



HR EXCELLENCE IN RESEARCH

Important message to institutions:

Site Visits: All HRS4R in-house audits planned for 2021 and the foreseeable future in 2022 will be conducted remotely with the consent of the host institution. Should your institution be at renewal stage, once you submit your self-assessment online via the e-tool, the EC will be in contact with you to set a date for the remote visit together with a panel of independent experts. Should the institution prefer a classic on-site visit, the audit will be postponed. Meanwhile, institutions involved in the process can continue using the HR Excellence in research award.

Action Plan

Case number: 2019PL392907

Name Organisation under review: Poznan University of Medical Sciences

Organisation's contact details: Fredry 10, Poznań, 61-701

Submission date: 18/01/2022

1. Organisational Information

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	1162
Of whom are international (i.e. foreign nationality) *	3
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	38
Of whom are women *	620
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	453
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	441
Of whom are stage R1 = in most organisations corresponding with doctoral level *	182
Total number of students (if relevant) *	7342
Total number of staff (including management, administrative, teaching and research staff) *	2347
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	23501925
Annual organisational direct government funding (designated for research)	18502146
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	4929782
Annual funding from private, non-government sources, designated for research	69996

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

PUMS an HEI sector educating in the field of pharmacy, medical and health sciences. About 8000 students, including 1000 foreigners, are taught both in Polish and English within 19 various programs. PUMS is focused on four priority research areas: preventing cardiovascular diseases, fighting cancer, promoting active and healthy ageing, and metabolic programming. PUMS consists of four faculties with the highest "A research category" awarded by the Polish Ministry of Science. PUMS acquires about 40 new research projects from national and European agendas every year. As an academic community, we publish nearly 1000 research papers in leading international scientific journals each year.

2. Strengths and weaknesses of the current practice

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

Note: Click on the name of each of the four thematic headings of the Charter and Code to open the editor and provide your answer.

Ethical and professional aspects*	▼
Strengths and Weaknesses (max. 800 words)	
Strengths	
<p>PUMS guarantees the freedom to conduct research. In general, priority research areas (concerning medical sciences, health sciences and pharmaceutical sciences) have been identified and introduced, but it does not block any research being carried out in other areas (e.g. social sciences). Scientific research carried out in priority research areas allows for more funding from PUMS, but it does not mean that only this type of activity can receive support.</p>	
<p>PUMS also cares about high standards of conducting scientific research. All research plans are subject to mandatory notification to the PUMS Bioethics Committee. The commission meets once a month except during the summer period. Compulsory third-party liability insurance has also been introduced for all treatment and research experiments.</p>	
<p>Scientific research conducted at PUMS is primarily of a utilitarian dimension - focused on health effects. Detailed rules of professional and scientific promotion have been established based on scientific activity - including the utilitarian dimension. Moreover, the tutors of scientists from R1 and R2 groups are obliged to counteract the plagiarism of their charges.</p>	
<p>PUMS regularly publishes on its websites the current possibilities of obtaining research funding from external (non-university) sources. This is done via the website, newsletter (biweekly) and during open meetings of the PUMS academic community with the vice-Rector for Science. In this way, also national, sectoral and institutional regulations concerning the methods of implementing research projects financed from the above-mentioned sources are disseminated in the academic society.</p>	
<p>Data security and employee security standards are systematically developed (employment stability, legal protection, legal and bioethical consultations).</p>	
<p>From 2020, a special fund (PLN 1M) was created for the publication of scientific papers. In 2015, the regulations for the commercialization of scientific research and R&D works were also approved.</p>	
<p>PUMS is a socially committed university. It was particularly reflected in the covid-19 pandemic. At that time, the University Temporary Hospital was established, a vaccination point and drive-thru point were opened, and the core facility's activity was converted to coronavirus PCR tests. PUMS was also involved in shaping regional and national health policy through media activity.</p>	

Not a single person at PUMS is discriminated against on the basis of gender, race, sexual orientation, faith, origin, or wealth. There is also the Rector's plenipotentiary for counteracting such a discrimination.

Weaknesses

The basic problem of PUMS are communication difficulties between university authorities and employees of R1 and R2. Despite publishing information on the PUMS website, a newsletter (biweekly) and open meetings with university authorities, the problem is just arousing interest (particularly in R1 and R2 stakeholders) in the functioning of the university and its regulations. This may be partly due to the excessive teaching load and the involvement of R1 and R2 employees in medical activities in many other health care centres.

This means that employees R3 and R4 identify themselves with PUMS, while employees R1 and R2 do not yet feel fully part of the community.

PUMS also does not have yet a research search engine (in conjunction with scientists) to help find common research topics. Also, the activity of PUMS in social media - especially in the aspect of research conducted at the university, is still too low.

At the moment, PUMS does not provide any mandatory training (especially for R1 and R2 employees) in the field of legal regulations present at state (EU, Poland) and institutional (PUMS) levels as well as the use of all benefits due to PUMS employees.

At present (2021/2022), preparations for comprehensive data protection and accession to certified repositories enabling the dissemination of research results and publications have only started at PUMS.

Despite the principles of commercialization of research results adopted by the PUMS Senate, a very small part of the PUMS academic community is aware of the existence of such regulations. For this reason, the commercialization of research results is much lower than the university's potential.

At the time of writing this study, PUMS is active in four European research partnerships. This limits the possibilities of conducting interdisciplinary and multi-centre research studies - also based on European funds.

