



HR EXCELLENCE IN RESEARCH

# HR Excellence in Research

## Action Plan



*(Photo. T. Degórski, GMU)*

December 2017

## TEMPLATE 2: HR STRATEGY - ACTION PLAN

Name Organisation under review:

**AKADEMIA MORSKA W GDYNI (Eng. GDYNIA MARITIME UNIVERISTY)**

Organisation's contact details:

**ul. Morska 81-87, 81-225 Gdynia, Poland**

**Email: pror1@am.gdynia.pl (Vice Rector), ph.: +48-58-558-64-27**

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

[http://www.am.gdynia.pl/sites/default/files/zalaczniki/pl\\_amg\\_strategia\\_hr.pdf](http://www.am.gdynia.pl/sites/default/files/zalaczniki/pl_amg_strategia_hr.pdf) (Polish)

[http://www.am.gdynia.pl/en/sites/am.gdynia.pl.en/files/PL\\_GMU\\_HR\\_Strategy.pdf](http://www.am.gdynia.pl/en/sites/am.gdynia.pl.en/files/PL_GMU_HR_Strategy.pdf) (English)

**SUBMISSION DATE: 3<sup>RD</sup> JANUARY 2018; RESUBMISSION DATE: 3<sup>RD</sup> AUGUST 2018**

### 1. ORGANISATIONAL INFORMATION

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	330 +48 PHD students
<i>Of whom are international (i.e. foreign nationality)</i>	3
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	No relevant data
<i>Of whom are women</i>	123 +27 PhD students
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	26
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	47
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	146 + 111 MSc
<i>Total number of students (if relevant)</i>	5521
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	749
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	<b>€</b>
<i>Total annual organisational budget</i>	1.031.730,72
<i>Annual organisational direct government funding (designated for research)</i>	733.517,83
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	210.804,48
<i>Annual funding from private, non-government sources, designated for research</i>	87.408,41



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

Gdynia Maritime University is the biggest public maritime university in Poland and one of the biggest in Europe, educating future officers of merchant fleet as well as engineering and managerial staff for maritime economy and sea region on bachelor, engineer, master and doctor level. As a scientific centre, GMU conducts research as well as expert and training activities within research and transfer of technology designed for companies and economic organisations. The national and international scientific research projects conducted in GMU are closely connected with trends in development and needs of the region, the country and the international market.

**2. NARRATIVE**

Strengths	Weaknesses
<i>Ethical and professional aspects</i>	
Research freedom Professional responsibility Professional attitude Contractual and legal obligations Accountability Good practice in research Public engagement Non discrimination Evaluation/appraisal system Recruitment Selection Transparency Judging merit Variations in chronological order of CVs Seniority Postdoctoral appointments	Ethical principles Dissemination, exploitation of results Recognition of mobility experience Recognition of qualifications
<i>Working conditions and social security</i>	
Recognition of profession Research environment Working conditions Stability of employment Funding and salaries Gender balance Teaching Complaints/appeals Participation in decision-making bodies	Career development Value of mobility Access to career advice Intellectual property rights Co-authorship
<i>Training and development</i>	
	Relation with supervisors Supervision and managerial duties Continuing professional development Access to research training and continuous development Supervision
OTM-R	

OTM-R system recognised as ISO system Advertising and application phase Selection and evaluation phase	Appointment phase
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### 3. ACTIONS

On the basis of the above analysis the authorities of Gdynia Maritime University made a decision to undertake corrective/enhancement actions in the following areas.

The abbreviations used in the table:

R – the level of Rector

RM – the level of Vice Rector for Maritime Affairs

RN – the level of Vice Rector for Research and International Cooperation

ROP – the Organisational-Legal Department

RK – the level Vice Rector for Education

Table 1. Planned activities.

