



HR EXCELLENCE IN RESEARCH



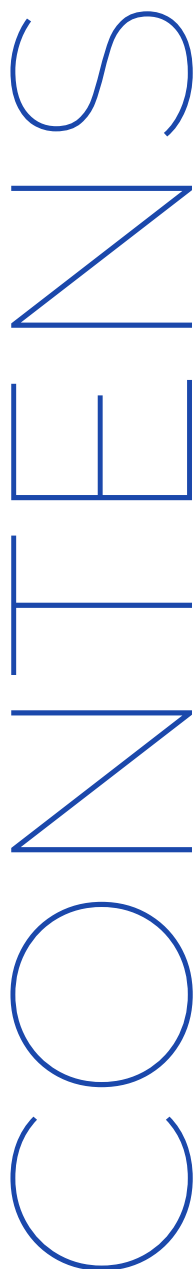
UNIwersytet Jagielloński
w Krakowie

An outline of JU HRS4R strategic activities for 2023-2026 in the context of the analysis of the mid- term survey results

HRS4R

July 2023

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JU HR Logo Team

The Jagiellonian University continues its transformation into a modern research university. It conducts high quality research, including interdisciplinary and cross-field research. It is constantly developing a scientist-friendly research environment and efficiently managing tasks of the Excellence Initiative – Research University programme.
(The Jagiellonian University 2030 Strategy).

NON TECH UN DER STAND ING

Granting the Human Resources Excellence in Research award in 2016 confirmed the Jagiellonian University's commitment to comply with the principles set out in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. The University respects the ethical standards of scientific work and counteracts dishonesty in scientific activity. It ensures that the voice of science is present in the public debate and promotes the popularisation of science.

The University's commitment to comply with the principles of the Charter and the Code is reflected in the provisions of JU's strategic documents (The Jagiellonian University 2030 Strategy) as well as in its activities, such as those undertaken by the University within the cooperation of the Una Europa alliance of European research universities (The Una Europa 2030 Strategy).

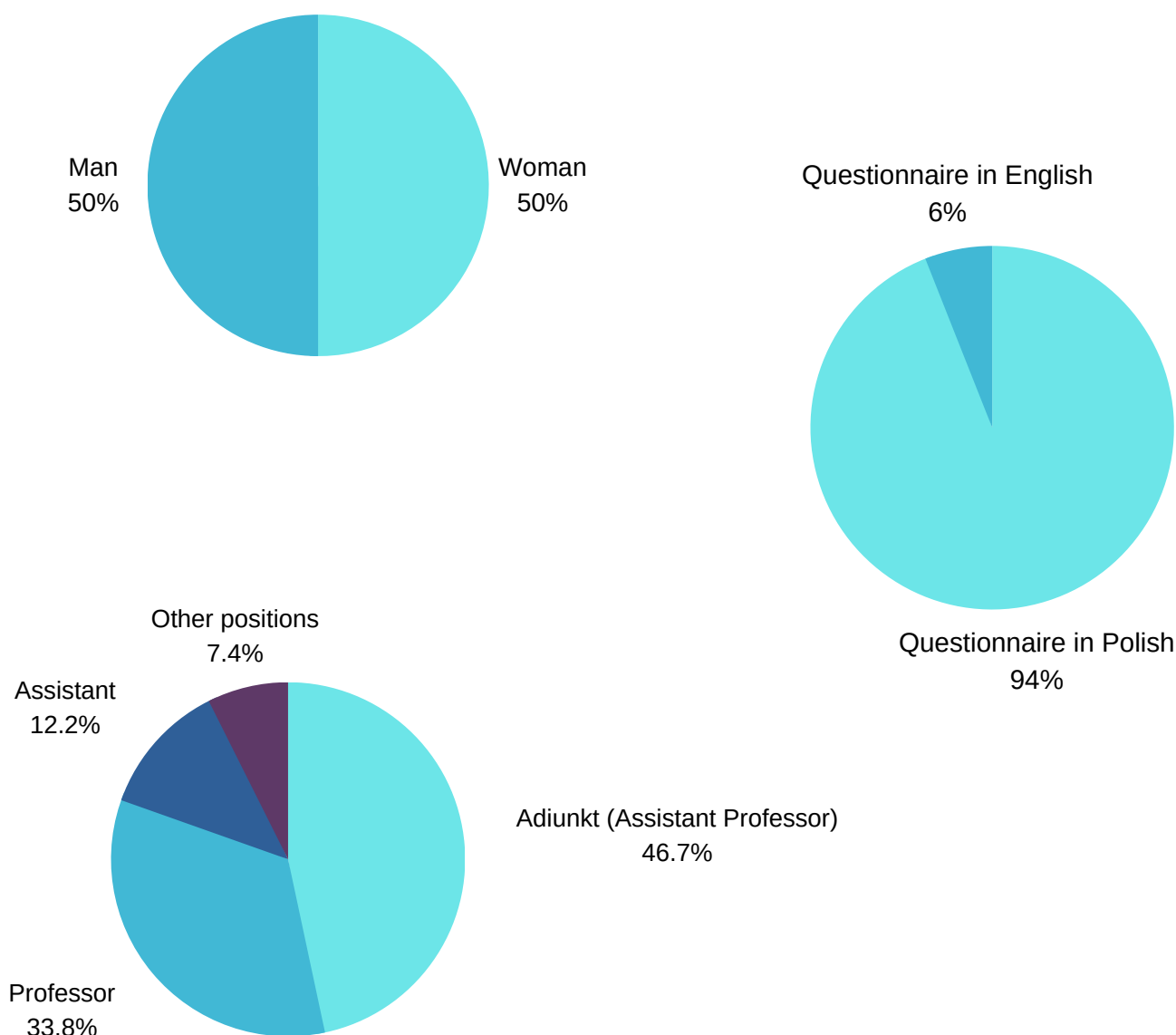
The Jagiellonian University follows an active, friendly and development-oriented HR policy towards all of its employees, both academic teachers and non-teaching staff. The University's recruitment policy is implemented in line with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.
(The Jagiellonian University 2030 Strategy).