The system of flexible adaptation of the teaching load to scientific activity is also not functioning at the university all the time. The teaching load depends on the position held, but it is the same for researchers with high and low scientific activity. It means that the most active researchers cannot benefit from the reduction in teaching load.

Strengths and Weaknesses (max. 800 words)

Strengths

Recruitment of employees at PUMS is carried out in accordance with national and university regulations. All competitions are open and information about them is published on the PUMS website and (where international agreements so require) on the Euraxess websites. Everyone can apply for a job at PUMS, regardless of gender, race, religion, origin or financial status.

The procedure for hiring new employees (and / or extending employment for a specified period) is available on the PUMS website. Managers of particular PUMS departments (responsible for human resources policy in their units) are kept informed about changes in mentioned above regulations.

The procedure for hiring new employees for research jobs is divided into several stages. It includes (1) the request of the head of the unit, (2) analysis of employment opportunities (financial aspect), (3) announcement of the competition, (4) collecting offers, (5) meeting of the competition committee, (6) the final decision of the Rector.

The decision to hire a new employee (or extend employment) is based solely on the merits. In the case of people employed for scientific positions, individual expectations are expressed in the most objective form (previous work experience, publication record, cumulative IF, cite index, etc.). In the case of competitions for managers of individual PUMS departments, apart from the analysis of the submitted documentation, interviews are also conducted by competition committee.

The employment contract (including the amount of remuneration) is concluded in accordance with national regulations (for a definite or indefinite period of employment). The condition for maintaining employment at PUMS is systematic scientific development and didactic activity associated with positive student assessments.

In a similar way, in the most transparent manner, in accordance with the national regulations, the requirements for obtaining the academic degrees of doctor and habilitated doctor were defined in the most objective manner. In the first place, they are based on the publication record, citation index and the history of grants.

Weaknesses

The main problem is, again, the obstruction of the flow of information between the various groups of employees in PUMS. Despite the dissemination of information on the PUMS website, in newsletters and during meetings, the employees of R1 and R2 are still not fully aware of the regulations existing at the university.

Job advertisements, in principle, are published on the websites of PUMS and national job placement agencies. Such information is not always published on foreign portals.

The selection committees are made up of PUMS employees, but they lack people who are outstanding specialists in human capital management. Interview is only carried out in the case of hiring unit managers.

The qualification procedure, although multi-stage and based on objective criteria, does not use a scoring system. There is also no transparent system that would objectify other achievements of the candidate - including academic mobility (apart from the publication record, citation index, IF score). Regulations imposed by PUMS do not protect candidates for employment against an unfavorable assessment in the case of graduating from less prestigious universities.

Persons applying for a job at PUMS, in the event of losing the competition, do not receive information about the identified shortcomings.

Strengths and Weaknesses (max. 800 words)

Strengths

Stability of employment in PUMS and the amount of remuneration are derived from national and university regulations.

No employment contract is a lifetime contract. Each scientist and academic teacher is accounted for both research work (defined by the number of published research papers and grants performed) and the quality of classes (labs, seminars, lectures) conducted for students.

In the case of salaries, incentive bonuses and an additional (fourteenth) monthly salary are applied. All PUMS researchers are motivated to undertake foreign internships.

Development paths for young scientists based on the criteria of periodic evaluation have been prepared.

All PUMS employees are treated in the same way - regardless of gender, race, education, origin, religion, sexual orientation or financial status.

The Rector's Plenipotentiary for Counteracting Discrimination was appointed at the University.

There are two central scientific laboratories at PUMS - core facility units. The first one is dedicated exclusively to pharmaceutical sciences (due to the specificity of this discipline). The second - for medical sciences and health sciences. Access to the mentioned above laboratories is fully open and free for PUMS employees. The laboratories employ not only specialists operating the research infrastructure, but also scientists who will help plan research and interpret the results (scientific development).

Covid-19 pandemic also accelerated the transformation of PUMS in the area of flexible working hours. At present, work for PUMS can be provided both stationary and remotely (in the latter case - with flexibility).

Already in 2015, PUMS adopted the principles of commercialization of research results, which on the one hand constitute the basis for obtaining additional income, and on the other hand, the preservation of intellectual property rights.

Weaknesses

PhD students, unfortunately, are not treated as professionals in the PUMS academic structure. Although the representation of doctoral students is visible in the decision-making structures of PUMS, the degree of their introduction by the University authorities into the functioning of PUMS should be considered insufficient.

R2 and R3 employees do not have sufficient tools to create their own research workshops. The possibility of using the infrastructure of core facilities is not sufficient in this respect.

Flexible working hours will only provide telework. When working for PUMS on a stationary basis, flexible working hours are only applicable in exceptional circumstances. Thus, it makes it impossible to combine employment with family obligations.

PUMS organizes too little optional or compulsory training in the field of labour law and intellectual property (especially for R1, R2 and R4 employees).

Although the amount of remuneration in PUMS is a derivative of national and local regulations, it is not flexible enough. Researchers with above-average academic activity should either have a reduced compulsory teaching load or an increased (in the form of a bonus) remuneration.

In evaluating the scientific development of individual scientists, insufficient attention is paid to the number and quality of internships abroad. Mobility is not considered an evaluation criterion. There is too little training and information campaigns on good manners in science.

PUMS insufficiently participates in financing preliminary research and disseminating research results. It also does not support research workers who plan to change jobs (e.g. find employment in another research unit).

