

TEMPLATE 4: ACTION PLAN**Case number:** 2025PL350714**Name Organisation under review:** VIZJA University**Organisation's contact details:** ul. Okopowa 59, 01-043 Warsaw, Poland**Submission date** July 2025**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 *	153
Of whom are international (i.e. foreign nationality) *	50
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	53
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	46
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	59
Of whom are stage R1 = in most organisations corresponding with doctoral level *	12
Total number of students (if relevant) *	21969
Total number of staff (including management, administrative, teaching and research staff) *	308

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	782 482,64
Annual organisational direct government funding (designated for research)	585 197,88
Annual competitive government-sourced funding (designated for research, obtained in competition)	189 505,67

with other organisations – including EU funding)	
Annual funding from private, non-government sources, designated for research	7 779,09

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

VIZJA University is a modern, student-centered university located in the heart of Warsaw, Poland. Established in 2001 and granted university status in 2025, it educates over 22,000 students from 124 countries. Its programmes—delivered in Polish and English—combine academic excellence with practical learning and strong career orientation. VIZJA fosters global engagement through international study options, a multicultural campus, and strategic partnerships. Ranked 8th among Polish private universities (Perspektywy 2024), it is also a national leader in fields such as Administration, Psychology, and Finance. The university's modern campus supports innovation, collaboration, and high-quality education.

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.

Ethical and professional aspects

Strengths

- VU is a university where researchers adhere to internationally recognised ethical standards and principles relevant to their disciplines, as set out in the University Code of Ethics.
- The University Statute explicitly states that academic freedom is a core institutional value. Accordingly, faculty members enjoy full autonomy in conducting research, choosing research topics, designing and submitting projects, and determining their participation in research programmes and competitions. The University strictly prohibits and actively discourages any form of discrimination, as mandated by both the University Statute and the Code of Ethics.
- The Legal Department at VU supports researchers by offering expert guidance on the principles and rules governing intellectual property.
- The Research Service Office provides oversight of grants and support for the implementation and management of research projects. This includes administrative and financial coordination, which is closely managed by project officers within the service.
- VU complies with national regulations on financial supervision of publicly funded institutions. Comprehensive information on the University's budget and annual expenditure is available to authorised state administration bodies. All research-related expenditure is subject to internal approvals and may also be audited internally or externally, as required by the relevant grant agreements or contractual terms.
- The University's Occupational Health and Safety Office issues internal protocols in accordance with national regulations to promote a safe working environment. Researchers receive safety training from designated Occupational Health and Safety staff, ensuring that they are informed and equipped with the knowledge and skills to maintain safe practices in their research activities.
- Dissemination of research results is a key responsibility of VU academic staff. Research results are collected through an appropriate repository, promoting transparency and collegial visibility; nevertheless, full open-access dissemination is not yet systematically funded (see weaknesses).

Weaknesses

- Training activities need to be intensified in terms of awareness-raising initiatives, especially those aimed at early-stage researchers and due to the different cultural backgrounds represented by the increasing number of foreign staff at VU. These initiatives should cover key aspects of professional conduct, including plagiarism prevention, relevance of research topics, open-science principles and associated publication routes, discrimination risks, grant-application procedures and technical and administrative requirements related to the preparation of grant applications.
- In order to effectively integrate international researchers, it is essential to provide English-language versions of internal employment policies and guidelines on occupational safety, as well as an English version of the Intellectual-Property-Rights (IPR) procedure.

- Improved accessibility of the services offered by the Legal Department is also necessary for researchers, including proactive e-mail communication to all new staff outlining available IPR and contract-law support.
- Budgetary support for open-access publication fees remains insufficient, limiting the full implementation of the Institutional Openness Policy and slowing progress towards the European Commission's open-science goals.
- Currently, the pace of technology transfer and industrial application of patents remains low and requires a strategic increase, including stronger links with external stakeholders and targeted entrepreneurial training for researchers.

