

TEMPLATE 4: ACTION PLAN

Case number: 2019PL383339

Name Organisation under review:

Medical University of Lodz, Poland

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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	956
Of whom are international (i.e. foreign nationality)	7
Of whom are externally funded (i.e. for whom the organisation is host organisation)	20
Of whom are women	582 (61%)
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	362 (38%)
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	454 (47%)
Of whom are stage R1 = in most organisations corresponding with doctoral level	91 (10%)
Total number of students (if relevant)	8274
Total number of staff (including management, administrative, teaching and research staff)	2202
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	79.5 mln
Annual organisational direct government funding (designated for research)	3.1 mln
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	4.3 mln

Annual funding from private, non-government sources, designated for research	332.6 mln
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>The Medical University of Lodz (MUL) is an attractive scientific and educational centre in the European Research Area, fulfilling the mission of modern academic education and research, and developing innovative health-promoting solutions for the epidemiological and socio-demographic challenges faced by our society. It is a highly specialized University in such disciplines as Medicine, Pharmacy and Health Science. Its clinical facilities include four hospitals that score top positions in national rankings. MUL has received grades A and A+ within the parametric evaluation - one of the best in Poland. MUL is an active partner in the largest healthcare initiatives worldwide: https://www.eithealth.eu/.</p>	

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.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p>According to the internal survey, ethical and professional aspects are one of the best assessed areas of the Charter and Code at the Medical University of Lodz (MUL). The internal survey carried out among academic staff, researchers and PhD students of MUL revealed that the vast majority perceives the university as a place that gives the opportunity of research freedom and professional responsibility in scientific activities. MUL creates a suitable environment within the research process in which the researcher is given adequate encouragement and support to act in accordance with the professional and ethical principles listed in the Charter and Code.</p> <p>MUL respects the national, sectoral, and institutional provisions and guidelines regulating the work conditions and trainings. There are a number of instruments helping the researcher in performing to the highest and ethical standards such as: bioethical committees, MUL Ethics Advisor, antiplagiarism system: https://plagiat.pl/, Committee on Intellectual Property. The Centre for Innovation and Technology Transfer of MUL (http://ciitt.umed.pl/) ensures the protection of intellectual rights of researchers. It also promotes knowledge and technology transfer originated at MUL through building and maintaining</p>

	<p>steady relations with the economic environment. MUL has signed the Institutional Policy of Open Access (open access, open innovation) supporting researchers in publishing in open access journals, increasing their visibility and recognition.</p> <p>University researchers are obliged to follow the national and internal regulations concerning financial management. They are supported by the Financial Office and the Accountancy Office. The Audit Office monitors and controls the execution of projects run at MUL.</p> <p>MUL is not only a scientific leader and a recognized University, but also an important opinion-forming centre - a place where various attitudes and views clash, where freedom of speech and thought abide. It promotes counteracting discrimination and rules of equal treatment of workers.</p> <p>The Strategy for Development of the Medical University of Lodz defines the strategic mission, vision and operational goals and directions of the University development for the years 2015-2020. It is a framework document, a point of reference for the MUL all organizational units. The Office of Science, Strategy and Development is responsible for monitoring and implementing the Strategy and supports the authorities in the strategic management.</p> <p>According to the internal analysis, this area does not require any changes and additional actions. All survey respondents had positive attitude towards MUL supervision of the principles listed in the Ethical and Professional Area.</p>
Recruitment and selection	<p>The recruitment and selection rules at MUL are strictly determined by applicable law: internal, national and international (in cases of EU grants) provisions regarding recruiting researchers at all stages (R1-R4).</p> <p>At the moment, all universities in Poland, including MUL are in the process of implementing legislation changes introduced on 1 October 2018 by a new Parliament Act - Law on Higher Education and Science (Ustawa 2.0).</p> <p>Ustawa 2.0 replaces four acts: The Act of 27 July 2005 - Law on Higher Education, the Act of 14 March 2003 on academic degrees and academic titles, and degrees and the titles in the field of art, the Act of 30 April 2010 on the principles of financing science and the Act of 17 July 1998 on loans and student loans.</p> <p>MUL plans to implement all the actions in compliance with the names and provisions of the New Act. Some discrepancies in terminology may occur later, however, they will not impact the Action Plan results.</p> <p>Currently, vacancy announcements related to MUL contain the necessary information such as the expected profile and competencies of the candidate, information about the entity and/or research group and job expectations. All</p>