Training and development* ▼

Strengths and Weaknesses (max. 800 words)

Strenghts

A clear procedure for selecting promoters in doctoral dissertations, as well as the scope of mentors' duties have been adopted in PUMS in 2020/2021.

In 2019, strategic funds were obtained from the Ministry of Science (in the amount of approximately EUR 4 million), which were allocated to the implementation of systematic trainings for all the PUMS employees in the years 2020 - 2023. These trainings primarily concern issues related to scientific mentoring, development of the supervisor-supervised relationship as well as the methodology and ethics of research.

Starting from 2021, PUMS is constantly networked in the European Union by joining new scientific partnerships. At present, PUMS is an active member of 5 research networks: European Innovation Partnership on Active and Healthy Ageing (EIP on AHA), EU Robotics, PUMSTER Cooperation Network, CEEPUS III and European Reference Network for Rare Endocrine Disorders (Endo-ERN).

Weaknesses

Despite the development of scientific mentoring principles at PUMS, too few senior researchers still feel the need to share their knowledge and skills. PUMS department managers are not subject to anonymous evaluation by their subordinates when extending their employment as a manager.

While optional training is provided at PUMS for all employees, there is hardly any training on how to manage a research team. PUMS also allocates too little financial resources to MBA studies for its managerial staff.

At present, the PUMS website lacks systematized and structured information on the possibility of establishing scientific cooperation. There are also no professional consultations at the Careers Office regarding the individual professional development of PUMS employees (including those who plan to change their place of work).

3. Actions

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

Please provide the web link to the organization's Action Plan/HR Strategy dedicated webpage(s):
<http://www.ump.edu.pl/en/hr-excellence-in-research>; <https://nauka.ump.edu.pl/hr-excellence-in-research>

Please fill in the list of all individual actions to be undertaken in your organisation'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

Action 1	GAP Principle(s)	Timing (at least by year's quarter/semester)
1. Reconstruction of PUMS website aimed at better positioning of information related to (a) priority research areas, (b) possibilities of obtaining financing or co-financing of research projects, (c) current perspectives for scientific and professional development of PUMS employees (especially R1). 2. Preparing for implementation on PUMS website " the search engine of PUMS scientists and research". 3. Increasing the frequency of PUMS newsletter "Scientific news" to two issues per month. 4. Increasing PUMS activity in social media (especially in terms of priority research areas and the possibility of obtaining research funding). 5. Twetting the most important scientific achievements of PUMS. 6. Introduction of regular (1x per quarter) and obligatory on-line training for R1 scientists on the possibility of applying for funds from non-university resources, provisions on the security of files and databases, as well as dissemination and commercialization of scientific research results (start - January 2022; minimum continuation for 24 months)	(+/-) 4. Professional attitude	First quarter 2022
	(-/+) 28. Career development	
	Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

Responsible Unit **Indicator(s) / Target(s)**

PUMS IT Department (1 and 2) Research, Innovations and Project Management Department (1, 2, 3, 6) Offices of Chancellors (Medicine, Health Sciences, Pharmacy) (2, 6) Department of Promotion and Career (3, 4, 5)

PUMS website, number of "Scientific news" issues released by year, number of twitts, comments and likes in social media

Action 2

Timing (at least by year's quarter/semester)

GAP Principle(s)

(+/-) 7. Good practice in research

First quarter 2022

Proposed ACTIONS

Action 2

Responsible Unit **Indicator(s) / Target(s)**

1. Employment of the Rector's Plenipotentiary for General Data Protection 2. Updating PUMS organizational regulations with regard to the duties of researchers 3. Appointment of the Rector's Plenipotentiary for Open Science and Open Data 4. Development and implementation of internal regulations on the protection of scientific and clinical data, especially in the aspect of using electronic storage devices outside PUMS 5. Appointment of the constant PUMS committee (composed primarily of research employees belonging to R2 and R3 groups), whose task would be to monitor the level (and the way) of security of sensitive data in PUMS 6. Increasing the awareness of the academic community about the introduced changes by publishing information on the main PUMS website, in the social media and in the "Scientific news" bulletin 7. Organizing periodic non-obligatory training (at least twice a year) for employees from groups R1, R2 and R3 in the scope of introduced changes (start in the first quarter 2022)

Rector's Office (1, 2, 3, 4, 5) PUMS University Board (2) PUMS General Director (2) PUMS Unions (2) PUMS HR Department (2) PUMS Legal Counsels Department (2, 4) PUMS Senate (4) Research, Innovations and Project Management Department (4, 5, 6) Department of Promotion and Career (6) Offices of Chancellors

Number of PUMS organizational regulations, number of "Scientific news" issues released by year, number of twitts, comments and likes in social media, number of trainings

Proposed ACTIONS

Responsible Unit **Indicator(s) / Target(s)**

(Medicine, Health Sciences, Pharmacy)
(7)

Action 3

1. Development and dissemination of an information brochure on the possibility of direct and indirect commercialization in PUMS - based on the legal regulations already existing in PUMS 2. Update of PUMS internal regulations on academic career paths - introduction of a development path based on the commercialization of research results - as parallel and equivalent for the scientific and didactic paths 3. Increasing the activity of scientists in the field of patenting - introduction of appropriate legal regulations for the periodic evaluation of scientists at PUMS 4. Employment of a patent attorney 5. Increasing an annual PUMS budget for disseminating of scientific articles in the open-access mode from PLN 1 M to PLN 1.5 M (2022) 6. Organizing periodic non-obligatory training (at least twice a year) for employees from groups R1, R2 and R3 in the scope of introduced changes (start in the first quarter 2022)

