

TEMPLATE 3: INTERNAL REVIEW

Name Organisation under review: Lodz University of Technology

Organisation's contact details: Office of University Development and Human Resources, 217/223
Wolczanska Str., 90-924 Lodz, Poland, phone +48 42 631 29 20, e-mail: rozwoj@adm.p.lodz.pl

Web-link to published version of organisation's HR Strategy and Action Plan:

<https://www.p.lodz.pl/en/hrlogo>

https://www.p.lodz.pl/sites/default/files/pliki/revised_action_plan.pdf (Revised Action Plan 2018-2021)

<https://www.p.lodz.pl/en/policy-human-resources-development> (Revised Policy for Human Resources)

Web-link to organisational recruitment policy (OTM-R principles):⁴⁵

The document is being prepared.

OTM-R checklist: https://www.p.lodz.pl/sites/default/files/pliki/otm-r_lodz_university_of_technology.pdf

SUBMISSION DATE TO THE EUROPEAN COMMISSION: May 2018

1. ORGANISATIONAL INFORMATION

Please provide an update of the 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	1.087
Of whom are international (i.e. foreign nationality)	17
Of whom are externally funded (i.e. for whom the organisation is host organisation)	0
Of whom are women	368
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	R3 – 222 R4 - 135
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	644
Of whom are stage R1 = in most organisations corresponding with doctoral level	73
Total number of students (if relevant)	16.700
Total number of staff (including management, administrative, teaching and research staff)	2.810
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	96.749.979
Annual organisational direct government funding (designated for research)	65.253.738
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	8.677.787
Annual funding from private, non-government sources, designated for research	3.161.074

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

Lodz University of Technology (TUL) is a technical university established in 1945. University has the qualifications to award the title of master's degree in engineering, master's degree, master's degree in civil engineering, master of art, engineer, architect and bachelor. It also gives the doctoral and postdoctoral degrees. TUL is the only technical university in the region and one of the largest in the country. It consists of 9 faculties and 3 interdepartmental units. The teaching offer includes 44 fields of study, as well as doctoral and postgraduate studies. The university also has a unique unit in the country, International Faculty of Engineering, where the studies are conducted in English and French.

2. NARRATIVE (MAX. 2 PAGES)

Please consult the narrative on the strengths and weaknesses under the 4 thematic areas of the Charter and Code as provided in the initial submission of your organisation's HR Strategy. Have any of the priorities for the short- and medium term changed? Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? Are any strategic decisions under way that may influence the action plan?

Please provide a brief commentary – not only looking back, but also looking forward.

As a result of the analysis, it was found that the actions planned and implemented in the Action Plan 2016-2018 caused a significant progress of the university in the implementation of the Charter and Code provisions. In 2016-2018, 12 actions were planned, from which 11 were implemented and 1 action was postponed to the new Action Plan. Analysis of current strengths and weaknesses of TUL, made with reference to Gap Analysis from 2016, showed progress in the area of actions implemented in accordance with the Action Plan 2016-2018. It was found that the majority of implemented actions requires continuation and consolidation, and some require expansion with new additional elements or modifications. All these activities have been included in the Revised Action Plan 2018-2021 (which includes 22 actions in 5 areas in total).

Thematic area: "Ethical and professional aspects". Within this area, five actions (A.3.1, A.3.2, A.3.3, A.3.4, A.3.5.) related to the dissemination of scientific research results in society and the promotion of researchers in social media were carried out. These activities aim to convey the information about the importance of researchers work and how greatly the effects of their works affect the lives of all of us to the public. TUL launched two podcasts on YouTube ("Nauka Movi(e)" [Science Movie] and "Wiedzą co mówią" [They know what they're talking about]) - two series of video clips promoting solutions created at the university and discussing the most interesting issues that are being developed by our researchers. The cycle "[They know what they're talking about]" is addressed especially to young audience, including pupils/secondary schools students which TUL cooperates with. An attractive form of professionally recorded audio-visual materials is complemented by thematic articles and interviews with researchers. Moreover, series of five articles was prepared (supplemented with video materials) and which were disseminated in cooperation with the Polish Press Agency. The campaign promoting the use of social media by researchers - to establish cooperation with other researchers and promote and disseminate the results of research in the academic community as well as among the general public - was complemented by the activities related to the dissemination of research results. Additionally, two promotional and informational materials were developed, covering both the research and projects carried out at the University as well as technologies and research services offered by TUL. In the next period, apart from continuing activities related to the promotion of research results that were initiated in 2016-2018, a dedicated webpage bookmark presenting the results of research on www.p.lodz.pl will be introduced, furthermore, a template of researcher's individual webpages will be provided; this will allow them to easily publish the needed information on their own page. Additionally, a central list of events will be

developed - a solution that will allow to disseminate information about of all various events organized at TUL (including activities that promote scientific results and events promoting the development of research careers in the R&D sector) both among university employees, and the general public.

