl/biblioteka/docs/LogoHR/Karta\\_Kodeks.pdf](https://uni.opole.pl/biblioteka/docs/LogoHR/Karta_Kodeks.pdf),

<https://uni.opole.pl/page/6396/zespol>

<https://uni.opole.pl/page/6398/harmonogram-prac>,

<https://uni.opole.pl/biblioteka/docs/LogoHR/Raport%20z%20bada%C5%84%20HRS4R.pdf>,

[https://uni.opole.pl/page/6473/dokumentacja?\\_gl=1\\*\\_1xr5i3x\\*\\_ga\\*MTI4NzcxMTc5OS4xNzI5NjI0MDgw\\*\\_up\\*MQ..](https://uni.opole.pl/page/6473/dokumentacja?_gl=1*_1xr5i3x*_ga*MTI4NzcxMTc5OS4xNzI5NjI0MDgw*_up*MQ..)

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

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p><b>Action 1 (A1):</b> Development of a Code of Ethics for Researchers at the University of Opole (UO) and conducting an information campaign on the developed and implemented Code and other research ethics issues</p>	<p>(++) G1. Research freedom            (+/-) G2. Ethical principles            (+/-) G3. Professional responsibility            (+/-) G4. Professional attitude            (++) G5. Contractual and legal obligations            (++) G6. Accountability            (+/-) G7. Good practice in research            (+/-) G8. Dissemination, exploitation of results            (++) G9. Public engagement            (+/-) G10. Non-discrimination            (+/-) G. 31. Intellectual property rights</p>	<p>By the end of the third quarter (Q3) 2025</p>	<ul style="list-style-type: none"> <li>- Vice-Rector for Science,</li> <li>- UO Research Ethics Committee,</li> <li>- Rector's Office,</li> <li>- Office for Research and Project Management,</li> <li>- Office of Human Resources,</li> <li>- Equal Treatment Proxy,</li> <li>- Equality and Gender Equality Team,</li> <li>- Office of Marketing and Public Relations,</li> <li>- University Centre for Knowledge and Technology Transfer,</li> <li>- Centre of New Technologies.</li> </ul>	<p><b>Action Indicator 1.1 (IA1.1):</b>            Development and publication of the University of Opole's Code of Ethics for Researchers in Polish and English on the university's website: YES/NO (link to website).</p> <p><b>IA1.2:</b> Sending information through the UO's internal records management system (EZD) and email about the UO Code of Ethics for Researchers to all academics and doctoral students: number of reports generated: target number 2 (report from EZD system + report on sending messages via UO's email). Preparing an information campaign in this regard: number of information activities (materials or actions): a minimum of 2.</p> <p><b>IA1.3:</b> Amendment of the Work Rules of the University of Opole with regard to the introduction of a provision on the need to familiarize oneself with the Code</p>

				<p>of Ethics for Researchers of the University of Opole: UO normative act (YES/NO).</p> <p><b>IA1.4:</b> Making available on the website a set of nationwide regulations dedicated to ethical issues in science: YES/NO (link to website).</p> <p><b>Target of Action 1.1-3 (TA1.1-3) :</b> Researchers and doctoral students know and follow recognized ethical practices, enjoy freedom of expression without restriction.</p> <p><b>TA1.4:</b> Scientists and doctoral students are provided with easy access to a collection of up-to-date nationwide regulations, good practices dedicated to ethical issues in the field of science.</p>
<p><b>A2:</b> Development and publication of a catalogue of good practices in superior-subordinate relations, in master-student relations, the role of the academic supervisor</p>	<p>(+/-) G3. Professional responsibility  (+/-)G10. Non-discrimination  (-/+ ) G28. Career development  (++) G32. Co-authorship  (+/-) G36. Relationship with supervisors  (+/-) G37. Supervision and managerial duties  (-/+ ) G40. Supervision</p>	<p>By the end of Q2 2026 and beyond</p>	<ul style="list-style-type: none"> <li>- Vice-Rector for Science,</li> <li>- Rector's Office,</li> <li>- Office for Research and Project Management,</li> <li>- Office of Human Resources,</li> <li>- Equal Treatment Proxy,</li> <li>- Equality and Gender Equality Team,</li> <li>- UO Doctoral School.</li> </ul>	<p><b>IA2.1:</b> Development and publication (on the UO website) of a catalogue of good practices in superior-subordinate relations, in master-student relations, the role of the academic supervisor in Polish and English: YES/NO (link to the website).</p> <p><b>IA2.2:</b> Training in supervision and management responsibilities (for Institute Directors, Faculty Deans, and other units with management responsibilities): number of trainings (target quantity: minimum 1 training/year) + list of participants + training program.</p>

				<p><b>IA2.3:</b> Distribute email information about the Good Practices Catalogue to all UO employees and doctoral students through the UO's internal records management system (EZD) and email: number of reports generated: target number 2 (report from the EZD system + report on sending a message via UO's email).</p> <p><b>TA2.1-3:</b> Researchers, supervisors, superiors and subordinates know and apply good practices in superior-subordinate relationships and in master-student, supervisor relationships.</p>
<p><b>A3:</b> Development of rules and procedures for the assignment and performance of duties of project managers in the area of financial management</p>	<p>(++) G5. Contractual and legal obligations (++) G6. Accountability (+/-) G37. Supervision and managerial duties</p>	<p>By the end of Q4 2025</p>	<ul style="list-style-type: none"> <li>- Vice-Rector for Development and Finance,</li> <li>- Vice-Rector for Science</li> <li>- Rector's Office,</li> <li>- Office for Research and Project Management,</li> <li>- Office of Finance.</li> </ul>	<p><b>IA3:</b> Development and publication of rules and procedures for assigning responsibilities and performing duties of project managers in the field of financial management by means of a Regulation of the Rector of the UO: normative act of the UO (YES/NO).</p> <p><b>TA3:</b> Project managers are familiar with their financial management responsibilities.</p>
<p><b>A4:</b> Review and update of Remuneration Regulations on the Implementation of R&amp;D Projects</p>	<p>(++) G5. Contractual and legal obligations (++) G6. Accountability</p>	<p>By the end of Q4 of 2025</p>	<ul style="list-style-type: none"> <li>- Vice-Rector for Development and Finance,</li> <li>- Vice-Rector for Science,</li> <li>- Rector's Office,</li> <li>-Office for Research and Project Management,</li> <li>- Office of Human Resources,</li> <li>- Finance Office,</li> <li>- UO International Research and Development Centre,</li> </ul>	<p><b>IA4:</b> Updating and publishing (amending) the Remuneration Regulations on the of Implementation of R&amp;D Projects through the Regulations of the Rector of the UO: normative act of the UO (YES/NO).</p> <p><b>TA4:</b> Researchers carrying out R&amp;D projects are familiar with the principles of their implementation and reporting of their results.</p>