Action No	Action Plan	Reference points from the Gap Analysis	Responsible unit	Performance time
Z.1.	<ul style="list-style-type: none"> <li>• Development and realisation of cyclical trainings that will expand competences of scientific-didactic employees, including:               <ul style="list-style-type: none"> <li>- information meetings on availability of grants competitions for scientific works</li> <li>- specialist language training</li> <li>- trainings on data protection and security</li> <li>- trainings on intellectual property protection and research</li> </ul> </li> <li>• Publicising information on organisation of trainings for researchers.</li> </ul>	2, 3, 4, 5, 7, 36, 37, 38, 39,	RN in cooperation with faculties	On a continuous basis, at least once a quarter
Z.2.	<ul style="list-style-type: none"> <li>• Update of the internal regulations and procedures relating to realisation of research projects funded from external sources.</li> <li>• Update of the internal regulations and procedures relating to realisation of scientific research projects and financial resources spent on scientific activity and maintenance of research potential.</li> </ul>	4, 8	RN	March 2018
Z.3.	<ul style="list-style-type: none"> <li>• Modernisation of the information structure on the website of GMU with regard to functionality connected with access to information on good practices in the area of research, intellectual property protection and access to the regulations on ethics of researcher's work.</li> </ul>	2, 3, 4, 5, 8	RN and ROP in	Modernisation of information



	<ul style="list-style-type: none"> <li>• Modernisation of the information structure of the faculties' websites in order to ensure access to information on current grants competitions for research and regular updates of the competitions database.</li> </ul>		cooperation with faculties	structure – September 2018. Regular updates of information.
Z.4.	<ul style="list-style-type: none"> <li>• Creating a new job position or an organisational unit having enhanced competences within intellectual property rights and research commercialisation.</li> </ul>	3, 31	R	June 2019
Z.5.	<ul style="list-style-type: none"> <li>• Development and implementation of new principles and criteria in appraisal of employees' didactic activity made by students.</li> </ul>	11	RK in cooperation with faculties	December 2018
Z.6.	<ul style="list-style-type: none"> <li>• Enhancement of the recruitment procedure by developing uniform procedures and introducing regulations on selection of employees for scientific and didactic-scientific positions, among others: <ul style="list-style-type: none"> <li>- job advertisements templates (advertisements form, description of position and working conditions, entitlements, development prospects, planned duration of employment)</li> <li>- composition of the faculty selection committees</li> <li>- criteria for candidate evaluation</li> </ul> </li> </ul>	12, 13, 14, 15, 16, 17, 18, 19, 20	R in cooperation with faculties	June 2018
Z.7.	<ul style="list-style-type: none"> <li>• Enhancement and regular updates of the offer of mobility of researchers.</li> </ul>	29	RN	Regular updates of information.
Z.8.	<ul style="list-style-type: none"> <li>• Enhancement of internal mechanisms and regulations in the system of resolving conflicts and disputes by the procedure enabling confidential and informal assistance in resolving conflicts.</li> </ul>	34	Faculties in cooperation with ROP	March 2019
Z.9.	<ul style="list-style-type: none"> <li>• Expansion of competences of the Career Office: professional advice for scientific-didactic employees and doctoral students.</li> </ul>	30	RM in cooperation with faculties	September 2018
Z.10.	<ul style="list-style-type: none"> <li>• Development and introduction of good practices of merit-based support by researchers with a greater level of autonomy (R3, R4) for researchers with no autonomy (R1, R2) in the form of consultations, participation in department or faculty seminars</li> </ul>	36, 37, 38, 40	Faculties	On a continuous basis





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Z.10.	scientific-didactic employees and doctoral students.	Student Career Office									
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Task to be carried out in a continuous mode



Milestone of the task

In the area of Open, Transparent and Merit-Based Recruitment, GMU has adopted the ISO P5-4 procedure referring to HR management. This procedure has been reviewed in the process of gap analysis and will be revised to develop and implement the OTMR principles. This has been indicated in Task Z.6. Special stress will be put on advertisement and composition of selection committees depending on the career profile of candidates (R1-R4)

#### **4. IMPLEMENTATION**

The HR Strategy is correlated with the adopted Development Strategy for Gdynia Maritime University for the years 2016-2020.

The implementation process of improvement and corrective actions has already started not only as a result of a detailed analysis of the existing situation, but also due to a change in the model of management of the University initiated in 2016. An additional stimulus that defines the trend of changes in compliance with the Charter and the Code is the newly prepared law on higher education determining the ways higher education institutions in Poland are to operate, which are in line with the best models of the UE countries.