Thematic area: "Recruitment". In the years 2016-2018, only one action (A1) was planned and implemented at the university. A set of model practices used in the recruitment of researchers was developed, from which the code " Good practices in organization of competitions for the positions of academic teachers at Lodz University of Technology" was created. The provisions of The Code were based on the assumptions of OTM-R among others. The content was also created as a result of individual consultations and meetings with researchers and representatives of the Senate committees. The Code was published on the university intranet and was sent with a recommendation for use to all heads of units employing researchers. Since the issues related to the recruitment and quality of employees' work are extremely important from the perspective of the Lodz University of Technology, a decision was to expand activities related to the recruitment area. In the next Action Plan for the years 2018-2021 the second phase of the action will be implemented – TUL will develops a set of procedures and forms to support the recruitment and advisory process, its monitoring as well as development of procedures for hiring teachers. Interested individuals will be offered advisory services (in terms of personality diagnosis and competence predispositions of candidates). In addition, periodic performance appraisals for administrative employees will be implemented. All actions scheduled in the "Recruitment" area are complementary with the principles of OTM-R and will be reflected in the OTM-R document which is being developed and implemented at TUL.

Thematic area "Working conditions and social security". In the years 2016-2018, five actions (A.2.1, A.2.2, A.2.3, A.4.1, A.4.2) were planned at TUL, four of which were successfully completed, and the implementation of one has been postponed. A procedure of proceedings and a trilateral framework agreement regulating industrial internships for researchers in companies and institutions was developed. This activity was preceded by in-depth consultations both with representatives of researchers (including researchers who are the heads of units) and representatives of enterprises cooperating with the university. The model of the agreement, together with the Rector's letter was distributed among university employees and is available at the university intranet, as well as it is shared with the companies interested in hosting an industrial internship for researchers from TUL. Additionally, the interest in the prepared procedure was expressed by other Lodz universities (University of Lodz). The activities related to the acquisition of visiting professors at the university were also intensified. Recognizing the importance of employing people from other backgrounds (incl. geographic or sectoral mobility), TUL secured funds under the university's internal task budget. In 2016-2017, PLN 500,000 were allocated to the employment of visiting professors (the action is continued in 2018). As part of the Action Plan for the next period, an information bookmark on the www.p.lodz.pl website for researchers interested in short-term forms of mobility at TUL will be created, it will allow even greater openness for researchers from the outside of the university. These actions will be complemented by the creation of a platform in the form of a dedicated website for the exchange of best practices learned in the context of mobility (both among incoming and outgoing employees with visitors) and moderated meetings for interested employees will be organized. Two actions related to the career development of young researchers were also implemented - career advice and a career paths database. Due to the necessity of carrying out research, that are useful for the industry, study visits in industry to introduce young researchers to the business realities and industry needs will be organized. Due to the changes in the financing structure of research (financing of research projects in the form of grants), a dedicated consultancy program for young researchers will be launched in the field of acquiring external financing for the implementation of scientific activity. The implementation of tasks related to internships in scientific research units (action A.2.2) will be completed in 2019 - after the entry into force of a new law regulating higher education and science as well as executive acts to the Act.

Thematic area: "Training". There was one action (A.5) implemented. During five trainings in the areas of commercialization and knowledge transfer and dissemination of research result 151 researchers were trained.

Researchers also received the possibility of individual consultations in the field of intellectual property protection, technology transfer and commercialization of research results (65 individual consultations were carried out). In addition, representatives of TUL participated in various trainings and information meetings on the implementation of HR Strategy for Researchers - including "Human Resources Strategy (HRS4R) & Complying with art. 32 of the H2020 multi-beneficiary grant agreement" (24/11/2017, Brussels), "Seminar for Polish institutions with the HR Excellence in Research logo" (6.12.2017, Warsaw) and "Staff training week on Human resources strategy for Researchers (HRS4R) assessment" (12-16.03.2017, Liege). During the next period training and consulting activities will be intensified- for example compulsory initial training in the field of commercialization and knowledge transfer for researchers that start their work at the Lodz University of Technology is planned. New training and coaching program programs in the field of individual and team work is planned. Additionally, in order to raise the competences of researchers in the field of public speaking and creating their own image, a series of training courses on self-presentation and cooperation with the media will be organized; it will allow them to create their professional image and enable more effective dissemination of achievements in research.