Recruitment and selection

Strengths

- All academic and research posts at VU—including combined teaching / research roles—are filled through open competition under the University's internal regulations.
- These regulations align with national law and uphold transparency, non-discrimination, equal opportunity and role-appropriate quality standards.
- Vacancies are advertised via multiple channels: the VU website, national academic job portals and the Euraxess platform, depending on the post.
- Each notice lists full details of the selection process—deadlines, required documents, evaluation criteria and procedures, publication schedule for results and an appeals pathway—and the outcomes are posted publicly on the University careers site.
- Selection committees, formally approved by the Rector, comprise members with relevant expertise.
- VU applies a wide-ranging set of recruitment criteria, using both quantitative and qualitative indicators to evaluate professional achievements and personal attributes.
- Internationalisation is a strategic priority: recruitment supports wider staff participation in global academic, scientific and educational activities to boost partnerships, visibility and quality.
- Postdoctoral hiring follows clear national / institutional guidelines: contract lengths for Polish postdocs are set internally, while fellowships for international researchers follow the rules of the particular grant or competition.

Weaknesses

- A significant portion of job advertisements and competition documentation at VU is available only in Polish, which limits accessibility for foreign candidates. While project positions are advertised on the Euraxess platform, vacancies financed directly by VU are advertised via this channel only sporadically.
- Current advertisements rarely include clear information about career-development opportunities, remuneration ranges or work-life-balance provisions, which are valued by international applicants.
- Internal recruitment regulations do not yet codify gender-equality measures (e.g. balanced shortlists or mixed-gender committees), nor do they require feedback to unsuccessful candidates on the strengths and weaknesses of their submissions.
- Prior professional experience is valued, but it is *not* a mandatory eligibility criterion; selection committees assess the overall merit of each candidate rather than relying on length of service alone.
- Job advertisements typically do not include comprehensive information about career-advancement opportunities associated with the position.

Working conditions

Strengths

- The profession of scientist is formally recognised by national legislation, granting researchers full professional status.
- VU offers robust research infrastructure, including specialist facilities and access to international academic databases, plus regular info-sessions on their effective use.
- Continuous professional development is supported; training in pedagogical and mentoring skills forms an integral part of researchers' career paths.
- Support mechanisms exist for researchers relocating from outside Warsaw or abroad; additionally, children of VU staff receive reduced tuition at TE VIZJA kindergartens, schools and university programmes.
- Staff enjoy a broad package of benefits: flexible working hours, sports and catering facilities, cultural programmes, part-time options, parking, digital platforms, sabbatical opportunities, secure contracts and structured career progression.
- VU actively promotes gender parity across all staff levels, including management, by applying equal-opportunities principles throughout recruitment and career development.
- The University guarantees appropriate staff participation and representation in its decision-making bodies.

Weaknesses

- Access to some specialist research laboratories at VU is severely limited. The process of obtaining reagents and laboratory materials is often lengthy, as it requires approval from the relevant University bodies. There is a recognised need to improve advisory services and establish comprehensive support systems aimed at facilitating academic career development.
- Although staff can attend vocational training, the current offer is not sufficiently diversified; additional modules on project management, research impact and science communication are recommended.
- The complaints and appeals procedure lacks an internal mediation phase, making early, informal conflict resolution more difficult.
- Researchers reported a need for broader, free access to commercial research databases and analytics tools to remain competitive internationally.

Training and development

Strengths

- Researchers are actively represented in key VU governance bodies, including the Senate and the Scientific Council.
- Defined institutional procedures regulate the initiation, implementation and approval of research projects.
- VU runs multiple initiatives to support researchers' training and professional development, especially for early-stage researchers—e.g. scientific seminars organised by the Doctoral School and information sessions on national and European funding opportunities.

- Researchers in training maintain continuous engagement with their supervisors. Senior researchers act as supervisors, mentors, team leaders or project coordinators with a strong sense of responsibility.
- The University facilitates professional development and employability by providing resources and programmes that foster the ongoing enhancement of researchers' skills and competencies.

Weaknesses

- Academic roles at VU often involve significant teaching loads, which may limit the time and resources available for research and mentoring activities.
- VU does not yet have a comprehensive, institution-wide career-development framework for researchers. Mentoring, mobility planning and individual career-advice services need to be formalised and broadened beyond the current focus on students.
- Formal, department-based training programmes (including entrepreneurship, data stewardship and leadership skills) are only partially implemented; establishing a dedicated centre for continuous professional development would address this gap.