			- University Centre for Knowledge and Technology Transfer.	
<p><b>A5:</b> Review and adjusting/updating the system of employee evaluation of academics at the UO and introducing an electronic system of employee evaluation of academics</p>	<p>(+/-) G11. Evaluation/appraisal systems  (+/-) G.23. Research environment  (+/-) G24. Working conditions  (++) G26. Funding and salaries  (-/+) G29. Value of mobility  (-/+) G33. Teaching</p>	<p>By the end of Q1 2026</p>	<p>- Vice-Rector for Science,  - Vice-Rector for Education,  - Rector's Office,  - Rector's Committee for evaluation of employees - academic teachers,  - Office of Human Resources,  - Centre of New Technologies.</p>	<p><b>IA5.1:</b> Reviewing and adjusting/updating the system of employee evaluation of academics at the UO by means of an Regulation of the Rector of the UO: normative act of the UO (YES/NO) + academics evaluation sheet (YES/NO).</p> <p><b>IA5.2:</b> Developing and implementing an electronic employee evaluation system for academics: YES/NO + number of reports generated - target quantity: 1 report.</p> <p><b>IA5.3:</b> Training for academics on how to use the electronic employee evaluation system: number of trainings (target quantity: minimum 2 trainings) + number of academics and PhD students participating in the training + training documentation (list of participants + training program).</p> <p><b>IA5.4:</b> Developing and publication guidelines (guide) for operating the evaluation system for university teachers: YES/NO (link to website).</p> <p><b>TA5.1:</b> Academics are evaluated according to transparent and familiar rules recognizing the value of mobility and teaching/didactics, as well as incorporating elements of qualitative evaluation, establishing incentives for scholarly activity and more (stimulating</p>

				environment). Improving working conditions.  <b>TA5.2-4:</b> Transparent and accessible work tools, reducing administrative barriers for researchers, improving working conditions.
<b>A6:</b> Review of the Regulations on the principles of commercialization and management of copyright, related rights and industrial property rights at the University of Opole, training of both academic staff and doctoral students in this regard	(++) G1. Research freedom (+/-) G3. Professional responsibility (+/-) G4. Professional attitude (+/-) G8. Dissemination, exploitation of results (+/-) G31. Intellectual property rights	By the end of Q3 2025 and beyond	- Vice-Rector for Development and Finance, - Vice-Rector for Science - Rector's Office, - Senate, - Doctoral School, - University Centre for Knowledge and Technology Transfer.	<b>IA6.1:</b> Reviewing and adjusting the Regulations of the Rules of Commercialization and Management of Copyright, Related Rights and Industrial Property Rights at the University of Opole: number of generated reports from the "UO Monitor" (target number: minimum 1).  <b>IA6.2:</b> Resolution of the Senate regarding the Rules of Procedure: UO normative act (YES/NO).  <b>IA6.3:</b> Organization of training courses on commercialization, management of copyright, related rights and industrial property rights dedicated to academics and PhD students: number of training courses (target quantity: minimum 1 training course/year) + number of academic teachers and doctoral students participating in the training + training documentation (list of participants + training program).  <b>TA6.1-3:</b> Improving researchers' awareness of intellectual property rights and ensure that researchers have proper protection of intellectual property rights.

<p><b>A7:</b> Development of guidelines for the UO science communication policy and open access to scientific publications and research data at the UO, and organization of meetings for scientists and doctoral students on opportunities for dissemination, popularization and promotion of R&amp;D results</p>	<p>(+/-) G8. Dissemination, exploitation of results (++) G9. Public engagement</p>	<p>By the end of Q1 2026 and beyond</p>	<ul style="list-style-type: none"> <li>- Vice-Rector for Science</li> <li>- Rector's Office,</li> <li>- Doctoral School,</li> <li>- University Centre for Knowledge and Technology Transfer,</li> <li>- UO Library,</li> <li>- Office of Marketing and Public Relations,</li> <li>- UO International Research and Development Centre.</li> </ul>	<p><b>IA7.1:</b> Developing and publishing guidelines for the University of Opole's science communication policy: YES/NO (link to publication on the website).</p> <p><b>IA7.2:</b> Developing and publishing guidelines for open access policies for scientific publications and research data at the UO: YES/NO (link to the guidelines on the website).</p> <p><b>IA7.3:</b> Organization of trainings (also in online form; webinars) on scientific communication, open access to scientific publications and research data or dissemination, popularization and promotion of R&amp;D results, at least one meeting per year (promoting these trainings especially to the group of newly hired academics and PhD students): number of trainings (target quantity: minimum 1 training course/year) + number of academics and PhD students participating in the training + training documentation (list of participants + training program).</p> <p><b>TA7.1-3 :</b> academics, especially newly recruited researchers and PhD students are familiar with the principles of dissemination and promotion of R&amp;D results, principles of scientific communication or open access.</p>
<p><b>A8:</b> Development and implementation of rules for digital collection, storage and archiving, and sharing (including open</p>	<p>(+/-) G7. Good practice in research (+/-) G8. Dissemination, exploitation of results</p>	<p>By the end of Q4 2025</p>	<ul style="list-style-type: none"> <li>- Vice-Rector for Science</li> <li>- Rector's Office,</li> <li>- Centre of New Technologies,</li> </ul>	<p><b>IA8.1:</b> Development and implementation of rules for digital collection, storage and archiving, and sharing (also in terms of open access) by academic teachers of</p>

access) by academics of R&D results, other data, information on their scientific dissemination activity, dissemination of research results, public engagement (expert opinions, interviews, civic projects and others)	(++) G9. Public engagement (+/-) G11. Evaluation/ appraisal systems		- UO Library.	R&D results, other data, information in the field of their scientific popularization activity, dissemination of research results, public engagement by means of an Regulation of the Rector: normative act of the UO (YES/NO).  <b>IA8.2:</b> Development and publication of a guide for academics on using the digital platform: YES/NO (link to a guide on the website). Trainings: number of trainings (target number: minimum 2 trainings) + number of academics and PhD students participating in the training + training documentation (list of participants + training program).  <b>TA8.1-2:</b> Research staff apply principles of good practices in research with full awareness of data protection.
<b>A9:</b> Review of the documents (normative acts) functioning in the UO, as well as completion of any procedural deficiencies identified, in particular with regard to the protection and recovery of IT data	(+/-) G7. Good practices in research	By the end of Q4 2025	- Vice-Rector for Development and Finance, - Rector's Office, - Data Protection Officer, - Centre of New Technologies, - IT Centre.	<b>IA9:</b> Sending information to the unit's employees on updating procedures related to data protection and recovery through the UO's internal records management system (EZD) and UO email: number of reports generated: target number 2 (report from the EZD system + report on sending a message through the UO's email).  <b>TA9:</b> Strengthening the academic community's awareness of data security policies.
<b>A10:</b> Appointment of UO Employee Ombudsman	(-/+ ) G34. Complaints/appeals	By the end of the Q2 2025 and beyond	- Vice-Rector for Science, - Vice-Rector for Development and Finance,	<b>IA10.1:</b> Adoption of the Rector's Regulation regarding the appointment of the Ombudsman for UO employees and