	<p>vacancies are announced via the jobsite www.kariera.umed.pl (http://kariera.umed.pl/index.php/kariera/) and through social media. Highly skilled and experienced candidates are also advertised internationally by Euraxess https://www.euraxess.pl/poland/jobs-funding</p> <p>Internal survey and analysis, however, revealed that the internal system of recruiting and selection has some gaps which need to be tackled.</p> <p>The survey indicated that the academic community of MUL perceives the structuring of the recruitment process as relatively poorly understood (in particular in relation to appointing recruitment committees, transparency of the process). The second major issue which needs to be improved in respondents' opinion is including fewer formal criteria for the evaluation of candidates by considering the variety of career paths such as gaining mobility experience.</p> <p>The general objective of the proposed actions will be streamlining the recruitment and selection process by clearly defining the procedures and guidelines to researchers. The main goal is to provide information to researchers in a clear way on one hand, and developing and organizing all necessary information in a structured form, on the other.</p> <p>The proposed actions will be strengthened by the Open, Transparent and Merit-Based Recruitment (OTMR) Strategy and a detailed description of recruitment policy which will give details in particular about: the rules of choosing members of recruitment committees, the way they are working and the possibility of including specialists from other units in the work of committees as well as individual criteria for choosing candidates. Additionally, MUL plans to prepare a standardized template for criteria assessed during the recruitment process.</p>
Working conditions	<p>The Medical University of Lodz is an active research, didactic and clinical centre. Our development relies on the advanced collaborative, often interdisciplinary research and a highly specialized and experienced team of academic teachers. The respondents of the survey consider the highly developed research environment with its constantly developing infrastructure as an unquestionable advantage.</p> <p>MUL stimulates and supports research environment with the state-of-the-art equipment, including centrally located core facilities in Biology, Medicine and Biotechnology, Genomics and Proteomics such as: Core-Lab http://a.umed.pl/corelab/; Onco-Lab and Bio-Lab. This approach increases efficacy and allows regular investment.</p>

	<p>MUL undertakes extensive basic and applied research, often connected to innovation in medicine and healthcare in broad national and international collaboration.</p> <p>The year 2011 marks the foundation of the Healthy Aging Research Centre (HARC) financed within the Regpot FP7 EU Programme. Since 2015, the University has been a member of the EIT Health consortium (https://www.eithealth.eu/) supported by the European Institute of Innovation and Technology (EIT) to increase entrepreneurship and create innovations in the area of healthy lifestyle and active aging, as well as to seek ways to improve the quality of life in Europe. In January 2017, the Medical University of Lodz, together with all major stakeholders of the Lodz Region, has been awarded the status of a 2-star EIP AHA Reference Site to Lodz4Generations (https://ec.europa.eu/eip/ageing/reference-sites_en) regional initiative promoting healthy and active ageing in the community. The last two years allowed us to leverage the quality and quantity of projects and joint international activities.</p> <p>The MUL Strategy for Development, based on the concept of the knowledge triangle (research, education, innovation), has been continued in new, integrated educational programmes, in cooperation with business and other local, national and international stakeholders.</p> <p>One of the flagship interdisciplinary projects transforming the MUL research environment is the strategic green campus EcoUmed with wide engagement of social activities. EcoUmed (http://eco.umed.pl) introduces organizational, investment and backup process activities of MUL potential and ambitions. The vision of EcoUMED is to implement a sustainable development in the University management, education programmes, and other activities so it becomes a part of management, financial and environmental excellence of MUL.</p> <p>MUL provides appropriate working conditions, including disabled and handicapped employees, in accordance with national regulations. Researchers (R1-R4) are treated fairly and friendly at every career level; their working hours are flexible on one hand, and stable employment is ensured on the other hand. MUL runs a policy of protecting intellectual property rights and open access to scientific publications and research data. MUL as one of the first universities in Poland accepted the Institutional Policy of Open Access</p>
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	<p>http://otwarty.umed.pl/polityka-otwartosci-um-w-lodzi/ and as one of the few institutions is also a member of the Institutional Open Access Program (IOAP) https://www.mdpi.com/about/ioap.</p> <p>Among the problems regarding working conditions researchers mention about: insufficient transparency regarding information about the system of remunerating employees at various career levels both at the recruitment and employment stage; lack of procedures clearly describing the path of researchers' career development; insufficient provision of scientific mentoring for young employees- not including time devoted to training in employees evaluation systems, particularly dedicated to training of novice scientists by staff with a higher academic degree.</p> <p>The general conclusion for that area is that despite the existence of many forms of support and training, either procedural or organizational at MUL, researchers have a sense of lack of information about their rights and obligations, co-occurring with a sense of insufficient active support from MUL. Therefore, several activities in that area will directly focus on improving direct communication with researchers and systematic internal evaluation of achievements, depending on decisions of the authorities of faculties at MUL.</p>
Training and development	<p>The expectations set out in the Charter & Code tie in seamlessly with the MUL Strategy for Development 2015-2020 where continuing personal development of all professionals is highly recommended and required.</p> <p>Participation in national and/or international research organizations is encouraged by the University.</p> <p>Supervision and mentorship at MUL are related to the structure of departments, in which heads of departments and senior colleagues most frequently work at the same laboratory.</p> <p>Supervisors at MUL are obliged to provide adequate expertise and commitment to early stage researchers. A supervisor is expected to have sufficient time, knowledge, experience, expertise, and commitment and to be able to offer them to the researcher trainee.</p> <p>In conclusion, MUL has already taken numerous actions and initiatives</p>