GAP Principle(s)

- (-/+) 8. Dissemination, exploitation of results
- (-/+) 28. Career development
- (+/-) 31. Intellectual Property Rights

Timing (at least by year's quarter/semester)

First quarter 2022

Responsible Unit **Indicator(s) / Target(s)**

Proposed ACTIONS

Responsible Unit **Indicator(s) / Target(s)**

Research, Innovations and Project Management Department (1, 2, 3, 4)
Department of Promotion and Career (1) Rector's Office (2, 3, 4, 5) PUMS Legal Counsels Department (2, 3) PUMS Senate (2, 3) PUMS Financial Manager (5) Offices of Chancellors (Medicine, Health Sciences, Pharmacy)
(6)

Number of information brochures, number of PUMS organizational regulations, PUMS annual budget for disseminating of scientific articles in the open-access mode, number of trainings

Proposed ACTIONS

Action 4

1. Starting the international procedure for ACEEU accreditation - Accreditation Council for Entrepreneurial and Engaged Universities
 2. Extending the participation of PUMS in European partnerships - from two currently (EIP on AHA and euRobotics) to a minimum of 5 in 2023 (start in 2022)
 3. Including in the periodic evaluation of PUMS researchers as well as in their professional and scientific paths these scientific achievements which refer to PUMS priority research areas ("active and healthy aging", "cancer", "innovative pharmaceutical technologies")
 4. Increasing the involvement of PUMS employees in the popular science dissemination (organizing at least 2 times a year "open doors for science", participation in city of Poznan science festivals and the European Researchers Night) (start in 2022)

GAP Principle(s)

(+/-) 9. Public engagement

Timing (at least by year's quarter/semester)

First quarter 2022

Responsible Unit

Indicator(s) / Target(s)

Proposed ACTIONS

Responsible Unit

Indicator(s) / Target(s)

Research, Innovations and Project Management Department (1, 2, 4)
 Offices of Chancellors (Medicine, Health Sciences, Pharmacy) (1, 2)
 Rector's Office (3)
 PUMS Legal Counsels Department (3)
 PUMS Senate (3)
 Department of Promotion and Career (4)

ACEEU accreditation, number of European partnerships in which PUMS actively participates, number of PUMS organizational regulations,

Action 5

GAP Principle(s)

Timing (at least by year's quarter/semester)

Proposed ACTIONS

Action 5

1. Updating the principles of periodic evaluation of PUMS researchers with (a) the possibility of taking into account the commercialization of scientific discoveries and inventions - an equal path to the traditional dissemination of results in scientific publications, (b) personal activities devoted to popular science dissemination, (c) promoting these researchers, who show significant mobility or perform other important administrative roles in PUMS 2. Rewarding the most active researchers by reducing their teaching load 3. Promoting those researchers who act as mentors for students, doctoral students and other employees R1 4. Increasing the awareness of the academic community about the introduced changes by publishing information on the main PUMS website, in the social media and in the "Scientific news" bulletin 5. Organizing periodic non-obligatory training (at least twice a year) for employees from groups R1, R2 and R3 in the scope of introduced changes (start in 2022)

GAP Principle(s)

(+/-) 11. Evaluation/ appraisal systems

(+/-) 19. Recognition of qualifications (Code)

(+/-) 20. Seniority (Code)

(-/+) 26. Funding and salaries

(-/+) 28. Career development

(+/-) 29. Value of mobility

Timing (at least by year's quarter/semester)

First quarter 2022

Responsible

Unit Indicator(s) / Target(s)

Proposed ACTIONS

Responsible

Unit Indicator(s) / Target(s)

Rector's Office (1, 2, 3) PUMS Legal Counsels Department (1, 2, 3) PUMS Senate (1, 3) Research, Innovations and Project Management Department (1, 4) Department of Promotion and Career (4) Offices of Chancellors (Medicine, Health Sciences, Pharmacy) (5)

Number of PUMS organizational regulations, number of "Scientific news" issues released by year, number of twitts, comments and likes in social media, number of trainings

Action 6

Proposed ACTIONS

Action 6

1. Step-by-step evaluation of the current system of recruiting new employees at PUMS 2. Development of a new and transparent recruitment system (OTM-R) based on (a) clear and transparent information on the whole selection process, including selection criteria and an indicative timetable, (b) transparent and concise job advertisement with links to detailed information on, for example, required competencies and duties, working conditions, entitlements, training opportunities, career development, gender equality policies, etc., (c) appropriate levels of qualifications and competencies required in line with the needs of the position 3. Employment of HR specialist (only for the recruitment of researchers) 4. Developing a scoring system in the recruitment process 5. Introducing an obligatory interviews with candidates in the presence of at least a 3-person recruitment committee (incl. HR specialist and at least one specialist/researcher who is not employed at PUMS) 6. Publishing OTM-R in an easily accessible place on PUMS website 7. Introducing a mandatory feedback to the candidate on the results of the recruitment (especially in the case of rejection). Individuals who have not qualified in the recruitment process should know the exact result (including the number of points obtained for the criteria) of the successful candidat 8. Establishing a quality control mechanism, including supervision of the whole recruitment process, to be administered by the HR department

GAP Principle(s)

- (+/-) 12. Recruitment
- (-/+) 15. Transparency (Code)
- (+/-) 16. Judging merit (Code)

Timing (at least by year's quarter/semester)