	<p>(+/-) G10. Non-discrimination</p>		<ul style="list-style-type: none"> <li>- Rector's Office,</li> <li>- Chancellor's Office,</li> <li>- Equality and Gender Equality Team,</li> <li>- Equal Treatment Proxy,</li> <li>- Anti-Mobbing and Anti-Discrimination Committee,</li> <li>- Proxy for Anti-Corruption.</li> </ul>	<p>tasks, procedures related to the submission of complaints and appeals and their processing, conflict resolution procedures: UO normative act (YES/NO).</p> <p><b>IA10.2:</b> Emailing information to UO employees about the establishment of the UO Employee Ombudsman, its tasks, procedures for filing complaints and appeals, the path for handling them, and conflict resolution procedures: the number of generated reports - target number of 2 (report from EZD system + report on sending a message via UO email).</p> <p><b>IA10.3:</b> Annual preparation and presentation of a report to the Rector of the UO (evaluation of the Ombudsman's work) on the scope of his activity: number of reports prepared (target quantity: 1report/year) + number of cases filed and processed by the Ombudsman.</p> <p><b>IA10.4:</b> Reviewing internal policies against bullying, discrimination and corruption: number of reports prepared (target quantity: 1).</p> <p><b>TA10.1-4:</b> Improved awareness of labour rights and also the area of submission of UO employees, including academics, doctoral students of complaints, appeals to an independent body for consideration of various conflicts, among others, between the academic mentor</p>
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				and the researcher beginning the academic career. Researchers and doctoral students have knowledge of internal policies against bullying, discrimination and corruption.
<b>A11:</b> Developing an annual plan of activities to disseminate and promote R&D results, both events held at the university and participation in external events	(+/-) G8. Dissemination, exploitation of results (++) G9. Public engagement	By the Q4 of 2025 and beyond	- Office for Research and Project Management, - Centre of New Technologies, - University Centre for Knowledge and Technology Transfer (UCKTT), - Office of Marketing and Public Relations.	<b>IA11.1:</b> Creating a subpage on the UO website with an annual action plan (annual and ongoing updates; calendar of events): YES/NO (website link).  <b>IA11.2:</b> Monitoring for dissemination and promotion activities of R&D results: preparation of the report (target quantity: 1/year).  <b>TA11.1-2:</b> Improved image of UO and public engagement of UO academics and doctoral students.
<b>A12:</b> Organization of in-service training for newly hired, but not only, academic teachers, as well as training to support the personal and professional development of academics	(+/-) G38. Continuing professional development (+/-) G11. Evaluation/ appraisal systems (-/+ ) G39. Access to research training and continuous development (-/+ ) G33. Teaching	By the end of Q1 2026 and beyond	Vice-Rector for Science - Vice-Rector for teaching, - Rector's Office, - Rector's Committee for the evaluation of employees - academic teachers, - Office of Human Resources, - Office of Education and Quality Assurance.	<b>IA12.1:</b> Organization of teaching trainings: number of trainings (target quantity: minimum 1/year) + number of academics and PhD students participating in the training + training documentation (list of participants + training program).  <b>IA12.2:</b> Organization of personal and professional development training for academics: number of trainings (target number: minimum 2/year) + number of academics and PhD students participating in the training + training documentation (list of participants + training program).

				<p><b>IA12.3:</b> Establish a system of non-salary (as part of the employee evaluation system) incentives for university academic teachers to improve their skills in teaching, personal and professional development: UO normative act (YES/NO).</p> <p><b>IA12.4:</b> Reviewing and adjusting/updating the system of employee evaluation of academic staff at the UO by means of an Regulation of the Rector of the UO: UO normative act (YES/NO).</p> <p><b>TA12.1-4:</b> Academics better prepared to fulfil their teaching duties and valued for upgrading their professional skills. Ensuring that researchers upgrading their professional skills receive the necessary support at all stages of their careers.</p>
<p><b>A13:</b> Review of the principles and mechanisms of research funding in the UO and organization of training on the principles of research funding</p>	<p>(+/-) G4 Professional attitude (++) G6. Accountability</p>	<p>By the end of Q2 2025 and beyond</p>	<ul style="list-style-type: none"> <li>- Vice-Rector for Development and Finance,</li> <li>Vice-Rector for Science</li> <li>- Doctoral School,</li> <li>- Office of Human Resources,</li> <li>- Office for Research and Project Management.</li> </ul>	<p><b>IA13.1:</b> Training for academics (especially dedicated to newly hired ones and PhD students): number of trainings (target quantity: minimum 1/year) + number of academics and PhD students participating in the training + training documentation (list of participants + training program).</p> <p><b>IA13.2:</b> Reviewing UO research funding rules and mechanisms: preparation of a report (target quantity: 1).</p> <p><b>TA13.1-2:</b> All UO academic staff and doctoral students are provided with the</p>

				opportunity to update their knowledge of the principles of science funding.
<b>A14:</b> Developing good practices that take into account gender balance in the UO	(+/-) G10. Non-discrimination (+/-) G27. Gender balance (++) G35. Participation in decision-making bodies	By the end of Q4 2025 and beyond	- Equality and Gender Equality Team, - Equal Treatment Proxy, - Office of Human Resources, - Rector's Office.	<b>IA14.1:</b> Development and publication of a Catalogue of good practices for gender balance in the UO: YES/NO (link to publication on the website).  <b>IA14.2:</b> Awareness campaign, training on gender balance issues in universities: number of outreach activities (materials or actions): a minimum of 2/year; number of trainings (target quantity: a minimum of 1/year) + number of academics and PhD students participating in the training + training documentation (list of participants + training program).  <b>IA14.3:</b> Annual diagnosis of the gender situation in the UO among academics and PhD students and monitoring of key indicators of academics' employment by gender: a report (target quantity: 1/year; baseline measurement for UO employment indicators: Q4 2024).  <b>TA14.1-3:</b> Strengthened efforts to raise awareness of the importance of maintaining gender parity.
<b>A15:</b> Implementation of activities set out in the UO Gender Equality Plan for the dissemination of equality principles	(+/-) G10. Non-discrimination (+/-) G27. Gender balance	By the end of Q4 2025 and beyond	- Equality and Gender Equality Team, - Office of Human Resources, - Rector's Office, - Equal Treatment Proxy.	<b>IA15:</b> Organization of training courses aimed at university employees and doctoral students on the dissemination of equality principles (non-discrimination principles): number of trainings (target quantity: minimum 2 trainings/year) + number of academics and PhD students