The University constantly and regularly monitors the implementation of the European Charter for Researchers principles, analyses the strengths and weaknesses of current practices as well as the expectations of the academic community and makes effort to improve processes and take actions in areas that require support.

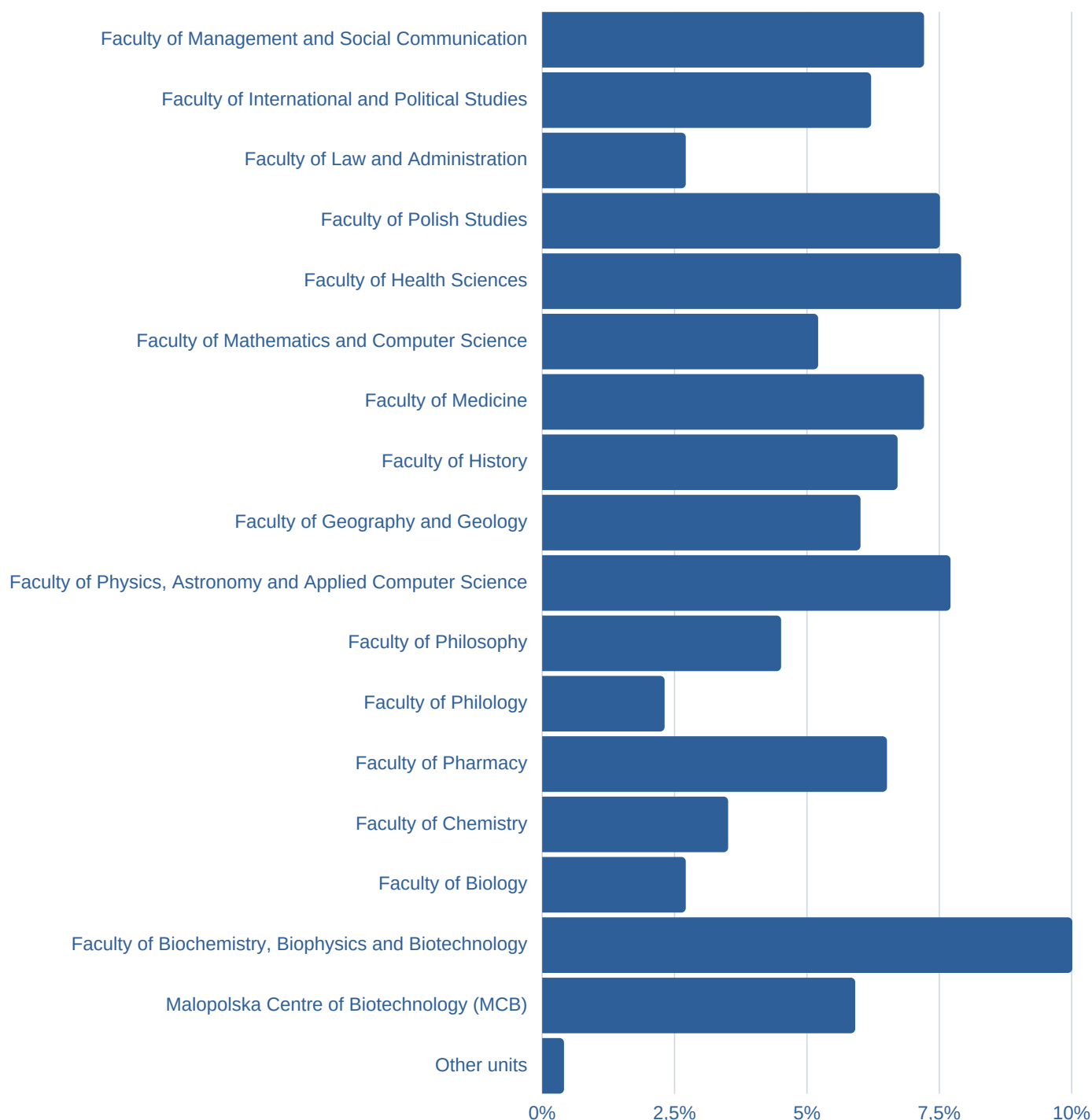
The following report from the analysis carried out in May 2023 defines the directions of activities in the area of HR Excellence in Research for the coming years.