3. ACTIONS

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered, omitted or added, please provide a commentary for each action.

Examples:

<i>Title action</i>	<i>Timing</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target</i>	<i>Current status</i>
<i>e.g. Advertising all researcher vacancies on Euraxess</i>	<i>Spring 2016</i>	<i>HR recruitment unit</i>	<i>75% increase in applications 50/850 applications from abroad</i>	<i>Completed</i>
<i>e.g. Granting postdoctoral researchers budgetary autonomy</i>	<i>December 2017</i>	<i>Finance Dept.</i>	<i>Board of Government endorsement for new regulation</i>	<i>In preparation</i>
<i>e.g. Improve supervisor training for newly appointed tenure track staff</i>	<i>Continuous</i>	<i>Doctoral Schools</i>	<i>Min. 2 training courses on offer per term Continuous monitoring of effect: increase of positive evaluations from PhD students Mentor for every PhD supervisor with less than 2 years' experience</i>	<i>Action extended by introducing a new mentoring programme for PhD supervisors, based on the PhD students' feedback.</i>

Title action	Timing	Responsible Unit	Indicator(s) / Target	Current status
A.1. Implementation of best practices in the recruitment of staff	02.2018 <i>(the deadline for the implementation of the action has been extended, the activities were originally planned to be completed in 9.2017)</i>	Office of University Development and Human Resources	<u>Development and implementation of documentation describing best practices in recruitment.</u> The Code "Good practices in organization of competitions for the positions of academic teachers at Lodz University of Technology" was prepared [https://www.p.lodz.pl/sites/default/files/pliki/good_practices_in_organization_of_competitions_for_the_positions_of_academic_teachers_at_lodz_university_of_technology.pdf] . The Code was published on February 1 st , 2018 and made available to all employees. In addition, the Rector has sent The Code to all heads of units employing researchers with a recommendation for use.	<i>Completed and Continuing</i> <i>The change of the implementation schedule took place due to the waiting for the provisions of the new act regulating higher education in Poland.</i> <i>The task in an extended form will be continued in accordance with the Action Plan 2018-2021.</i>
A.2.1. Preparing procedures for industrial internship as an instrument encouraging mobility	03.2018 <i>(the deadline for implementation of the action has been extended, originally planned to be completed by 6.2017)</i>	Office of University Development and Human Resources	<u>Trilateral agreement template (Lodz University of Technology - employee – enterprise providing internship opportunity) regulating terms and principles of industrial internships.</u> These materials are available on the intranet and have been sent to all employees via the IT system - together with a letter from the Rector's Office on March 9, 2018 [https://www.p.lodz.pl/sites/default/files/pliki/umowa_ramowa_-_staze_przemyslowe.doc] . In addition, information about the launch of internships has been provided to enterprises with which the Lodz University of Technology cooperates. <u>Procedure regulating industrial internships.</u> These materials are available on the intranet and have been sent to all employees via the IT system - together with a letter from the Rector on March 9, 2018. [link to the procedure – https://www.p.lodz.pl/sites/default/files/pliki/procedura_regulujaca_odbywanie_stazy_przemyslowych.pdf]	<i>Completed</i> <i>The discrepancy with the schedule was caused by the need of conducting in-depth consultations with industry representatives - potential hosts of internships for researchers.</i>
A.2.2. Preparing procedures for research internships as an instrument encouraging mobility	Extended to be completed by 06.2019 <i>(the deadline for implementation of the action has been extended, originally planned to be completed by 12.2017)</i>	Office of University Development and Human Resources	<u>Trilateral agreement template (Lodz University of Technology - employee – science and research institution providing internship opportunity) regulating terms and principles of research internships at science and research institutions.</u> <u>Procedure regulating research internships at science and research institutions.</u>	<i>Not completed and waiting for Government action</i> <i>Discrepancies with the schedule due to the expected change in the law regulating the higher education in Poland and the executive acts to this Act, which will cause the need to change the structure of the university (scientific schools will be created). When the new law is introduced, intense activities will be undertaken to develop an appropriate procedure and agreement regulating the completion of research internships, which will take into account the new university structure.</i>