				<p>participating in the training + training documentation (list of participants + training program).</p> <p><b>TA15:</b> UO researchers and doctoral students feel protected from discrimination based on gender, age, ethnic, national or social origin, religion or creed, etc.</p>
<b>A16:</b> Promote <i>well-being</i> activities for employees at UO	(+/-) G24. Working conditions	By the end of Q2 2026 and beyond	<ul style="list-style-type: none"> <li>- Rector's Office,</li> <li>- Chancellor's Office,</li> <li>- Office of Human Resources,</li> <li>- UO FORTHEM Office.</li> </ul>	<p><b>IA16:</b> Development and publication of a catalogue of good practices for <i>well-being</i> of university employees: YES/NO (link to publication on the website).</p> <p><b>TA16:</b> Improved employee awareness of UO employee welfare.</p>
<b>A17:</b> Review of the Regulations on the Use of Research Infrastructure	(+/-) G23. Research environment	By the end of Q2 2025	<ul style="list-style-type: none"> <li>- University Centre for Knowledge and Technology Transfer,</li> <li>- Centre of International Research and Development,</li> <li>- Chancellor's Office.</li> </ul>	<p><b>IA17.1:</b> Reviewing the Rules and Regulations and updating them if necessary: number of generated reports from the “UO Monitor” (target number: minimum 1).</p> <p><b>IA17.2:</b> Annual status reports on technical facilities and equipment: preparation of the report (target quantity: 1/year).</p> <p><b>TA17.1-2:</b> Researchers and doctoral students are provided with adequate facilities and modern and efficient research equipment.</p>
<b>A18:</b> Promotion of national and international mobility activities to strengthen interdisciplinary cooperation and implement joint research and application projects	(+/-) G23. Research environment (-/+ ) G29. Value of mobility	By the end of Q3 2025 and beyond	<ul style="list-style-type: none"> <li>- UO FORTHEM Office,</li> <li>- Office for Research and Project Management.</li> </ul>	<b>IA18:</b> Sending email information to all academics and PhD students about national and international mobility opportunities: number of reports generated about sending information

				<p>(target quantity: min. 2/year). Mobility monitoring: number of reports generated (target quantity: 1/academic year; baseline measurement for mobility: academic year 2023/2024).</p> <p><b>TA18:</b> Mobility procedures are transparent and allow for rapid circulation of necessary travel documents. Encouraging employees to participate in mobility.</p>
<p><b>A19:</b> Developing an HR Strategy for researchers at the University of Opole</p>	<p>(++) G1. Research freedom  (+/-) G2. Ethical principles  (+/-) G3. Professional responsibility  (+/-) G4. Professional attitude  (++) G5. Contractual and legal obligations  (++) G6. Accountability  (+/-) G7. Good practice in research  (+/-) G8. Dissemination, exploitation of results  (++) G9. Public engagement  (+/-) G10. Non-discrimination  (+/-) G11. Evaluation/appraisal systems  (+/-) G12. Recruitment  (+/-) G13: Recruitment (Code)  (+/-) G14: Selection (Code)  (+/-) G15: Transparency (Code)  (+/-) G16: Judging merit (Code)</p>	<p>By the end of the Q2 2025</p>	<ul style="list-style-type: none"> <li>- Vice-Rector for Science</li> <li>- Rector's Office,</li> <li>- Senate,</li> <li>- Office of Human Resources,</li> <li>- Institute Directors.</li> </ul>	<p><b>IA19:</b> Development and publication of the HR Strategy for scientists at the UO (in Polish and English) by means of a normative act of the UO (Regulation of the Rector, Resolution of the Senate; link to the website): UO normative act (YES/NO; link to the Strategy on the website).</p> <p><b>TA19:</b> Establishing scientific support mechanisms with a special focus on early-career researchers.</p>

	<p>(++) G17: Variations in the chronological order of CVs (Code)</p> <p>(++) G18: Recognition of mobility experience (Code)</p> <p>(++) G19: Recognition of qualifications (Code)</p> <p>(++) G20: Seniority (Code)</p> <p>(+/-) G21. Postdoctoral appointments (Code)</p> <p>(+/-) G22. Recognition of profession</p> <p>(+/-) G23. Research environment</p> <p>(+/-) G24. Working conditions</p> <p>(++) G25. Stability and permanence of employment</p> <p>(++) G26. Funding and salaries</p> <p>(+/-) G27. Gender balance</p> <p>(-/+) G28. Career development</p> <p>(-/+) G29. Value of mobility</p> <p>(-/+) G30. Access to career advice</p> <p>(+/-) G31. Intellectual property rights</p> <p>(++) G32. Co-authorship</p> <p>(-/+) G33. Teaching</p> <p>(-/+) G34. Complaints/appeals</p> <p>(++) G35. Participation in decision-making bodies</p> <p>(+/-) G36. Relationship with supervisors</p>			
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	(+/-) G37. Supervision and managerial duties (+/-) G38. Continuing professional development (-/+ ) G39. Access to research training and continuous development (-/+ ) G40. Supervision			
<b>A20:</b> Develop guidelines to support academic staff's choice of career path at UO	(+/-) G21. Postdoctoral appointments (Code) (+/-) G22. Recognition of profession (++) G25. Stability and permanence of employment (-/+ ) G28. Career development (-/+ ) G30. Access to career advice (-/+ ) G39. Access to research training and continuous development	By the end of Q4 2025 and beyond	<ul style="list-style-type: none"> <li>- Vice-Rector for Science</li> <li>- Rector's Office,</li> <li>- Senate,</li> <li>- UO Scientific Council,</li> <li>- Office of Human Resources,</li> <li>- Institute Directors,</li> <li>- Doctoral School,</li> <li>- Deans of Faculties,</li> <li>- UO FORTHEM Office.</li> </ul>	<p><b>IA20.1:</b> Development and publication of guidelines to support the selection of a career path by academic staff at the UO: YES/NO (link to a guidelines on website).</p> <p><b>IA20.2:</b> Conducting trainings to support the professional development of researchers at UO by experienced and distinguished researchers: R3+R4 (scientific mentoring activities): number of training courses (target quantity: a minimum of 2 training courses, including a minimum of 1 for R1) + number of academics and PhD students participating in the training + training documentation (list of participants + training program).</p> <p><b>IA20.3:</b> Updating normative acts in support of the professional development path of academic teachers: UO normative act (YES/NO).</p> <p><b>TA20.1 and 3:</b> Academic teachers and doctoral students have access to guidance in identifying and supporting their career development.</p>