Second quarter 2022

Responsible Unit Indicator(s) / Target(s)

PUMS HR Department (1, 2, 3, 4, 5, 6, 7, 8)
PUMS Legal Counsels Department (2) Office of General Data Protection Manager (2) Offices of Chancellors (Medicine, Health Sciences, Pharmacy) (2, 4) Research,

Proposed ACTIONS

Responsible Unit Indicator(s) / Target(s)

Innovations and Project Management Department (2, 4) Rector's Office (3) Department of Promotion and Career (6)

Action 7

GAP Principle(s)

- (+/-) 17. Variations in the chronological order of CVs (Code)
- (-/+) 28. Career development

Timing (at least by year's quarter/semester)

Second quarter 2022

Responsible Unit Indicator(s) / Target(s)

Proposed ACTIONS

Action 7

1. Paying special attention to the fact that the selection committee must be open to various previous aspects of the candidate's research career. The scoring system (as mentioned in questions 12, 15 and 16) should therefore not only be based on the analysis of candidate's publication record and her/his participation in projects, but should also take into account individual experience in commercialization and activity in obtaining patents. Therefore, the HR specialist should be of particular importance in the recruitment committee, and should pay attention to the benefits for PUMS resulting from employing a researcher who differs from the traditional (conservative) development path 2. The committee should also take into account the fact that the candidate's employment history, indicating her/his work in less prestigious research centers, should not be negatively assessed. From the point of view of PUMS development, such an employment history may also bring measurable benefits

Responsible Unit

Indicator(s) / Target(s)

PUMS HR Department (1, 2) Offices of Chancellors (Medicine, Health Sciences, Pharmacy) (1, 2) Research, Innovations and Project Management Department (1, 2)

Scoring system

Proposed ACTIONS

Action 8

1. Updating the principles of periodic evaluation of PUMS researchers with (a) the possibility of taking into account the commercialization of scientific discoveries and inventions - an equal path to the traditional dissemination of results in scientific publications, (b) personal activities devoted to popular science dissemination, (c) promoting these researchers, who show significant mobility or perform other important administrative roles in PUMS 2. Regarding the mobility of researchers, particular attention should be given to employees from groups R1 and R3. The type of foreign internship should be adapted to the stage of the scientific career. R1 scientists should first of all take part in professional and specialization training. R3 scientists should primarily benefit from scientific training - shaping them as present/future leaders

GAP Principle(s)

- (-/+) 18. Recognition of mobility experience (Code)
- (-/+) 26. Funding and salaries
- (-/+) 28. Career development
- (+/-) 29. Value of mobility

Timing (at least by year's quarter/semester)

First quarter 2022

Responsible Unit

Indicator(s) / Target(s)

Rector's Office (1, 2) PUMS Legal Counsels Department (1, 2) PUMS Senate (1, 2) Offices of Chancellors (Medicine, Health Sciences, Pharmacy) (1, 2)

Number of PUMS organizational regulations

Proposed ACTIONS

Action 9

1. PhD students need to know what criteria they need to meet in order to be employed at fixed contracts at PUMS (after PhD degree). They should also be prepared for scientific development, not only in the scientific path, but also in the commercial and didactic paths. In line with the above, a particular attention must be given to the issue of PhD education in PUMS Doctoral School 2. Young researchers (R1) must also be more broadly represented in the decision-making bodies of PUMS. Usually, no more than one person from the R1 group takes part in these colleges. The introduction of these changes requires interference with the PUMS statute

Timing (at least by year's quarter/semester)

GAP Principle(s)

(-/+) 22. Recognition of the profession

(-/+) 28. Career development

Second quarter 2022

(++) 35. Participation in decision-making bodies

Responsible

Unit Indicator(s) / Target(s)

PUMS
 Doctoral
 School (1)
 Offices of
 Chancellors
 (Medicine,
 Health
 Sciences,
 Pharmacy)
 (1) Rector's
 Office (1, 2)
 PUMS
 Senate (1, 2)
 PUMS
 University
 Board (2)
 PUMS

Proposed ACTIONS

Responsible

Unit Indicator(s) / Target(s)

General
 Director (2)
 PUMS
 Unions (2)
 PUMS Legal
 Counsels
 Department
 (2)
 Research,
 Innovations
 and Project
 Management
 Department
 (2)

Action 10

Timing (at least by year's quarter/semester)

GAP Principle(s)

(-/+) 23. Research environment

(+/-) 25. Stability and permanence of employment

(-/+) 28. Career development

Responsible

Unit Indicator(s) / Target(s)

Proposed ACTIONS

Action 10

1. In January 2022, it is planned to hire a sales manager, whose main task will be to search for opportunities to sell (commercialize) scientific discoveries achieved, among others based on the modernized research infrastructure. Information about this activity will also be prominently displayed on PUMS Science website 3. Moreover, as it was already mentioned before, in March 2022 we are going to update the principles of periodic evaluation of PUMS researchers making them more clear, involving external specialists and translating directly into the possibility of further employment. 4. We do realize that changing this situation (especially from the point of view of R1 and R3 employees) should not only depend on the change in legislation. There are several ways to deal with this matter. The first is periodic (e.g. 2x a year, voluntary training for PUMS employees in the area of labor law and internal PUMS regulations). The second is the introduction of non-compulsory training for fixed-term scientists at PUMS in terms of increasing their individual chances on the labor/scientific market (it is also indirectly related to allowing more development paths in PUMS). Finally, last but not least, is the preparation of PUMS employees to run their own business (for example, PUMS assistance in establishing their individual start-ups). This would give the feeling that PUMS cares about its employees and tries to guarantee them professional stability in all possible ways (June 2022)