A.2.3 Intensifying the University's efforts in appointing scholars for the position of visiting professor	12.2017 <i>(the deadline for implementation of the action has been extended, originally planned to be completed by 9.2016)</i>	Office of Scientific Affairs	<p><u>Development and implementation in practice of documentation describing procedures for the appointment of visiting professors at Lodz University of Technology</u></p> <p>To facilitate the recruitment process, a procedure describing the employment path has been prepared [https://www.p.lodz.pl/sites/default/files/pliki/sciezka_zatrudnienia_profesora_wizytujacego.pdf]</p> <p><u>Allocation of funds for implementation.</u></p> <p>As part of the internal task budget of the university (funds allocated under the ministerial grant), funds were provided to cover the costs related to the employment of visiting professors. In the years 2016-2017, funds in the amount of PLN 500,000 were guaranteed under the task-based budget.</p>	<p><i>Completed and Continuing</i></p> <p><i>Due to the high interest of the University units to acquire researchers for the post of visiting professor, a decision was made to extend the implementation of the action for the following years.</i></p> <p><i>The action in an extended form will be continued in accordance with the Action Plan 2018-2021</i></p>
A.3.1. Using social networking services to promote results of TUL's research and to establish research cooperation.	03.2018 <i>(the deadline for implementation of the action has been extended, originally planned to be completed by 6.2016)</i>	Office of Communications and Promotion	<p><u>Carrying out the information campaign addressed to researchers making them aware of the opportunity to create user profiles in the networking services.</u></p> <p>According to the schedule, in 03-06.2016 an information and promotion campaign on the use of social media in the activities of researchers was carried out at the university. As part of the campaign, poster action was carried out at the university [link to the poster – https://www.p.lodz.pl/sites/default/files/pliki/socialmedia_popr.jpg], in social media, on the website www.p.lodz.pl and in Życie Uczelni bulletin [https://www.zu.p.lodz.pl/sites/default/files/wydaniepdf/ZU_nr135_2016.pdf], page 42</p> <p><u>An increase in the number of people following TUL profiles in social media.</u></p> <p>Due to the difficulty of separating the researchers employed at TUL from followers of the TUL's social media channels, the indicator has been changed to "an increase in the number of people following TUL profiles in social media". Additionally, the measure related to measuring the popularity of TUL channels in social media was extended until 3.2018. Increases in relation to 2016 include LinkedIn - 57.2% (currently 28,010), Twitter 37.6% (currently 2 275), Research Gate 17.8% (currently 2135), Academia - 33.3% (currently 324).</p>	<p><i>Completed and Continuing</i></p> <p><i>The action in an extended form will be continued in accordance with the Action Plan 2018-2021</i></p>
A.3.2 Improving scientific information transfer.	03.2018 <i>(the deadline for implementation of the action has been extended, originally planned to be completed by 12.2017)</i>	Office of Communications and Promotion	<p><u>The number of supplied and disseminated items of information about research conducted at the University.</u></p> <p>During the implementation of the action, 68 articles related to the dissemination of the research results of TUL's researchers were delivered from the Office of Communications and Promotion to the media.</p>	<p><i>Completed</i></p> <p><i>Information is transferred from university units to the Office of Communications and Promotion on a regular basis, depending on the schedules of research projects and publications carried out at the university</i></p>