				<p><b>TA20.2 and 3:</b> Academic teachers and doctoral students have access to guidelines for identifying and supporting the professional development of UO researchers by experienced and distinguished researchers (R3+R4).</p> <p><b>TA20.1-3:</b> Strengthened the stability of employment conditions for researchers at every stage of scientific development, with special attention to those at the early stages of scientific development.</p>
<p><b>A21:</b> Developing and publishing an Open, Transparent and Merit-based Recruitment Policy (OTM-R) for employees at the UO</p>	<p>(+/-) G10: Non-discrimination  (+/-) G12: Recruitment  (+/-) G13: Recruitment (Code)  (+/-) G14: Selection (Code)  (+/-) G15: Transparency (Code)  (+/-) G16: Judging merit (Code)  (++) G17: Variations in the chronological order of CVs (Code)  (++) G18: Recognition of mobility experience (Code)  (++) G19: Recognition of qualifications (Code)  (++) G20: Seniority (Code)</p>	<p>By the end of the Q2 of 2025</p>	<p>Vice-Rector for Science  - Vice-Rector for Development and Finance,  - Senate,  - Rector's Office,  - UO Doctoral School  - Chancellor's Office,  - Office of Human Resources,  - Equality and Gender Equality Team,  - Equal Treatment Proxy.</p>	<p><b>IA21.1:</b> Developing and publishing an Open, Transparent, and Merit-based Recruitment Policy (OTM-R) for employees at the UO in Polish and English, and making it available in the appropriate tab on the UO website: YES/NO (link to publication on the website).</p> <p><b>IA21.2:</b> Distribute information to all UO staff and PhD students at the UO via the UO's internal records management system (EZD) and UO email, about the adoption of the document and what the OTM-R policy is: number of reports generated: target number 2 (report from the EZD system + report on sending the message via UO email).</p> <p><b>TA21.1-2:</b> Strengthened staff and doctoral students' awareness of OTM-R and introduction of regulations at UO to foster recruitment of suitable staff.</p>

				[Item II]
<b>A22:</b> Review and adaptation of internal regulations (normative acts of the UO) on Open, Transparent, Substantive Recruitment Policy for Academic Teachers	(+/-) G10. Non-discrimination (+/-) G12. Recruitment (+/-) G13: Recruitment (Code) (+/-) G14: Selection (Code) (+/-) G15: Transparency (Code) (+/-) G16: Judging merit (Code) (++) G17: Variations in the chronological order of CVs (Code) (++) G18: Recognition of mobility experience (Code) (++) G19: Recognition of qualifications (Code) (++) G20: Seniority (Code)	By the end of Q2 2026	Vice-Rector for Science - Rector's Office, - UO Doctoral School - Office of Human Resources, - Office for Research and Project Management, - Faculty Offices.	<b>IA22.1:</b> Review and adjust UO internal acts on recruitment, including early-career researchers: number of generated reports from “UO Monitor” (target number: minimum 1) + UO normative acts (YES/NO).  <b>IA22.2:</b> Development of the OTM-R quality control system introduced through the Rector's Regulation: UO normative act (YES/NO).  <b>TA22.1:</b> Improving processes for recruiting researchers at every stage of their research careers (PhD students as well as those experienced researchers). Improving areas of selecting candidates, interviewing candidates, or providing feedback. [Item II]  <b>TA22.2:</b> Ability to monitor the recruitment process. [Item I].
<b>A23:</b> Review and update of recruitment procedures for researchers by introducing unified procedures, rules for recruitment of academic teachers	(+/-) G10. Non-discrimination (+/-) G12. Recruitment (+/-) G13: Recruitment (Code) (+/-) G14: Selection (Code) (+/-) G15: Transparency (Code) (+/-) G16: Judging merit (Code)	By the end of Q2 2026	- Vice-Rector for Science - Rector's Office, - Institute Directors, - UO Doctoral School, - Office of Human Resources, - Office of Marketing and Public Relation, - Office of Projects and Project Services, - Centre of New Technologies, - Faculty Offices.	<b>IA23.1.:</b> Reviewing, updating and unifying procedures and rules for recruiting researchers in accordance with the OTM-R policy for UO: UO normative acts (YES/NO) + number of “UO Monitor” reports generated (target number: minimum 1).  <b>IA23.2:</b> Publishing online (appropriate tab of the UO website) all UO normative acts and other documents on the recruitment of scientists at the UO (in