PARTICIPANTS

The questionnaire was developed in two language versions (Polish and English) and was targeted at both research staff and research and teaching staff, employed at JU. 598 participants completed the questionnaire in both Polish and English language versions (564 and 34, respectively), which constitutes approximately 15 per cent of the target group.



PARTICIPANTS



SURVEY RESULTS – AN OVERVIEW

In 35 closed questions (out of 44), the percentage of positive answers is higher than of negative ones. The questions were grouped into four thematic areas:

01. Ethical and professional aspects
The largest percentage of positive answers – 76 per cent.

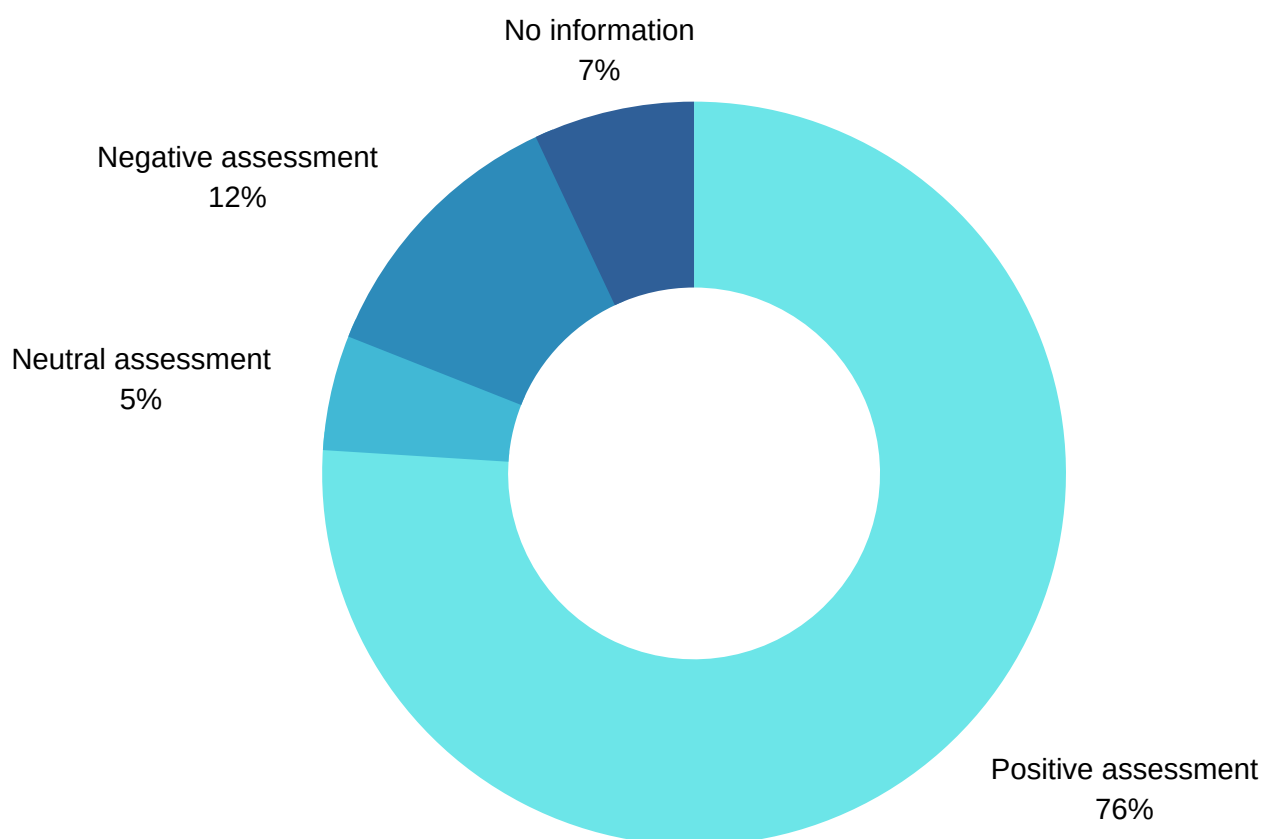
02. Recruitment and selection
The largest percentage of answers indicating lack of information or opinion - 19 per cent.