A.3.3. Design of an information booklet presenting scientific research and research cooperation of the University (in Polish and in English)	10.2017 <i>(the deadline for implementation of the action has been extended, originally planned to be completed by 12.2016)</i>	Office of Communications and Promotion	<p><u>Development of the contents and graphic layout design of the booklet.</u></p> <p>In total, two guides were developed to promote TUL and research carried out at TUL: one bilingual [https://issuu.com/dzialpromocji/docs/technologie_i_us_uqi_pdf] [https://issuu.com/dzialpromocji/docs/technologies_and_services] the other additionally in Polish [https://issuu.com/dzialpromocji/docs/badania_projekty_wpolpraca].</p> <p><u>The number of distributed booklets.</u></p> <p>Both guides were issued in an electronic version and placed on an external server, therefore there is no access to the files download statistics. Paper versions were printed and distributed in 250 copies. The small edition of the paper version is due to the fact that TUL will have to completely reorganize its organizational structure in the coming months (in connection with the planned amendment to the law on higher education), and then the catalogue will be updated.</p>	<p><i>Completed</i></p> <p><i>The development of the guide was postponed due to the change of authorities of the faculties and changes in the structure of the university</i></p>
A.3.4. Launching a popular science podcast on YouTube where TUL's scholars will be explaining scientific phenomena	04.2018 <i>(the deadline for implementation of the action has been extended, originally planned to be completed by 12.2017)</i>	Office of Communications and Promotion	<p><u>Launching a podcast on the video-sharing website YouTube.</u></p> <p>Two podcast series were launched on YouTube: "NAUKA MOVI (E)" [Science Movie] [https://www.p.lodz.pl/pl/nauka-movie] "Wiedzą co mówią" [They know what they're talking about] [https://www.p.lodz.pl/pl/lista/wiedza-co-mowia].</p> <p><u>The number of video podcasts per annum (once podcasting is fully operational).</u></p> <p>During the action implementation period, 36 videos were prepared:</p> <ul style="list-style-type: none"> ▪ "NAUKA MOVI (E)" [Science Movie] 25 videos and "Wiedzą co mówią" [They know what they're talking about] 11 videos. 	<p><i>Completed and Continuing</i></p> <p><i>The implementation of the action was extended due to the high popularity of recorded podcasts and the interest of scientists in promoting their research results.</i></p> <p><i>In addition to the planned activities, the TUL blog was launched [https://blog.p.lodz.pl]</i></p> <p><i>The action in an extended form will be continued in accordance with the Action Plan 2018-2021</i></p>
A.3.5. Preparation and publication of a series of articles presenting and promoting TUL's greatest scientific achievements in cooperation with a local newspaper	01.2018 <i>(the deadline for implementation of the action has been extended, originally planned to be completed by 12.2016)</i>	Office of Communications and Promotion	<p><u>The number of articles in a series.</u></p> <p>During the action implementation period, 5 articles were prepared and sent in order to promote solutions created by researchers from the Lodz University of Technology. A professional video material has also been produced for each article:</p> <ul style="list-style-type: none"> ▪ http://centrumprasowe.pap.pl/cp/pl/news/info/111634,,fluidolat-nowy-surowiec-preparatow-kosmetycznych-opracowany-na-politechnice-lodzkiej ▪ http://naukawpolsce.pap.pl/aktualnosci/news%2C27425%2Ckomorki-nowotworowe-niszczone-z-pomoca-nanocząstek-projekt-lodzkiej ▪ http://www.pap.pl/aktualnosci/news,1123175,naukowcy-z-lodzi-pracuja-nad-proteza-tchawicy-z-celulozy-bakteryjnej.html ▪ http://www.pap.pl/aktualnosci/news,955927,roboterapia---interaktywne-gry-i-zabawki-pomagaja-w-terapii-sensorycznej-dzieci.html ▪ http://www.pap.pl/aktualnosci/news,992765,naukowcy-z-politechniki-lodzkiej-stworzyli-unikatowa-technologie-modyfikacji-implantow-kostnych.html 	<p><i>Completed</i></p> <p><i>During the implementation, a decision was made to increase the number of recipients and instead of the local newspaper, the cycle would be prepared in cooperation with the Polish Press Agency (nationwide coverage). The prepared materials contained articles and video. Polish Press Agency materials are often quoted in digital and printed media.</i></p>