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicators/Target(s)
<p>ACTION 1</p> <p>Ensuring transparent recruitment through published offers accessible in Polish and English as well as promoting job postings among foreign applicants</p>	<p>(+/+) 10. Recruitment</p> <p>(+/-) 11. Selection</p>	Q4 2025	Rector's Office + IT Department	<ul style="list-style-type: none"> • 100 % of new vacancies posted simultaneously in EN/PL <i>and</i> include a "Career path & salary range" paragraph. • ≥ 30 % year-on-year increase in foreign applicants (baseline 2024).
<p>ACTION 2</p> <p>Revision of VU's HR Policy</p>	(+/-) 6. The researcher	Q4 2025	Personnel Department + Rector's Office	<ul style="list-style-type: none"> • Revised HR policy approved by Senate by Q4 2025; 90 % of staff confirm awareness in annual survey.
<p>ACTION 3</p> <p>Supporting scientific work of academics through minimalisation of the amount of required organisational duties as well as implementation</p>	(+/+) 13. Working conditions, funding and salaries	Q1 2026	Rector+Rector's Office	<ul style="list-style-type: none"> • Introducing a more attractive model for settling seminars and supervisions. • 100% of key documents translated into English and available online. • A 25% reduction in the scope of "organizational duties" in favor of scientific work. • Implementation of the

of internal academic awards for the academic achievements				<p>regulations of the rector's financial awards for publication achievements.</p> <ul style="list-style-type: none"> • Reduction of teaching load by 25% for the research project manager and the principal investigator. • ≥ 80 % researcher satisfaction with workload balance in 2026 staff survey.
<p>ACTION 4</p> <p>Improvement of the Code of Good Practice in Scientific Research and relevant trainings</p>	<p>(+/-) 6. The researcher</p> <p>(+/-) 16. Dissemination and exploitation of results</p> <p>(+/-) 18. Career development and advice</p>	Q1 2026	Vice-Rector for Science + University Ethics Commission	<ul style="list-style-type: none"> • Updated the Code of Good Practice in Scientific Research and (possible) training. • Publishing Code in EN/PL by Q2 2026. • ≥ 95 % training completion <i>and</i> average satisfaction $\geq 4/5$ within 12 months of launch.
<p>ACTION 5</p> <p>Implementing new OTMR Policy</p>	<p>(+/-) 4. Gender equality</p> <p>(+/+) 10. Recruitment</p> <p>(+/-) 11. Selection</p>	Q1 2026	Rector's Office + Science Institute	<ul style="list-style-type: none"> • Updated, new OTM-R policy published in EN/PL by Q3 2026. • Balanced shortlists (≥ 33 % each gender) in 100 % of calls. • Structured feedback sent to 100 % of applicants within 30 days.

<p>ACTION 6</p> <p>Implementing mediation procedure for conflicts within the VU's academic environment</p>	(++) 13. Working conditions, funding and salaries	Q1 2026	Legal and Human Resources Department	<ul style="list-style-type: none"> • Mediation procedure implemented; at least 2 mediators trained. • ≥ 90 % of workplace disputes concluded within 60 days of referral.
<p>ACTION 7</p> <p>Improving remote access to the digital knowledge sources and libraries</p>	(+/+) 13. Working conditions, funding and salaries	Q2 2026	Library	<ul style="list-style-type: none"> • Remote access to digital resources: full access to databases (e-books, e-journals, scientific articles) via proxy or HAN for academics (accessible from home): remote-access log-ins increase ≥ 20 % vs 2024. • Virtual reference (“Ask a Librarian”): ability to ask questions via chat/MS Teams; quick consultations on literature or database searches. Scanning and interlibrary loan services: ability to order scans of fragments of books or articles. Subject Guides:

				creation of digital guides dedicated to specific scientific fields (links to databases, books, journals, repositories): user-satisfaction $\geq 4/5$ for “Ask a Librarian” & other e-services (2026 survey).
ACTION 8 Increasing participation of VU's researchers in relevant scientific events	(-/+) 8. Sustainability of research (+/-) 16. Dissemination and exploitation of results	Q3 2026	Research Service Office + Vice Rector for Development	<ul style="list-style-type: none"> • 10% increase in number of researchers involved in VU actions at Science Festival in Warsaw and in European Researchers' Night. • Training on the Marie Skłodowska-Curie Green Action Charter (MSCA) of the European Commission.: ≥ 80 % of researchers complete MSCA Green Charter micro-training by Q4 2026.
ACTION 9 Promoting mobility projects such as Erasmus and other types of study visits	(+/+) 12. Career progression (+/+) 14. Stability of employment	Q4 2026	Erasmus Program Office	<ul style="list-style-type: none"> • +10 % staff mobility (baseline 2024) <i>and</i> ≥ 50 % female participation (trips and virtual visits).