03. Working conditions and social security
The largest percentage of negative answers – 33 per cent.

04. Development and training
The largest percentage of neutral answers – 16 per cent.

Respondents had the opportunity to expand on their assessment in open questions, where they could provide a longer written comment.

'ETHICAL AND PROFESSIONAL ASPECTS'



2023	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
negative	9%	5%	9%	6%	15%	10%	12%	15%	18%	23%	7%
positive	89%	88%	83%	79%	70%	83%	84%	57%	62%	61%	87%
no information	2%	6%	9%	14%	14%	7%	4%	8%	5%	4%	1%

'ETHICAL AND PROFESSIONAL ASPECTS'

VERY WELL!

- freedom in selecting research problems and methods (Q1)
- compliance with ethical principles of a given discipline while conducting research (Q2)
- avoiding any violation of rights and principles of intellectual property as well as research integrity (Q3)
- practice of informing superiors and grant funders about important events related to the commencement, delay or completion of the project (Q4)
- awareness of one's legal and ethical responsibility towards state institutions and the society (Q6)
- awareness of being included in the system of regular work quality evaluation (Q11)

WELL!

- awareness of obligations resulting from international and national legislation applicable to one's work (Q5)
- compliance with the law and rules related to occupational health and safety (Q7)
- making every effort to ensure that all research results are effectively and widely communicated or effectively implemented commercially (Q8)
- being attentive to the popularization of one's research results (Q9)



INSUFFICIENTLY

- actions taken to counteract discrimination on the grounds of gender, age, sexual orientation, origin, beliefs, language, economic status and disability (Q10)

'ETHICAL AND PROFESSIONAL ASPECTS'

'My unit is quite well managed'

"A system of regular work quality evaluation is implemented"

'In my opinion, they are fully sufficient (especially taking into account the current reality)!"

'In my immediate environment the situation complies with all legal and ethical requirements, so I do not see the need for any reforms'

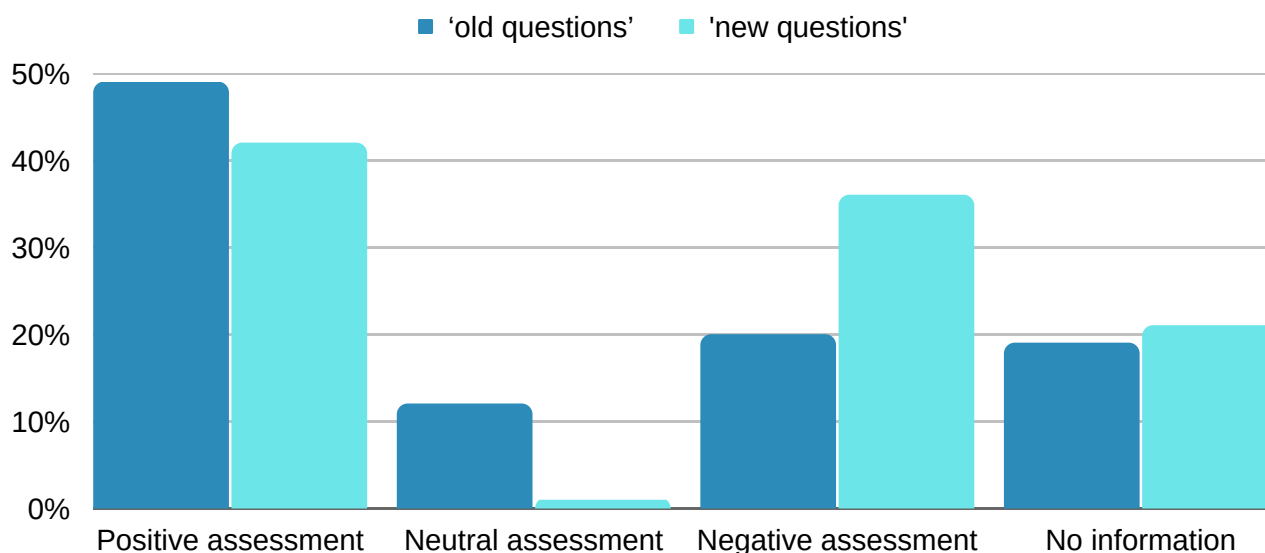
'The current situation meets my expectations'