	<p>(++) G17: Variations in the chronological order of CVs (Code)</p> <p>(++) G18: Recognition of mobility experience (Code)</p> <p>(++) G19: Recognition of qualifications (Code)</p> <p>(++) G20: Seniority (Code)</p> <p>(+/-) G.27. Gender balance</p>			<p>Polish and English): <b>YES/NO</b> (link to the website).</p> <p><b>IA23.3:</b> Development and publication of a standardized job advertisement template for academic staff in Polish and English: <b>Job advertisement</b> template (YES/NO, link to website).</p> <p><b>IA23.4:</b> Publishing all job advertisements for university teachers in the required national databases, as well as the EURAXESS database, in accordance with the adopted guidelines: number of job advertisements for academics/researchers in the EURAXESS and required national database (target value: 100%).</p> <p><b>IA23.5:</b> Development and publication of guidelines for the composition of recruitment committees (selection of members) in accordance with the adopted Open, Transparent and Merit-based Recruitment (OTM-R) Policy for employees at the UO: YES/NO (link to website with guidelines).</p> <p><b>IA23.6:</b> Developing internal guidelines/guide for recruitment committees for recruitment of researchers at UO, for all types of positions (in Polish and English): YES/NO (link to website with guidelines).</p>
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				<p><b>IA23.7:</b> Develop and publish guidelines for evaluating candidates that take into account the OTM-R Policy for employees at the UO and the principles of the Code for each position: YES/NO (link to website with guidelines).</p> <p><b>IA23.8:</b> Developing and publishing uniform rules/standards for communication related to providing information to candidates for a given academic teaching position: YES/NO (link to website with guidelines).</p> <p><b>IA23.9:</b> Developing and publishing rules for the mechanism for complaints and appeals in the area of academic staff recruitment: YES/NO (link to website with guidelines/rules).</p> <p><b>IA23.10:</b> Introducing an electronic recruitment system, through electronic recruitment tools: YES/NO.</p> <p><b>IA23.11:</b> Designing and conducting an information campaign on OTM-R among academics: number of information activities (materials): a minimum of 2. Training for Directors of Institutes, Deans of Faculties, Project Managers, Heads of Faculty Offices, Recruitment committees and other related units of the university, and individual staff/academics involved in recruitment processes: number of training courses (target quantity: minimum 1/year) + number of training</p>
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				<p>participants + training documentation (list of participants + training program).</p> <p><b>TA23.1-11</b> Improved selection and screening of academic candidates at the UO in accordance with OTM-R principles.</p> <p>[Item: II].</p>
<p><b>A24:</b> Developing and implementing tools to monitor the alignment of researchers with goals set at the level of universities, Institutes, Faculties or Projects</p>	<p>(+/-) G12: Recruitment (Code)  (+/-) G13: Recruitment (Code)  (+/-) G14: Selection (Code)  (+/-) G15: Transparency (Code)  (+/-) G16: Judging merit (Code)  (++) G17: Variations in the chronological order of CVs (Code)  (++) G18: Recognition of mobility experience (Code)  (++) G19: Recognition of qualifications (Code)  (++) G20: Seniority (Code)</p>	<p>By the end of Q2 2026</p>	<ul style="list-style-type: none"> <li>- Vice-Rector for Science</li> <li>- Rector's Office,</li> <li>- UO Doctoral School,</li> <li>- Office of Human Resources,</li> <li>- Faculty Offices,</li> <li>-Office for Research and Project Management.</li> </ul>	<p><b>IA24.1:</b> Developing and implementing tools to monitor the alignment of the profile of researchers with the goals set at the level of universities, Institutes, Departments and projects and others: UO normative acts (YES/NO).</p> <p><b>IA24.2:</b> Monitoring the main characteristics of candidates and newly hired academic staff for each academic staff position (share of candidates/new hires from outside the UO, from abroad, who are/are not UO graduates): number of reports prepared (minimum 1/year; baseline measurement: IV 2025).</p> <p><b>TA24.1-2:</b> improvement of the selection of employees in accordance with the set objectives of the RO. [Item: I, II, III].</p>

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organization 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.

(free text, 1000 words maximum)

Activities dedicated to implementing the principles of Open, Transparent, Substantive Recruitment at University of Opole:

- improving the recruitment system at the University of Opole in accordance with OTM-R principles,
- incorporating the principles, provisions of the HR strategy for scientists and OTM-R into the development strategy of the University of Opole,
- publication of assumptions for open, transparent and substantive academic teacher recruitment processes in both Polish and English on the UO website.

Proposed actions:

- development, publication and implementation of the Policy of Open, Transparent and Merit-based (OTM-R) of employees at the University of Opole in both Polish and English (implementation date: Q2 2025, responsible unit: Rector's Office, Chancellor's Office, Office of Human Resources, indicator: publication of the OTM-R Policy: YES/NO, link to publication on the website. [Item: II]),
- development and conduct of an information campaign on OTM-R among academics, as well as training for Directors of Institutes, Deans of Faculties, Project Managers, Heads of Faculty Offices, Recruitment committees and other related units of the university, as well as individual employees/academics involved in recruitment processes (implementation date: to the end of Q4 2025, responsible unit: Rector's Office, the Office of Human Resources, the Office of Marketing and Public Relations, the Office for Research and Project Management, indicator: number of information activities (materials): minimum 2 + number of trainings (target quantity: minimum 1/year) + number of training participants + training documentation (list of participants + training program) [Item: II]),
- development and implementation of guidelines, unified standards for the use of e-tools in recruitment processes, strengthening the use of e-tools in recruitment processes at the UO, including the need to publish all announcements of academic teacher competitions in the EURAXESS database. The

need to publish job advertisements for academic teachers in both Polish and English (implementation date: by the end Q2 2026, responsible units: Rector's Office, Office of Human Resources, Faculty Offices, Office for Research and Project Management, indicator: number of job advertisements for UO academics/researchers in the EURAXESS and national required databases (target value: 100%) + introduction of an electronic recruitment system, through electronic recruitment tools: YES/NO [Item: II]),

- design and implementation of the OTM-R system quality control system at the University of Opole (Implementation date: by the end Q2 2026, responsible unit: Rector's Office, Office of Human Resources, Faculty Offices, Office for Research and Project Management, indicator: normative acts of UO (YES/NO). [Item: I]),
- translation and publication (online) of all internal acts and other documents relating to the recruitment of researchers at University of Opole in English (implementation date: by the end Q2 2026 onwards. Responsible unit: Rector's Office, Office of Human Resources, Office of Marketing and Public Relations, Office for Research and Project Management, indicator: link to the website [Item: II]).
- reviewing and adapting, where necessary, normative acts, rules/standards in force at the UO on recruitment to the issue of anti-discrimination of any group (Implementation date: by the end Q2 2026. responsible units: Rector's Office, Office of Human Resources, Faculty Offices, Office for Research and Project Management, indicator: normative acts of the UO (YES/NO). [Item: II and HR Strategy for Researchers at the UO: Action Plan: Action: 21, 22, 23]).
- development and implementation of tools for monitoring the alignment of researchers with the goals set at the level of universities, Scientific Institutes of Faculties or Projects. Implementation date: by the end Q2 2026 (responsible unit: Rector's Office, Office of Human Resources, Faculty Offices, Office for Research and Project Management, indicator: UO normative acts (YES/NO). [Item: I, II, III]),
- development and implementation of a template for job advertisements for academic staff in both Polish and English, which will comply with the principles of OTM-R, also the principles of equal treatment (implementation date: by the end Q2 2026. responsible unit: Rector's Office, Office of Human Resources, Faculty Offices, Equal Treatment Proxy, Equality and Gender Equality Team, indicator: normative acts (TAK/NIE) + job advertisement template for academics/researchers (YES/NO, link to website). [Item: II, III]),
- development and publication of guidelines for the composition of Recruitment committees (selection of its members) in accordance with the adopted on Open, Transparent and Merit-based Recruitment Policy (OTM-R) of UO employees. Implementation date: by the end of the second quarter of 2026.