Responsible

Unit

Indicator(s) / Target(s)

Rector's Office (1) PUMS General Director (1) Management Board for PUMS Center for Innovative Pharmaceutical Technology (1) PUMS HR Department (1, 2) Research, Innovations and Project Management Department (1, 3) Department of Promotion and Career (1, 3) PUMS Legal Counsels Department (2) PUMS Senate (2) Offices of Chancellors (Medicine, Health Sciences,	Number of PUMS organizational regulations
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Proposed ACTIONS

Responsible

Unit

Indicator(s) / Target(s)

Pharmacy) (2, 3)	
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Action 11

1. Systematic dissemination and publication of the most up-to-date information (PUMS website) regarding the possibility of establishing scientific cooperation with other research centers in Poland and abroad 2. Extending the activity of PUMS by joining new European research networks 3. Implementation of a career counseling system at PUMS - giving advices not only in the area of development (scientific / didactic / commercial) at PUMS, but also opportunities to find / continue work in other units (research centres) in Poland and abroad 4. Appointment of professional mentors to look after doctoral students and young scientists. Such mentoring would involve at least two meetings a year with the mentee. A mentor could look after at most 3 young researchers / PhD at the same time. The mentoring would last two years with the possibility of extension. A doctoral student's mentor could be a young doctor with recognized scientific achievements 5. Appointing an Ambassador for Young Scientists - a person who is esteemed in the PUMS academic community - to perform a mediation and advisory role in the field of professional development and mitigating potential conflicts (young - experienced scientist, assistant / doctoral student - supervisor).

GAP Principle(s)

(--) 30. Access to career advice

(--) 39. Access to research training and continuous development

(--) 40. Supervision

Timing (at least by year's quarter/semester)

Fourth quarter 2022

Responsible

Unit

Indicator(s) / Target(s)

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
Department of Promotion and Career (1) Research, Innovations and Project Management Department (1, 2, 3) PUMS HR Department (3) Offices of Chancellors (Medicine, Health Sciences, Pharmacy) (3, 4, 5) Rector's Office (5)	PUMS website, number of "Scientific news" issues released by year, number of twitts, comments and likes in social media, number of European partnerships in which PUMS actively participates, career counseling system, Ambassador for Young Scientist

Proposed ACTIONS

Action 12

1. Development and dissemination of an information brochure on the possibility of direct and indirect commercialization in PUMS - based on the legal regulations already existing in PUMS (January 2022) 2. Development of PUMS website with a tab, where scientific units / scientists will be able to present their scientific offer to external commercial or industrial organizations 3. Establishing an R&D section within Research, Innovations and Project Management Department, whose task will be to advise scientists on the possibilities, requirements and rights of cooperation with the industry and commercialization of research. 4. Employment of an Innovation Manager and patent attorney 5. Dissemination of the list of researchers who obtained a patent (being employed at PUMS), with direct contact to them and the possibility of consulting in the field of patenting and commercialization of scientific research 6. Organizing periodic non-obligatory training (at least twice a year) for employees from groups R1, R2 and R3 in the scope of introduced changes (start in 2022)

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 31. Intellectual Property Rights	First quarter 2022

Responsible Unit	Indicator(s) / Target(s)
Research, Innovations and Project Management Department (1, 2, 3, 4, 5) Department of Promotion and Career (1, 2, 5) PUMS General Director (4) Offices of Chancellors (Medicine, Health Sciences, Pharmacy) (6)	Number of information brochures, PUMS website, R&D section within Research, Innovations and Project Management Department, list of researchers who obtained a patent, number of trainings

Proposed ACTIONS

Action 13

1. Development the Senate resolution regarding guidelines and framework conditions for the recognition of co-authorship in scientific work 2. Committing all researchers to read and accept the above requirements online, every 2 years or during the periodic evaluation (PUMS Rector ordinance) 3. Introduction to the periodical evaluation system the requirement for the author to define the percentage of publications issued in the period under evaluation, together with a description of the activities carried out as part of it 4. Systematic promotion (especially among doctoral students and young researchers) the principles of good manners and ethics in science (start in 2022)

GAP Principle(s)

(+/-) 32. Co-authorship

Timing (at least by year's quarter/semester)

Second quarter 2022

Responsible Unit

Indicator(s) / Target(s)

Proposed ACTIONS

Responsible Unit

Indicator(s) / Target(s)

PUMS
Senate (1)
PUMS Legal
Counsels
Department
(1, 2)
Rector's
Office (2)
PUMS HR
Department
(3)
Research,
Innovations
and Project
Management
Department
(4) Offices of
Chancellors
(Medicine,
Health
Sciences,
Pharmacy)
(4)

Number of PUMS regulations, number of trainings

Action 14

GAP Principle(s)

Timing (at least by year's quarter/semester)

Proposed ACTIONS

Action 14

1. Reducing the teaching load for the most active research workers (preferably publishing) with the same amount of remuneration. Such action should result in relieving the best researchers from their teaching duties and create more favorable conditions for research work 2. The aforementioned reduction system must be clearly defined (must not be discretionary) 3. Creating an organizational unit composed of authorities and researchers / teachers enjoying general recognition, closely cooperating with the Rector of PUMS, in the field of detecting teaching irregularities (conducting classes by employees who are not academic teachers, too much teaching load, unjustified replacements) and proposing solution 4. All newly employed researchers, young researchers and doctoral students should undergo mandatory online training in teaching activities, including the principles of communication with students, presenting arguments only on the basis of scientific sources and eliminating discrimination based on gender, sexual orientation, origin, culture or religion (start in 2022)