In 2023, none of the questions in the area of 'Ethical and professional aspects' has revealed issues that would require providing further information to employees (the threshold above which action should be taken is 16 per cent).

'RECRUITMENT AND SELECTION'

Compared to the 2016 version of the questionnaire, this area of the survey has been extended by four additional questions concerning:

- the OTM-R policy (Open, Transparent and Merit-based Recruitment) (Q11)
- additional health care (Q12)
- good practices related to the new employee onboarding (Q13)
- information on the HR Logo (Q14).



2023	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
negative	18%	23%	18%	32%	20%	18%	29%	15%	14%	11%
positive	55%	68%	53%	53%	60%	30%	31%	47%	47%	53%
no information	9%	7%	14%	14%	19%	35%	21%	18%	19%	34%

2023	Q11	Q12	Q13	Q14
negative	39%	18%	37%	51%
positive	30%	72%	44%	24%
no information	31%	9%	18%	24%

'RECRUITMENT AND SELECTION'

WELL!

- employment process based on fair criteria (Q1)
- decisions regarding the employment of a new JU employee taken by collective bodies which involve people with various achievements and experience (Q3)
- employment process based not only on bibliometric criteria, but also on a wide range of criteria and methods of employee selection (Q5)
- assessment of JU employees' formal and informal professional qualifications carried out during the employment process in a way which is appropriate and adapted to the specific nature of the position and research area (Q8)
- employment process based on an objective assessment of achievements rather than the reputation of the institution which the candidates come from (Q9)
- employment process for post-doc-type positions based on clear and unambiguous rules (Q10)
- possibility of getting access to additional health care - medical packages as an expression of the Jagiellonian University's concern for the safety and health of its employees (Q12)



INSUFFICIENTLY

- employment process based on applying open, effective and transparent procedures (Q2)
- informing about selection criteria, the number of available positions and possible career development paths during the employment process (Q4)
- no negative assessment of gaps in one's scientific career during the employment process for the position of a JU employee (Q6)



POORLY

- appreciating experience in various sectors and research areas during the employment process (Q7)
- knowledge of the provisions of the academic staff recruitment procedure introduced by the OTM-R (Open, Transparent and Merit-based Recruitment) policy (Q11)
- applying good practice by the JU management staff, regarding the new employee onboarding process (Q13)
- knowledge about where to find information on the EC's guidelines regarding HR logo (Human Resources Excellence in Research award) (Q14)

'RECRUITMENT AND SELECTION'

"\Recruitment is transparent for grant positions, while other rules apply when employing people outside grants'

'In the unit where I work (...) appropriate actions have been taken this year to implement the highest HR standard'