A.4.1 Implementation of a career service programme	3.2017	Department of Innovation and Cooperation with Business (Careers Service Office)	<p><u>The number of persons who have taken advantage of the programme.</u></p> <p>Between 03.2016 and 03.2017, 158 doctoral students and young researchers benefited from career service programme advisory support.</p>	<p><i>Completed and Continuing</i></p> <p><i>Due to the high interest in the service, the implementation of the action has been extended and is continued.</i></p> <p><i>The task in an extended form will be continued in accordance with the Action Plan 2018-2021</i></p>
A.4.2 Building a bank of postdoctoral career paths	03.2017	Department of Innovation and Cooperation with Business (Careers Service Office)	<p><u>The number of records in the bank of opportunities.</u></p> <p>In the bank of opportunities 448 records were collected, constituting the elements of career development paths after doctoral studies are completed.</p>	<p><i>Completed</i></p> <p><i>The implementation of the action took place in accordance with the planned schedule.</i></p>
A.5. Targeted training courses in commercialization and knowledge transfer	12.2017	Department of Innovation and Cooperation with Business (Technology Transfer Office)	<p><u>Preparation of framework documentation containing a plan of the training courses.</u></p> <p>As part of the implementation of the actions, a framework document containing training plans regarding the formulas and scope of training was prepared. [https://www.p.lodz.pl/sites/default/files/pliki/ramowy_dokument_dot_szkolen_z_zakresu_komercjalizacji_i_transferu_wiedzy.pdf]</p> <p><u>The number of training courses delivered.</u></p> <p>5 trainings in the field of intellectual property protection, commercialization and technology transfer as well as promotion and dissemination of research results were delivered.</p> <p><u>The number of training courses' participants.</u></p> <p>151 researchers took part in trainings in the field of intellectual property protection, commercialization and technology transfer as well as promotion and dissemination of research results.</p>	<p><i>Completed and Continuing</i></p> <p><i>Due to the identified need for individual consultations for researchers, not only group training, but also a consultative counselling program was implemented. An additional indicator related to individual consultations in the field of intellectual property protection and technology commercialization was created . During the implementation period, 65 individual consultations were carried out.</i></p> <p><i>The action in an extended form will be continued in accordance with the Action Plan 2018-2021</i></p>

As the establishment of an Open Recruitment Policy is a key element in the HRS4R strategy, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation.

In case your organisation has entered the HRS4R process prior to the publication of the OTM-R toolkit and recommendations by the European Commission (2015), please fill out the OTM-R checklist⁴⁵, attach it to this self-evaluation form, and provide a commentary on how you will (continue to) address these principles in the years to come.

Comment on the implementation of Open, Transparent, Merit-Based Recruitment principles:

Lodz University of Technology is currently developing the OTM-R Policy, which will include all recommendations contained in the OTM-R. Most of the OTM-R assumptions are already implemented at the university. From the perspective of TUL, the observance of assumptions contained in the OTM-R can be divided into 3 groups:

1. Assumptions implemented on the basis of the *Act on Higher Education Law, the Labour Law Act and the Statute of the Lodz University of Technology*
2. Assumptions recommended for implementation by the Code of the '*Good practices in organization of competitions for positions of academic teachers at Lodz University of Technology*', the Code of Conduct for the Recruitment of Researchers and the Code of the '*Good practices in higher education institutions*' developed by the Polish Rectors Foundation.
3. Assumptions that have to be implemented.

The created OTM-R Policy, will describe all measures and legal acts which serve the implementation of the OTM-R principles. It is envisaged that Lodz University of Technology will particularly focus on the implementation of recommendations contained in acts of group 2 and describing and implementing the principles of group 3. Additionally, the Policy will contain a comprehensive internal mechanism to monitor the application of the OTM-R principles by the university units. A series of trainings on the OTM-R principles are planned for university employees involved in conducting recruitment processes. A periodic review of compliance with the procedures contained in the university OTM-R Policy is planned.

4. IMPLEMENTATION (MAX. 1 PAGE)

- How have you prepared the internal review? How have you involved the research community, your main stakeholders, in the implementation process?

The development of "internal review" was preceded by a number of actions related to the implementation of the HR Strategy for Researchers at the Lodz University of Technology monitoring and consulting this process (poster promoting HRS4R https://www.p.lodz.pl/sites/default/files/pliki/hr_excellence_plakat_2016-2018.pdf). Employees were well prepared for the process thanks to the knowledge they gained during the meetings of the

4th HRS4R cohort as well as during the trainings and information meetings related to HRS4R, organized in Poland and abroad (e.g. "Staff training week on Researchers (HRS4R) assessment" (Liege, Belgium). During the preparation of the internal review, the members of the Monitoring Committee were first and foremost involved in assessing the progress of the implementation of the strategy over the last two years. The Chairman of the Monitoring Committee is Prof. Dariusz Gawin, Vice-Rector for University Innovations and Development. A detailed report on the implementation of tasks from the Action Plan 2016-2018 was prepared. In the following step, a Focus group (<https://www.p.lodz.pl/pl/focus-group-ws-hr-excellence-research>) with the participation of representatives of researchers and heads of central administration units implementing activities under HRS4R was established. Based on previous experience the group prepared proposals of the activities for years 2018-2021. Then the Open Consultations (<https://www.p.lodz.pl/pl/otwarte-konsultacje-ws-hr-excellence-research>) were carried out for all researchers and young researchers. The consultations were attended by representatives of researchers at every stage of scientific career development, people responsible for the implementation of activities under HRS4R, deans of faculties, representatives of Senate committees as well as university authorities. A number of ideas, that were collected during the workshop, were included in the Action Plan 2018-2021. The final document was presented at the Senate of the Lodz University of Technology (a body gathering researchers who are representatives of all units, as well as representatives of students and PhD students). In the last consultation stage, Rector Prof. Sławomir Wiak sent the document to all of the researchers employed at the Lodz University of Technology asking for further comments. The final version of the documents was prepared in May 2018.