Responsible entity: Rector's Office, Office of Human Resources, Faculty Offices, indicator: guidelines for the composition of the Recruitment Committee: YES/NO (link to website with guidelines),

- development and publication of a guideline/guide with guidelines for selection committees in selecting a candidate for the position (Implementation date: by the end Q2 2026, responsible unit: Rector's Office, Office of Human Resources, Faculty Offices, Office for Research and Project Management, indicator: guidelines/guide: YES/NO (link to website with guidelines) [Item: II]),
- development and publication of uniform rules/standards of communication related to the communication of information to candidates for a given academic staff position (Implementation date: by the end Q2 2026, responsible unit: Rector's Office, Office of Human Resources, Faculty Offices, indicator: communication guidelines: YES/NO (link to website with guidelines) [Item: II]),
- development and publication of rules on the mechanism for complaints and appeals in the area of academic staff recruitment (Implementation date: by the end Q2 2026, responsible unit: Rector's Office, Office of Human Resources, Faculty Offices, indicator: rules for filing complaints and appeals: YES/NO (link to website with guidelines) [Item: II]).

If your organization 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 organization's website:

URL:

## 4. IMPLEMENTATION

General overview of the expected implementation process:

(free text, 1000 words maximum)

The implementation of the principles of the Charter and Code at the University of Opole (UO) began with the establishment of the Team for the Application and Implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers at the University of Opole (Regulation 44/2023; <https://uni.opole.pl/page/6396/zespol>). Subsequently, a survey was conducted on the opinion of academics regarding the compatibility of the principles included in the Charter and Code and those in force at the university. The survey was conducted among academics employed at the UO PhD students, in groups R1-R4. The survey was conducted in October-November 2023. The survey report was published on the UO website (<https://uni.opole.pl/biblioteka/docs/LogoHR/Raport%20z%20bada%C5%84%20HRS4R.pdf>). The results of the survey indicated that improvements are needed in areas such as recruitment and selection, training and development. The analysis of the UO's normative acts (normative acts of the UO, e.g.: Statute, Regulations, Rules and others) indicates the need to adjust them in terms of their compliance with the principles indicated in the Charter and Code. Therefore, the planned actions in the *Action Plan* will largely eliminate and mitigate the discrepancies that exist, and thus improve working conditions, the possibility of research and scientific development of researchers at the UO, as well as improve the process of recruiting researchers.

Taking into account the results of the survey, in addition to the actions planned in the *Action Plan*, it is necessary to conduct an information campaign among researchers on the dissemination of the principles indicated in the Charter and Code, the proposed modifications in scientific, recruitment and other policies. Among other things, an information campaign aimed at raising the awareness of the academic community about the reasons, directions and planned effects of the changes will contribute to increasing support for such measures, their acceptance and faster and more sustainable implementation. A contact box with an email address ([h4rs4r@uni.opole.pl](mailto:h4rs4r@uni.opole.pl)) has been set up on the UO website (HRS4R tab), where anyone can send their comments/proposals on the implementation of the Strategy. Periodic reviews of the Strategy, open to the entire academic community and external stakeholders, are also planned. An expression of the academic community's support and involvement can be seen in the number of views of the HRS4R website, the number of comments submitted to the contact box and the number of participants in strategic reviews, an improvement in the response rate and a reduction in "don't know" responses in survey next edition.

Key planned activities identified in the *Action Plan* include:

- development of the UO Code of Ethics for Researchers,
- training for academic teachers, as well as doctoral students, including in the areas of improving teaching competencies, intellectual property rights, open science and others,
- development and publication of a catalogue of good practices in superior-subordinate, master-student relations, the role of the academic supervisor,
- appointment of an Ombudsman for Workers' Rights,
- reviewing and adjusting/updating the academic staff evaluation system at the UO and introducing an electronic/computerized academic staff evaluation system,
- promoting well-being activities for UO employees,
- developing a Policy for Open, Transparent and Merit-based Recruitment of UO Employees,
- improving recruitment procedures for academic teachers by introducing unified procedures, rules for recruiting academic teachers, and monitoring the fit of selected candidates/employees with the set goals of the university, institutes or departments,
- development of the OTM-R quality control system,
- others, as detailed in the *Action Plan*.

Various organizational units will be involved in the implementation of the tasks detailed in the *Action Plan*:

- Rector's Office,
- Office of Human Resources,
- Chancellor's Office,

- UO Library,
- Faculty Offices,
- Office for Research and Project Management,
- Equal Treatment Proxy,
- Equality and Gender Equality Team,
- Office of Marketing and Public Relations,
- University Centre for Knowledge and Technology Transfer,
- Centre of New Technologies,
- Rector's Committee for the evaluation of employees - academic teachers,
- UO FORTHEM Office,
- as well as representatives of academic teachers of the disciplines evaluated at the UO (R1-R4), representatives of academics who are on different professional paths (research and teaching position, teaching position) and doctoral students.

The HRS4R Monitoring Team at the UO will include representatives of academics from disciplines evaluated at the UO (R1-R4), employed in various professional paths (research and teaching position, teaching) and doctoral students.

Implementation of tasks under the *Action Plan* will be ensured through:

- establishment (Rector's Regulation) of the HRS4R Steering Committee, the HRS4R Implementation Team at UO and the HRS4R Monitoring Team at UO,
- the Vice Rector for Science and the Vice-Rector for Development and Finance will assume substantive oversight of the implementation process,

- identification of organizational units and persons responsible for the implementation process,
- dialogue with the academic community,
- implementation monitoring.

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>(free text 500 words maximum)</p> <p><u>Experience to date</u></p> <p>The Team for the Application and Implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (HRS4R Team) at the UO was established for: the development and implementation of the survey of UO academics, the preparation of the <i>Survey Report</i>, the <i>Action Plan</i>, the <i>Gap Analysis</i> and the <i>OTM-R Checklist</i>. A schedule for the work was set, along with the designated tasks and the units in the UO structure and individuals responsible for their implementation. The work of the Team was coordinated by the HRS4R Working Team under the chairmanship of Prof. Rafal Matwiejczuk, Vice-Rector.</p> <p><u>Monitoring</u></p> <p>The HRS4R Monitoring Team at the UO will be responsible for monitoring, assessing and periodically evaluating the designated effects and goals. This team will be formed from the transformation of the HRS4R Team into three separate teams: the HRS4R Steering Committee, the HRS4R Implementation Team and the HRS4R Monitoring Team (UO normative act).</p> <p>The organizational units in the UO and the persons who will be assigned specific tasks will be required to periodically report on the status of implementation of each Action. The reports will be directed to the Chair of the HRS4R Implementation Team, then analysed with the Schedule/Operational Plan for compliance due to time, purpose and</p>

designated results. During periodic meetings of the Implementation Team (at least twice a year), issues related to the implementation of individual activities, potential deviations from the *Action Plan*, their reasons will be discussed. Based on this, periodic reports will be prepared and forwarded to the Chair of the HRS4R Monitoring Team and the HRS4R Steering Committee.