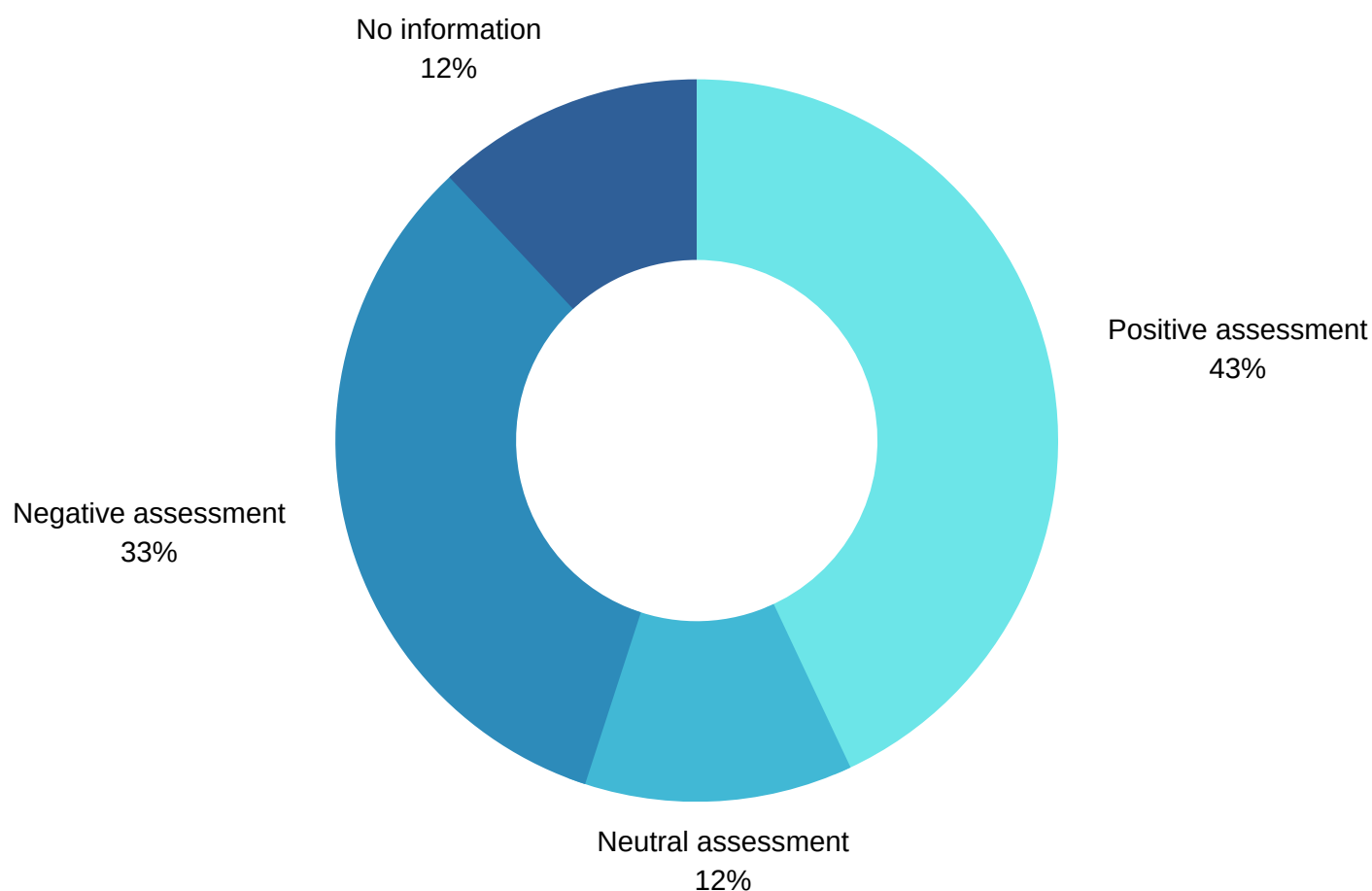
'The medical package is a very good solution, and so is the benefit card'

'The procedure after launching the contest seems to be carried out in a fair way'



In this area, the results of the survey indicate the necessity to provide the employees with further information on most of the above-mentioned issues. The largest percentage of answers indicating lack of information or opinion was declared in questions 3-11, 13-14.

'WORKING CONDITIONS AND SOCIAL SECURITY'



2023	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14
negative	33%	23%	40%	27%	74%	22%	33%	40%	37%	14%	30%	42%	17%	27%
positive	52%	59%	40%	56%	11%	60%	36%	40%	21%	45%	54%	35%	31%	59%
no information	14%	0%	3%	3%	0%	8%	11%	19%	23%	23%	15%	8%	36%	13%

'WORKING CONDITIONS AND SOCIAL SECURITY'



INSUFFICIENTLY

- being treated as professionals from the earliest stages of career development (doctoral studies) (Q1)
- possibility of carrying out research in an inspiring and well-equipped research environment (Q2)
- feeling secure about the stability of one's employment (Q4)
- opportunity for scientific and professional promotion, regardless of the employee's current position and gender (Q6)
- possibility of benefiting from the intellectual property rights related to one's work results (Q10)
- being recognized for research co-authorship (Q11)
- possibility of applying appeal procedures, particularly in the field of mediation and conflict resolution in the workplace (Q13)
- possibility of taking active part in collective bodies which take decisions shaping the future of the employee's institution (Q14)