GAP Principle(s)

(--) 33. Teaching

(-/+) 34. Complains/ appeals

Timing (at least by year's quarter/semester)

Fourth quarter 2022

Responsible

Unit Indicator(s) / Target(s)

PUMS
Financial
Manager (1)
PUMS
Senate (1, 2)
PUMS Legal
Counsels
Department Number of PUMS regulations, number of trainings
(1, 2)
Rector's
Office (1, 2,
3) Office of
vice-Rector
for Didactics
(4)

Proposed ACTIONS

Action 15

1. Development of guidelines on how to transfer skills to conduct scientific research in PUMS units / departments (e.g. included in the description of the position of an assistant professor or professor, handed over with the contract) 2. Establishing an official position of a research mentor, with appropriate duties, but also the right to remuneration (overtime / reduction of the workload) 3. Establishing an evaluation system (e.g. in the form of a questionnaire) for the fulfillment of the duty of a scientific mentor as well as tools to enforce the above obligation. 4. Implementation of a training system for experienced employees (i.e. potential managers of PUMS organizational units) in the field of optimal management, respecting the dignity and skills of young researchers, in order to ensure their optimal development (minimum two trainings in 4 years) 5. Introducing periodic, obligatory (e.g. one / two researchers / employees from a given PUMS unit / department) training in obtaining grants, conducting scientific research, statistical analyzes or writing scientific papers

GAP Principle(s)

(+/-) 36. Relation with supervisors

(+/-) 37. Supervision and managerial duties

(-/+) 38. Continuing Professional Development

(--) 40. Supervision

Timing (at least by year's quarter/semester)

Third quarter 2022

Responsible

Unit Indicator(s) / Target(s)

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
Offices of Chancellors (Medicine, Health Sciences, Pharmacy) (1, 2, 4, 5) PUMS Financial Manager (2) Rector's Office (2, 3) PUMS Legal Counsels Department (3) PUMS Senate (3) PUMS HR Office (4, 5) Research, Innovations and Project Management Department (5)	Number of guidelines, number of PUMS regulations, number of trainings

Unselected principles:

- (++) 1. Research freedom (++) 2. Ethical principles (++) 3. Professional responsibility (++) 5. Contractual and legal obligations (++) 6. Accountability
- (++) 10. Non discrimination (++) 13. Recruitment (Code) (++) 14. Selection (Code) (++) 21. Postdoctoral appointments (Code) (++) 24. Working conditions
- (++) 27. Gender balance

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan. (max. 1000 words) *

PUMS adheres to the principles of an Open Recruitment Policy. Job advertisements are published in open access, both on Polish and EURAXESS websites (in Polish and English, the time for submitting the documentation is long enough, on average 8 weeks). The recruitment procedure treats all applicants in the same way, irrespective of gender, religion, race, color, political opinion, wealth or sexual orientation.

Job interviews, however, require greater involvement of professionals. And this is the basic goal that is to be achieved by PUMS in 2022. The composition of the recruitment committees must be better specified and include not only subject matter specialists, but also HR specialists. OTM-R should also find its better reflection in PUMS activity in social media. What's more, internal recruitment guides should be developed not only for new hires, but also for PUMS management staff and principal investigators who employ post-docs, young researchers and PhD students as part of the grants they direct. The complex OTM-R document, available in Polish and English, must be finally (by the end of 2022) published on the PUMS website.

In 2022, PUMS intends to complete the ACEEU accreditation process. It is also a period when it is necessary to change some PUMS organizational documents that would enable university employees to achieve better self-fulfillment - including supplementing the development path with a commercialization path. This task requires close cooperation between trade unions, lawyers, scientists and the PUMS Senate.

In 2022, it is also planned to activate the Rector's plenipotentiaries for counteracting discrimination more actively. It is also intended to appoint an Ambassador for Young Scientists who will take care of the free development of young scientists and treating this group as professionals.

In order for the above-mentioned process was successful, PUMS must ensure better information flow, better distribution of information brochures and greater activity on the web. These actions also have to be taken by the end of 2022.

In addition, the intention is to motivate all the PUMS employees (R1, R2, R3 and R4) to participate in training, workshops and information days (both obligatory and facultative, regional and international, at least twice a year) focused on providing information in the field of proper human capital management. An important element of the policy of extending employment (in the case of research and teaching staff) will be their scientific activity. The more scientifically active employees will be able to benefit from the reduction of their teaching load.