ACTION 10 Promoting staff and academics' participation in trainings and workshops	(+/+) 13. Working conditions, funding and salaries	Q4 2026	Research Service Office	<ul style="list-style-type: none"> • +10% staff engaged in trainings. • Organize at least two information sessions for academics. • Average training rating $\geq 4/5$; ≥ 25 % participants are early-stage researchers.
ACTION 11 Developing Operational Plan for Research, Development and Innovation Activities for the period 2027-2028, as well as mentoring program satisfaction survey	(+/+) 13. Working conditions, funding and salaries (+/-) 19. Continuous professional development (++) 20. Supervision and mentoring	Q4 2026	Doctoral School Office + Vice-Rector for Science + Science Institute	<ul style="list-style-type: none"> • Operational Plan for Research, Development and Innovation Activities for new period 2027-2028. • Appointment of 5 mentors and development of a mentoring program satisfaction survey. • ≥ 80 % mentor/mentee satisfaction in annual survey; 70 % mentees report skills improvement.
ACTION 12 Presentation of high relevance research results to the wider audience	(+/-) 16. Dissemination and exploitation of results	Q4 2026	Vice Rector for Development + Marketing Department	<ul style="list-style-type: none"> • One action to promote the research results to the general public at the special (internal or external) event. • ≥ 200 attendees and ≥ 20 media or social-media mentions of the event.

<p>ACTION 13</p> <p>Increasing participation of scientists in professional trainings as well as developing Individual Development Plans for researchers</p>	<p>(+/-) 18. Career development and advice</p>	<p>Q4 2026</p>	<p>Research Service Office</p>	<ul style="list-style-type: none"> • Increase in professional training for scientists by 20% compared to the previous year. • Individual Development Plans (IDPs) in place for 100 % R1–R2 researchers by Q4 2026.
<p>ACTION 14</p> <p>Providing support to academics in regards to the intellectual and industrial property rights</p>	<p>(+/-) 6. The researcher (+/-) 16. Dissemination and exploitation of results (+/-) 19. Continuous professional development</p>	<p>Q4 2026</p>	<p>Doctoral School Office + Vice Rector for Development + Science Institute + Vice Rector for Science</p>	<ul style="list-style-type: none"> • At least 4 courses/year; participation of $\geq 70\%$ researchers. • Establishment of Technology Transfer Office (TTIO) and commercialization strategy. • ≥ 1 license agreement or patent applications/year. • 10 individual consultations with a career advisor/year. • ≥ 3 industry collaboration contracts signed per year. • $\geq 80\%$ of researchers aware of TTIO services (annual survey).

ACTION 15 Organisation of information sessions regarding possibilities of Postdoctoral studies abroad and funding opportunities	(+/-) 14. Stability of employment	Q2 2027	Doctoral School Office	<ul style="list-style-type: none"> Information sessions on abroad Postdoctoral opened positions and funding opportunities: ≥ 2 information sessions per year; ≥ 10 outbound post-doc applications submitted annually.
ACTION 16 Developing recruitment feedback system to ensure fair and high-quality recruitment	(+/-) 10. Recruitment	Q2 2027	Human Resources Department + IT	<ul style="list-style-type: none"> Recruitment feedback system – automatic reports of strengths/weakness: 100% of candidates receive feedback ≤ 30 days; feedback quality rated $\geq 4/5$ by surveyed candidates.
ACTION 17 Stimulating academics' engagement in bigger amount of publications and grants	(+/-) 19. Continuous professional development	Q2 2027	Rector	<ul style="list-style-type: none"> Reduce the number of teaching hours at the assistant and assistant professor level by 10% in the next two years. Average research output (publications + grants) rises $\geq 15\%$ by end-2027 compared with 2024 baseline.

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) *

As part of its commitment to obtaining the Human Resources Strategy for Researchers (HRS4R) certification, VIZJA University (VU) has conducted a thorough evaluation of the alignment between its internal recruitment policies and the principles outlined in the Open, Transparent, and Merit-Based Recruitment (OTM-R) framework. This analysis has demonstrated that VU already implements the majority of OTM-R principles or comparable practices in its procedures for recruiting and selecting researchers. Consequently, obtaining HRS4R certification does not require fundamental changes to the University's human resources management policies, but rather reinforces and formalizes existing standards within the broader institutional strategy.

Nevertheless, the HRS4R documentation process was a valuable opportunity to review internal procedures and make a number of valuable changes. The corrective actions were intended to strengthen the future direction of HR practices for R&D, ensuring that they aligned even more closely with OTM-R guidelines.