POORLY

- ensuring conditions which enable the work-life balance (Q3)
- attractive and fair remuneration of employees (Q5)
- having a formalized individual career development path (Q7)
- being recognized for geographical, sector and interdisciplinary mobility (Q8)
- access to career development counselling (Q9)
- number of the employee's teaching hours which makes it possible to carry out research (Q12)

'WORKING CONDITIONS AND SOCIAL SECURITY'

'The teaching load should be lower to enable both decent scientific work and thorough preparation for classes'

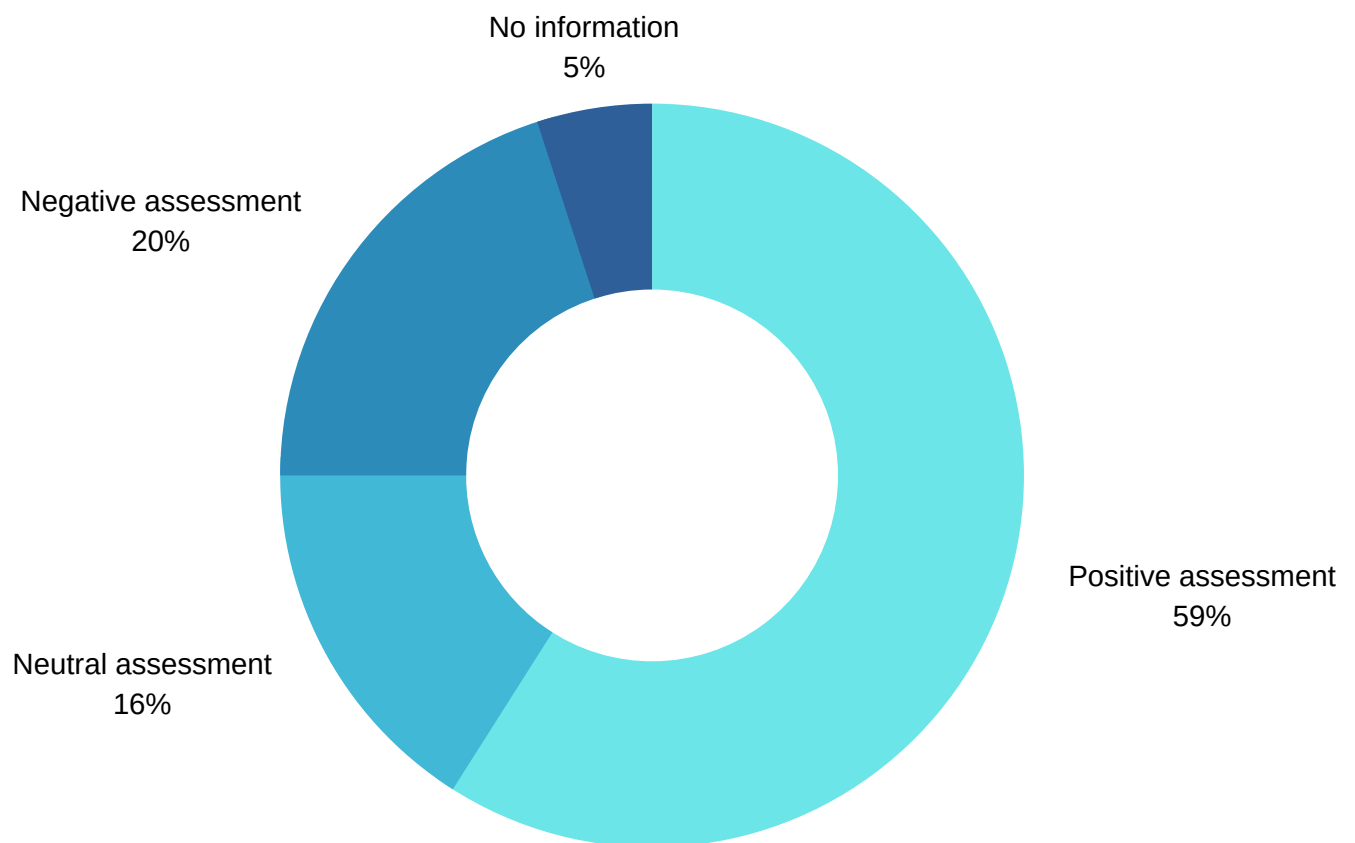
'The university authorities should be appreciated for their own initiative in raising salaries (even a symbolic salary raise improves the employee's morale)'

'Professors' salaries are satisfactory'

'Remuneration is fair and transparent; however, with the current inflation level, it is difficult to consider the research staff's salaries attractive (or even sufficient for a comfortable standard of living), especially if we are talking about the beginning of a scientific career'

In this area, the results of the survey indicate the necessity to provide the employees with further information on five issues. The largest percentage of answers indicating lack of information or opinion was declared in questions 8-11 and 13.