The Chair of HRS4R Implementation Team in the UO will be required to develop periodic operational programs, which will specify the deadlines for each task, indicators, organizational units and persons responsible for their implementation. The operational plan will be discussed and approved by the members of the UO HRS4R Implementation Team, and will be forwarded to the UO HRS4R Steering Committee and the UO HRS4R Monitoring Committee for approval.

The Chair of the HRS4R Monitoring Team will be required to develop tools to monitor the effects of implementing *the Action Plan* and a work schedule. A template for a self-assessment report on the activities of the HRS4R Implementation Team will be developed. The HRS4R Monitoring Team will be required to prepare a periodic report, which will be discussed at a meeting of Team members.

The work of the Implementation Team and the Monitoring Team will be supervised by the Steering Committee. The composition of the Steering Committee is the Rector of the UO and the other Vice-Rectors. Reports of the HRS4R Implementation Team at UO and the HRS4R Monitoring Team at UO will be presented and discussed at joint meetings. Recommendations for both Teams will be developed during the meetings.

The chairpersons of both Teams will periodically report to the Steering Committee, the progress of the work on the implementation of the activities set out in the *Action Plan*.

<p><b>How do you intend to involve the research community, your main stakeholders, in the implementation process?</b></p>	<p>(free text 500 words maximum)</p> <p>After receiving a positive evaluation, an information campaign will be launched among the academic community. Its purpose will be to strengthen awareness among employees of the Charter and the Code. Proposed modifications to research, recruitment and other policies at the UO resulting from the planned actions in the <i>Action Plan</i>. The measurable effect of the actions taken should be an increase in support for such measures, and thus their acceptance and faster and more sustainable implementation. This, in turn, should strengthen the involvement of scientists in the designed activities (including training) and an increase in participation in the next edition of the survey in this area. The information campaign will be carried out in two ways, i.e. using electronic tools (a special tab dedicated to HRS4R published on the UO website, email reminders and others) and during face-to-face meetings with researchers and doctoral students. To this end, a training session will be held for the Directors of Institutes, Doctoral School, who will be required to provide this information to the staff of Institutes and doctoral students. In addition, information about the OTM-R Policy will be published on the UO website.</p> <p>Information on the various stages of implementation of the <i>Action Plan</i> will be systematically published on a specially dedicated tab on the UO website. A special e-mail address will also be set up, to which UO employees will be able to direct questions and their recommendations in this area. This will enable them to get involved in the work of implementing the designated measures.</p>
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<p>How do you proceed with the alignment of organizational policies with the HRS4R? Make sure the HRS4R is recognized in the organization's research strategy, as the overarching HR policy.</p>	<p>(free text 500 words maximum)</p> <p>The Steering Committee will be composed of people (the UO Rector and Vice-Rectors) who are the guarantors of the implementation of the activities and goals in the <i>Action Plan</i>.</p> <p><i>The Strategy for the Development of the University of Opole in 2021-2027</i> (<a href="https://www.uni.opole.pl/biblioteka/docs/StrategiaUO/Strategia%20UO%202021-2027%20EN%2021_10_18.pdf">https://www.uni.opole.pl/biblioteka/docs/StrategiaUO/Strategia%20UO%202021-2027%20EN%2021_10_18.pdf</a>) refers to the conduct of scientific policy, international affairs policy, teaching and finance. On the other hand, in the <i>Internationalization strategy for the University of Opole in 2022-2027</i> (<a href="https://www.uni.opole.pl/page/en/5322">https://www.uni.opole.pl/page/en/5322</a>), in strategic objective No. 1, sub-point 1.1, the following is written: implementation of the HR Strategy for researchers at the UO.</p> <p>As of 2019, the UO is also a member of the FORTHEM alliance, a network of European Universities. The goals set in both the UO Strategy and the FORTHEM alliance are horizontal in nature, which will strengthen the possibility of aligning UO organizational policies with HRS4R.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>(free text 500 words maximum)</p> <p>Strengthening, corrective or remedial actions in the UO corresponding to HRS4R began with membership in the FORTHEM alliance. In addition, thanks to the implementation of the FIT FORTHEM (<i>Fostering Institutional Transformation of Research and Innovation Policies in European Universities</i>) project funded by Horizon 2020, a diagnosis (SWOT analysis) was made in key areas such as human resources, research and innovation, open science or internationalization. On this basis, recommendations were developed for the UO authorities, which in turn translated into actions taken at the UO aimed at transforming the university (updating normative acts).</p>

	<p>The implementation of the proposed activities of <i>the Action Plan</i> will be entrusted to the heads/directors of each organizational unit in the UO.</p>
<p><b>How will you monitor progress (timeline)?</b></p>	<p>(free text 500 words maximum)</p> <p>Individual Teams and the Steering Committee will develop an overall work schedule and detailed operational plans for the planned activities in the <i>Action Plan</i>.</p> <p>The HRS4R Implementation Team at the UO and the HRS4R Monitoring Team at the UO will be required to meet periodically to report on the progress of the tasks and any deviations with an indication of the reasons. In addition, twice a year the two Teams will be required to meet in joint meetings to discuss progress.</p> <p>Chairs of both Teams will be required to meet a minimum of twice a year with the UO HRS4R Steering Committee to report on the progress of the work.</p> <p>At each stage there will be an analysis of the status of the implementation of individual tasks with an indication of possible reasons for deviations from the implementation schedule and an indication of the possibility of using corrective tools.</p> <p>The HRS4R Monitoring Team at the UO will be required to develop indicators to monitor the progress of implementation of <i>the Action Plan</i> and present them in a report for a twelve-month period.</p>
<p><b>How will you measure progress (indicators) in view of the next assessment?</b></p>	<p>(free text 500 words maximum)</p> <p>Relevant indicators, aligned with <i>the Action Plan</i> (Actions and Objectives), will be developed by the HRS4R Monitoring Team at the UO. They will be periodically monitored and reported to the HRS4R Steering Committee at the UO.</p>

Additional remarks/comments about the proposed implementation process:

(free text, 1000 words maximum)

To increase the involvement of researchers (from all R1-R4 groups) in the process of planning and implementing activities aimed at improving the working conditions of researchers at the UO, a contact box has been set up on the UO website (HRS4R Tab), to which every researcher and PhD student can send their comments on the implementation of the Strategy. In addition, members of the HRS4R Team (at the level of Faculties, Scientific Institutes and in the Doctoral School) are required to popularize knowledge of the Strategy. Encourage researchers to become actively involved in its implementation. Periodic reviews of the Strategy, open to the entire academic community and external stakeholders, are also planned.