To support the effective implementation of the OTM-R principles, the VU has included several targeted actions in its institutional Action Plan. These include:

- Revising recruitment and internal assessment criteria to explicitly include elements such as professional mobility and non-standard career paths;
- Updating the University's specific procedures and regulations governing research activities to reflect best practices and international standards;
- Developing a dedicated R&D strategy to be integrated as a component of the University's overall strategic framework.

This coordinated approach ensures that both the strategic vision and the operational planning of VU are fully aligned with OTM-R principles. Through these measures, the University demonstrates its ongoing commitment to fostering a transparent, inclusive, and excellence-driven research environment.

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:

https://vizja.pl/wp-content/uploads/hr-excellence-direct/OTMR_z_zalacznikami.pdf

3. Implementation

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

The Action Plan underlines VU's commitment to ethical standards, transparent recruitment and selection procedures, improving working conditions and developing training and development opportunities for our R&D staff. The HRS4R initiative was launched at the request of the Vice-Rector for Science, through an institutional project that included targeted actions to align VU's human resources practices with the principles of the European Charter for Researchers and Code of Conduct. Positions that were engaged:

1. A **Steering Committee** which supervises and coordinates the actions of elaborating the main documents of the HRS4R process at institutional level (GAP analysis, Action Plan, OTM-R and Strategy) and implements the Action Plan.

- Chairman of the Scientific Council
- Director of Doctoral School
- Director of the Scientific Institute
- Financial Director
- Head of Personnel Department
- Vice-Rector for Development
- Vice-Rector for Science
- Vice-Rector for Teaching

2. A **Working Group** – in charge with the monitoring the implementation of the main actions included in the Action Plan elaborated within the HRS4R institutional project. The following are part of the Working Group:

- Director of Rector's Office
- International Cooperation Specialist
- Personnel Department Specialist
- The Research Service Office (Grant Coordinator), serving as the leader of the group
- Designated researchers responsible for drafting the HRS4R-related documentation

A special Working Group has been established to monitor the implementation of key actions identified in the Action Plan developed as part of the HRS4R institutional initiative. The Steering Committee provides oversight and strategic support to the Working Group, ensuring that the implementation of the Action Plan is carried out according to the established schedule. A matrix of responsibilities will be created to clearly identify the departments/job positions responsible for the implementation of specific actions. The Action Plan will be formally approved by the Rector of the University. In addition, all actions planned for a given calendar year will be included in the annual operational plans of the individual departments entrusted with their implementation.

The Steering Committee was established in 2025 after the HRS4R process was officially launched. Since its establishment, the Committee has been actively monitoring the development of the HRS4R documentation and will continue in this role throughout the implementation period. The Working Group will meet quarterly to conduct phased assessments of progress towards the Action Plan. In the event of significant deviations or challenges during implementation, the Working Group is responsible for reporting these issues to the Steering Committee, which will then review the circumstances and recommend appropriate corrective actions.

Transparent and continuous communication with the academic community regarding the European Charter for Researchers, the Code of Conduct and the OTM-R principles will be maintained before and during the implementation. Both the Steering Committee and the Working Group will work to ensure that all researchers in the VU are informed through various channels, including training workshops. The implementation process will involve researchers at all stages of their careers, not only as beneficiaries but also as co-authors who provide feedback that can validate the proposed actions and help identify potential challenges throughout the implementation process.

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

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

Detailed description and duly justification (max. 500 words)

The working group will hold quarterly meetings where each department responsible for implementing specific elements of the Action Plan will provide updates on their progress in their tasks. The working group coordinator will consolidate these updates into a comprehensive report detailing the current status of HRS4R implementation, which will then be forwarded to the Steering Committee.

During these sessions, progress reports will be systematically reviewed and compared to the projected schedule for each activity. This comparative analysis serves to highlight any discrepancies between planned and actual implementation milestones, allowing for early identification of delays or obstacles. The primary goal of this process is to ensure timely implementation by implementing corrective measures where necessary.

If the Steering Committee detects significant deviations in the implementation of specific activities, it will recommend targeted interventions to restore compliance with the original schedule. These measures will support the overall goal of maintaining steady progress and achieving the strategic goals set out in the HRS4R Action Plan.