In Gdynia Maritime University the "Decalogue of good practices" addressed to the heads of departments has been introduced by the Rector in 2017. The Decalogue commits the heads of the departments to:

- a) ensuring the generational continuity of research staff
- b) maintaining the balanced relationship between the number of academic teachers and non-teaching staff
- c) providing the R1 and R2 staff with a well-defined path of academic career and the academic tutor/promoter, as well as an organisational unit responsible for the relevant qualification procedure
- d) conducting research seminars and planning of a semester seminar schedule
- e) motivating employees to submit applications for external financing of research projects
- f) distribution of funds in a way that ensures the promotion of researchers whose relation of work input, talent and financial support is noticeable
- g) a periodical analysis of the successes and failures of the researchers
- h) ensuring a high level of attractiveness of teaching activity
- i) creating incentive conditions for researchers to fulfil their professional duties and passion
- j) demonstrate the initiative of systemic solutions for researchers' development.

The effectiveness of implementing the recommendations of the Decalogue will be verified by:

- periodic evaluation of the research staff's activity,
- assessment of the achievements which is one of the criteria for applying for the GMU Rector's Award or Rector's/Dean's Bonus,
- annual analysis of departments' scientific achievements,
- number of R2 and R3,
- number of grants and research projects (financed from external funds),
- number of scientific publications,
- number of scientific seminars, which:
  - are organized at the beginning of the research career for individuals, i.e. for R1 within one year from the beginning of studies and launching the cooperation with a tutor, and 1-2 years after the doctoral degree for R2,
  - at the end of the qualification process, i.e. after 2-3 years from the first doctoral seminar, and after 4 years for postdoctoral researchers to show the progress in the research, to commit the



- researchers to develop scientifically, follow the research and present periodically the results achieved during the seminars, and also to publish the research results (motivational aspect),
- are open to public, hosted by the head of department with participation of invited external scientists or practitioners in the field related to the seminar; the R1 and R2 staff is welcomed to suggest the persons to be invited,
- end with substantive hints for R1 and R2 to point out the direction of further research, prepared in the form of a short report,
- take place according to the annual schedule, but also a long-term plan that gives the opportunity to track and verify the progress of individual researcher; documentation on seminars (schedules, reports).
- distribution of financial resources according to a unified, transparent scheme that enables the promotion of researchers whose relation of work input, talent and financial support is noticeable.

The structure for implementation of the activities supporting the researchers at the beginning of the scientific career includes the departments, supported by the university's Department of Research and Cooperation. In the case of PhD students, the scientific supervisor is indicated at the time of admission to the university. The relevant application is accompanied by a statement of the future supervisor who confirms undertaking of the role intentionally.

Scientific support, depending on the academic degree, takes the form of:

- R1 – scientific supervisor
- R2 - promoter and assistant supervisor
- R3 – mentor

The supporting mechanisms include:

- initiation of the research team building within the departments
- provide the support of the mobility of researchers (internships, apprenticeships at other universities)
- provide the support of the researchers' participation in scientific conferences
- carry out another survey among the GMU researchers which will verify the level of progress of the employees' satisfaction concerning the implementation of support mechanisms developed in the HR Strategy, and compare the obtained results with the results of the first survey prepared during the gap analysis preparation.

Further steps to effectively perform actions in the areas requiring improvement/ enhancement or correction has led to formal appointment of the team monitoring implementation of the projected improvements. The appointed team is composed of representatives of all the groups of scientific-didactic employees and doctoral students. The team will realise monitoring actions through regular meetings and according to the developed schedule for actions performance. It is planned that monitoring of implementation of the actions will be realised in the form of regular analyses and the survey.

<http://bip.am.gdynia.pl/sites/default/files/zalaczniki/scan0009.pdf>

The introductory meeting took place on 29<sup>th</sup> November 2017 and the Team consists of Deputy Rectors, Chancellor, Vice Deans of GMU Faculties, representatives of Organisational-Legal Department, HR Department and of Doctoral students.

The projected changes laid down in the present HR Strategy have won in the course of the so far realised actions general acceptance of the university community, which constitutes thereby the obligation to implement them in the near future.