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

URL: <https://www.ump.edu.pl/praca-w-ump;>
<https://www.ump.edu.pl/en/hr-excellence-in-research>

4. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

- 1. Improvement of the functional aspects the usability of the Poznan University of Medical Sciences (PUMS) website to facilitate access to information on strategic research goals, scientific operating mechanisms, as well as the necessary permits to conduct research. This improvement will include more intuitive navigation on the site, increased legibility of presented information, more effective information search efficiency and easier communication of user with the system. The website will meet WCAG2.1 standards and will be adapted to the needs of people with disabilities.**
- 2. Regular and obligatory trainings to increase the awareness of research and academic staff how to apply for funds from non-university resources, about regulations on the security of files and databases, also about dissemination and rules of commercialization of scientific research results.**
- 3. Establishing clear, comprehensible, transparent and universal criteria (optimally using scoring system) for accepting employees for particular positions (assistant, adjunct professor, professor) but also for selecting the best candidates for scholarships. Appointment of multidisciplinary committee for recruitment of researchers to participate in scholarship (both domestic and international). The opinion of the Head of the university unit will be treated only as an advisory vote, and the Head must not be a member of such committee.**
- 4. Information on the results of the selection procedure, paying particular attention to the strengths and weaknesses of the candidate, should be a necessary element of the recruitment procedure. Individuals who have not qualified in the recruitment process should know the exact result (including the number of points obtained for the criteria) of the successful candidate. Regular trainings will be implemented to increase the awareness of researchers regarding the importance of their mobility and the search for external, domestic and foreign partners.**
- 5. Assurance of comfort for young researchers by increasing funds for the internal grants for them (transparent criteria for application evaluation, introduction of an independent external evaluation mechanism (eg., two reviewers but only one from PUMS)) and by creating a clear system for obtaining**

a stable contract (the youngest scientists are often employed on fixed-term contracts). Young researchers will be represented in the decision-making bodies for assessing individuals employed as the heads of university departments.

6. Reduction in the teaching hours for the most active researchers (publications, principal investigators in grants) on the base of transparent rules, which would create appropriate conditions for continuing their research work. An ordinance will be issued by University Senate or Rector with guidelines and framework conditions for the recognition of co-authorship.

7. Rector's committee consisting of authorities and individuals of universal recognition will be appointed to detect didactic irregularities (teaching by non-academic staff, excessive teaching load, unjustified substitutions) and to mediate conflicts between researchers, in particular between young scientists and their supervisors.

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


Note: Click on each question of the checklist to open the editor.

How will the implementation committee and/or steering group regularly oversee progress?*



Detailed description and duly justification (max. 500 words)

The implementation committee will organize regular meetings (at least once every two months), and information on the new regulations will be published on the PUMS website (both in Polish and in English). Anyone from PUMS (managerial staff) responsible for changing the regulations will also participate in these meetings. Based on the Action Plan presented in the current application, the implementation committee will prepare a timetable for all the changes, and their correct and on-time implementation will be systematically monitored.

How do you intend to involve the research community, your main stakeholders, in the implementation process? * 


Detailed description and duly justification (max. 500 words)

Along with the improvement of the information flow in PUMS, it is assumed that information on the strategy of full OTM-R implementation and responsible human capital management will reach the entire PUMS academic community. Information about the process will be delivered both passively and actively (in the form of personalized messages tailored to the needs of the recipient and targeted at the recipient).

As part of the program implementation, an anonymous form for submitting comments will be created, as well as an online discussion forum (meetings at least once a month based on the MS Teams application) led by the Vice-Rector for Science.

Each comment from the researcher and stakeholder is intended to be taken seriously and responsibly.

In 2022, it is also planned to invite foreign scientists cooperating with PUMS, who will present the best models of research, recruitment and employment in European universities.

How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy. * 

Detailed description and duly justification (max. 500 words)

The entire PUMS research strategy (as part of the PUMS Development Strategy - available here <https://www.ump.edu.pl/en/development-strategy>) is based on human capital, respect for employee work and equal opportunities.

This is due to both national legislation and internal PUMS regulations. Nevertheless, some of the regulations applied at the University will have to be changed by the end of 2022.

These changes must, in the first place, focus on (1) researcher mobility, (2) individual development employee paths based on the commercialization of research results, (3) scientific mentoring, (4) networking, (5) flexibility in the recruitment process and (6) recognition of young researchers as professionals.

Each candidate who applies for employment at the PUMS will have to read and accept HRS4R regulations. During evaluation process all employeeed will be obliged to follow HRS4R strategy. Every participant in workshops, lectures and other activities will be informed that they are compatible with HRS4R strategy.

How will you ensure that the proposed actions are implemented?*



Detailed description and duly justification (max. 500 words)

The entire adjustment of the PUMS organizational structure to the OTM-R requirements and care for human capital will be supervised by the Implementation committee. The action plan includes detailed indicators along with their achievement period (in 2022 or 2023), which will allow the preparation of a detailed work schedule.

The implementation committee will organize regular meetings (at least once every two months), and information on the new regulations will be published on the PUMS website (both in Polish and in English).

Anyone from PUMS (managerial staff) responsible for changing the regulations will also participate in these meetings.

All activities (trainings, workshops) are going to be finished with final exam or test (either written or on-line).

How will you monitor progress (timeline)?*



Detailed description and duly justification (max. 500 words)

The entire adjustment of the PUMS organizational structure to the OTM-R requirements and care for human capital will be supervised by the Implementation committee. The action plan includes detailed indicators along with their achievement period (in 2022 or 2023), which will allow the preparation of a detailed work schedule.

The work of the Implementation committee will be also regularly verified and supervised by the PUMS Authorities (Rector or one of Vice-Rectors) - regular meetings at least once a three-months period.

How will you measure progress (indicators) in view of the next assessment?*



Detailed description and duly justification (max. 500 words)

The current documentation includes indicators, the achievement of which will be a measure of the implementation of the described changes in PUMS organisation.

In addition, all researchers will be asked to fill the next survey 9 and 18 months after implementation of HRS4R strategy. Their results will be compared to the initial findings. On the basis of this comparison, we will be able to find out which points of our action plan still need substantial improvement.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)

No additional remarks.