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

Detailed description and duly justification (max. 500 words)

The scientific community, alongside other institutional stakeholders, will actively participate in the implementation of the HRS4R process through several coordinated activities:

- The Director of the Research Institute will contribute to the revision of the regulations governing the organization and functioning of scientific and research activities.
- Specialist departments will play a key role in providing the necessary data and information for the preparation of the HRS4R basic documentation. Their involvement will also cover the implementation phase of the Action Plan. For each major action described in the plan, organizational units responsible for its implementation are clearly designated.
- Members of the scientific community (including researchers and PhD students) will be informed about the process through The Research Service Office. Communication activities will cover both the launch of the HRS4R initiative and updates on its implementation status.

Overall, the engagement strategy ensures that all structural components of the University are involved in the process supporting the successful implementation of the HRS4R process.

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)

As previously mentioned, the HRS4R initiative has been integrated as a key element of the strategic development plan of VIZJA University (VU) for the upcoming strategic period.

Due to its institutional scope, the project requires a systematic alignment of many of the University's policies, regulations and procedures with the principles and standards established within the HRS4R framework. In case of identified discrepancies or gaps, appropriate changes will be made to ensure full compliance with the HRS4R objectives.

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

Detailed description and duly justification (max. 500 words)

The implementation of the actions detailed in the Action Plan will be embedded in the annual operational planning, control and monitoring activities of the University departments designated to implement these actions. The Working Group will conduct quarterly assessments to verify progress in implementing the proposed solutions. In cases where significant deviations from the planned schedule or results are identified, the Working Group will notify the Steering Committee semi-annually. Following the review, the Steering Committee will propose additional corrective actions as needed to resolve deviations, thereby ensuring alignment with the strategic objectives of the HRS4R framework.

How will you monitor progress (timeline)?*

Detailed description and duly justification (max. 500 words)

To ensure effective monitoring of the HRS4R project, a comprehensive implementation calendar will be developed. The working group will conduct quarterly assessments to verify the current status of each activity, comparing actual progress with the projected milestones defined in the Action Plan. If divergences are identified, appropriate corrective measures will be proposed and implemented.

As part of this monitoring process, the departments responsible for specific activities will submit quarterly reports that include the following:

- Planned start and end dates for each activity;
- Percentage of progress achieved in implementing the activities, along with progress toward defined performance indicators;
- Identification of any deviations from the planned implementation path;
- Recommendations for corrective actions to address such deviations;
- Assessment of potential risks, including an assessment of their impact on implementation schedules and overall compliance with projected deadlines.

This structured reporting system is designed to provide up-to-date, evidence-based information on the implementation process, facilitate informed decision-making by the working group and steering committee, and ensure alignment with the strategic objectives of the HRS4R initiative.

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

Detailed description and duly justification (max. 500 words)

The extent to which specific indicators are achieved will be a key point in each half-yearly progress report. These indicators, as defined in the Action Plan, will be clearly communicated to the relevant departments responsible for their implementation, in accordance with the established responsibility matrix.

At the end of each calendar year, the Working Group coordinator will produce a comprehensive annual report summarizing progress on the indicators set out in the Action Plan. This report will be submitted to the Vice-Rector for Science.

In cases where delays or deviations from the planned timelines for achieving specific indicators are identified, the Vice-Rector may propose additional corrective measures to ensure that the indicators are met as agreed in the Action Plan.

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

As previously mentioned, the implementation of the Action Plan will actively involve key departments of the University. The heads of these departments will be fully accountable to the Rector for the successful completion of the tasks set out in the plan. The Action Plan and its elements will be systematically integrated into the University's annual planning framework, ensuring that the entire academic community contributes to its implementation.

At VIZJA University, the implementation of the European Charter for Researchers and Code of Conduct is not seen as the sole responsibility of one person, the Steering Committee or the Working Group. Rather, it is accepted as a shared commitment of the entire academic and research community. Active participation of researchers and PhD students is facilitated through targeted information sessions. These interactions provide the Working Group and the Steering Committee with essential feedback, allowing for a more informed assessment of the implementation of the actions and the identification of strategies to address or eliminate existing gaps.

The continuous internal monitoring of the measures adopted to implement the Charter and Code is a central element of the University's preparation for the external review. This preparatory process aims not only to demonstrate compliance but also to ensure that implementation is strictly in line with the overarching objectives of the Charter and Code. The University's involvement in this initiative reflects its broader strategic commitment to achieving its research, development and internationalisation objectives. The preparation for the external review of the Action Plan is a key operational undertaking that underlines VIZJA University's aspiration to foster a transparent, inclusive and globally engaged research environment in line with European standards.