'DEVELOPMENT AND TRAINING'



2023	Q1	Q2	Q3	Q4	Q5
negative	25%	18%	19%	21%	18%
positive	71%	62%	59%	49%	57%
no information	3%	4%	6%	8%	4%

'DEVELOPMENT AND TRAINING'

WELL!

- providing younger colleagues with assistance in the development of competences and careers (Q2)
- continuous improvement of one's skills and competences at all career levels (Q3)
- possibility of benefiting from the superiors' expertise to develop one's own career (Q5)



INSUFFICIENTLY

- scientific and organizational support from one's immediate superiors (Q1)
- possibility of using a wide range of tailored methods for developing research competences (Q4)



'DEVELOPMENT AND TRAINING'

'The training offer is interesting, but there is not enough time for it'

"The ZintegrUJ Programme for employees is a great idea with fantastic training offers. It was worth taking part in them"

'I am convinced that in my immediate environment the relationship between the superior and the employees should not raise any objections'

'I am very lucky to have found a good supportive director and head of the department'

In 2023, none of the questions in the area of 'Development and training' has revealed issues that would require providing further information to employees (the threshold above which action should be taken is 16 per cent).

SUMMARY OF THE POSITIVE FINDINGS



- the employees participate in the training and development opportunities offered to them and are encouraged to do so
- the employees tend to believe that their current role enables them to achieve their personal professional goals
- most researchers are aware of the fact that the Jagiellonian University received the HR Excellence in Research award
- individual research roles are clearly defined

- the Jagiellonian University carries out recruitment based on an objective assessment of achievements and transparent rules
- JU scientists are enthusiastic towards as well as motivated for their research work and enjoy the freedom of scientific research
- by providing access to the Open Research Data Repository the University made it possible to deposit, archive and share research data
- most researchers are familiar with the principles of the Academic Code of Conduct



RECOMMENDED AREAS FOR ACTIVITIES

01

Superiors should encourage the employees to participate in competence development programmes as well as recognize such participation. The training offer should be addressed to employees at every stage of their careers, and it should support their individual professional development path.

02

Still few employees are covered by the mentoring programme, the implementation of which often depends on the superior's support. Actions should be taken to enhance the development and implementation of mentoring programmes, especially for young scientists.

03

New employees, including foreign nationals, should be provided with systemic support during their first months at work. An effective care and adaptation system for the newly employed staff should be implemented.

04

Remuneration in the sector of higher education in Poland is not competitive. It is increasingly difficult to persuade scientists to remain at the university, particularly at the beginning of their careers. Motivational mechanisms and systems should be introduced, as an encouragement to undertake scientific work.

05

External factors, such as covid, war in Ukraine or inflation, and internal factors (relatively low remuneration, increasing administrative and teaching loads) negatively affected the assessment of working conditions and social security at JU. Actions should be taken to increase the sense of security and stability of employment as well as to ensure the work-life balance and prospects for career development and promotion.

06

It is necessary to further incorporate the HR Excellence in Research award in the policy and culture of the university as well as to plan further information and marketing activities.



HR EXCELLENCE IN RESEARCH

JU HR LOGO TEAM

The Steering Committee:

prof. dr hab. Piotr Jedynak – Vice-Rector for Human Resources and Financial Management – Chairperson
prof. dr hab. Dorota Malec – Vice-Rector for International Relations
prof. dr hab. med. Tomasz Grodzicki – Vice-Rector for Medical College
prof. dr hab. Armen Edigarian – Vice-Rector for Educational Affairs
prof. dr hab. Piotr Kuśtrowski – Vice-Rector for Research
dr hab. Małgorzata Kruczek, JU professor – Rector's Proxy for Strategic Projects
mgr Monika Harpula – JU Chancellor
mgr Teresa Kapcia – JU Bursar

The Working Group:

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mgr Edyta Serwatka – Centre for Human Resources
mgr Bożena Stanio – Centre for Human Resources
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dr Anna Sławik – Faculty of Management and Social Communication
mgr Maciej Wcisło – JU Doctoral Association

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