- Do you have an implementation committee and/or steering group regularly overseeing progress?

For the needs of the HRS4R implementation, two committees were established: Monitoring Committee and Steering Committee. Which at the current advanced stage of implementation both committees will be transformed into one Implementation Committee. The committee will be composed of representatives of researchers, heads of units responsible for actions in 2018-2021 Action Plan, as well as the Office of Quality Assurance.

- Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy?

HRS4R complements the university's development strategy and is a summary of activities addressed directly to researchers. "Strategy for the development of the Lodz University of Technology for 2015-2020" (https://www.p.lodz.pl/sites/default/files/pliki/us_4_2015_25_02_2015.pdf) also includes the strategic objectives such as "Competent research staff and achieving global standards in science" and "Active cooperation with the environment", and the strategic objective "Modern and efficient university management" describe the objectives connected with effective and efficient recruitment of employees, as well as improving the competences of employees of all professional groups. In addition, TUL introduced The Code "Good practice in the organization of academic teachers at Lodz University of Technology" (https://www.p.lodz.pl/sites/default/files/pliki/good_practices_in_organization_of_competitions_for_the_positions_of_academic_teachers_at_lodz_university_of_technology.pdf) and "Lodz University of Technology Policy for Human Resources Development on the European Charter for Researchers and Code of Conduct for the recruitment of researchers". (<https://www.p.lodz.pl/en/policy-human-resources-development>) The HR Excellence in Research logo has been included in the university's visual identification system - it is on all letterhead used at TUL. (https://www.p.lodz.pl/sites/default/files/pliki/tul_headed_paper.pdf)

- How do you involve the research community, your main stakeholders, in the implementation process?

Actions undertaken as part of HRS4R implementation concern researchers, so they are directly involved in the implementation of part of the activities by proposing and reviewing substantive content. Researchers are also active participants in the process of creating actions directed to the whole academic environment.

Actions are coordinated by central administration units, but implemented with the participation of researchers.

- How is your organisation ensuring that the proposed actions are also being implemented?

The implementation of activities is monitored and coordinated on an ongoing basis by the bodies appointed for this purpose, with the involvement of the highest authorities of the university (for the Action Plan 2016-2018 they were the Monitoring Committee and the Steering Committee, in 2018-2021 it will be the Implementing Committee). The Implementing Committee will include heads of units implementing individual actions. In addition to periodic reviews of activities within the Implementing Committee, the Office of Quality Assurance will be involved in monitoring the implementation. In order to support the implementation of part of the measures under the Action Plan, additional funds from the task-oriented budget of the university are allocated annually.

- How are you monitoring progress?

During the work of the Monitoring Committee, the people responsible for the implementation of the actions reported on the work progress and the encountered problems. In the next period 2018-2021, the Implementing Committee, which will be verifying the progress of the strategy implementation on a current and ad hoc basis will be appointed. In the case of noticing a problem threatening the implementation of actions (including shifts of actions in the schedule), an ad hoc Focus group with the participation of researchers will be convened. A process quality sheet for each of the actions carried out will be prepared, it will facilitate the verification of progress.

- How do you expect to prepare for the external review?

Lodz University of Technology will start preparations for external audit after approval of internal review and "Action Plan 2018-2021". All the materials, documents and procedures developed in the course of activities, as well as a clear timetable for the implementation of the Action Plan 2018-2021 in the form of a Gantt chart will be posted over the TUL website and the university intranet. The Lodz University of Technology together with external auditors will develop an external audit agenda, which will be published to the general public. The necessary infrastructure for meetings, interviews and workshops will be provided. Meetings with the university authorities, people responsible for implementing HRS4R at the university and representatives of all groups of researchers (e.g. in the form of a working lunch), as well as visits to university units will be organized. All necessary documents and source materials will be accessible for further audition.

Please note that the revised HR strategy and Action Plan must also be published upon completion of the internal assessment.