	<p>associated with the professional and career development of researchers and their supervision and coaching within a broader context of: interdisciplinarity, weak skills, entrepreneurship, and increasing mobility.</p> <p>As regards the future, we will continue to oversee the needs and requirements related to our offer of educational programmes and will further optimize them if necessary.</p> <p>MUL will include several actions in our Action Plan, dedicated to raising awareness among supervisors and mentors on the importance of training courses in career development. We would like to include participation in trainings as a part of periodic employee evaluation process.</p> <p>The participation in EIT Health consortium provides additional opportunities for PhD students, early stage researchers, as well as advanced researchers (R1-R4), and administrative staff enabling them to attend international courses, workshops, and contests, which will improve and enrich their competences</p> <p>MUL implements the Erasmus + program. Every University employee can go abroad for training, provided that it will develop his professional competences and teaching skills. Each PhD student can go on internships or studies abroad. Participation in the program gives every researcher an opportunity to get a grant in the form of a scholarship. Researchers from MUL account for about 50% of all participating in the program.</p> <p>Continuous access to the information about all the events at MUL and opportunities concerning international collaboration is ensured.</p>
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3. ACTIONS

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

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

*URL: <https://umed.pl/hrs4r> (PL) <https://en.umed.pl/hrs4r/> (EN)

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Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
1.The recruitment policy and process will be described in the "Guide of Good Practices in the Recruitment and Employment Process"	14,19,17, 16, 27	Q4 2019-Q4 2020	HRO	"Guide of Good Practices in the Recruitment and Employment Process" Creation of a tab describing the recruitment process on the website www.kariera.umed.pl
2. Training for the MUL employees in the area of financial regulations and MUL internal procedures, particularly important while applying for grants	26	Q1 2020- Q4 2021	Science, Strategy and Development Office/ Vice-Chancellor - Bursar	Training of at least 50 researchers R2-R4 /per year - they will participate in courses available on the e-learning platform during the whole year Training of 100% of PhD students (R1) at MUL
3. Preparation of a handbook for new employees with the information about development opportunities, entitlements, and obligations, including important data for the adaptation of a new employee (so called on-boarding)	24	Q4 2019-Q4 2020	HRO	A handbook for all the University staff and especially for new employees, will be available in electronic or/and paper version

4. Improvement of the Periodic Evaluation System for academic teachers with the evaluation form and a field concerning the development path analysis, which must be filled in	33,28	Q4 2019-Q4 2021	HRO / IT Centre	A new periodic employee's evaluation form Creation of an Internet application for the Periodic Employee Evaluation System
5. Systematic monitoring of University actions on gender balance and prevention of discrimination and intolerance based on regulations included in the "Guide of Good Practice in the Recruitment and Employment Process" . MUL will monitor and actively support gender balance while choosing members of the Recruitment Committees, in the areas where interventions are possible, however, without giving up the competence criterion	27	Q4 2019-Q4 2021	Rector's Office	Yearly- report on systematic monitoring of the gender balance issue at MUL. The report will analyse cases of infringement procedures and suggest possible systemic solutions in this area based on national and European regulations as well as good practices in equal treatment of all subjects
6. Implementing a standard electronic recruitment form for applicants	16	Q1-Q4 2020	HRO/IT	An electronic form on the Internet website www.kariera.umed.pl ; www.umed.lodz.pl ; FB:@UMEDkariera
7. Preparing and implementing the Open, Transparent and Merit-Based Recruitment Strategy (OTMR)	16	Q4 2019 – Q3 2020	HRO	The Recruitment Strategy (OTMR)

8. Recruitment – vacancy announcement template	15	Q4 2019-Q4 2020	HRO	Standard announcement template for a vacant position available on the website http://kariera.umed.pl/index.php/kariera/ The English version of the description of the recruitment procedure on the website http://kariera.umed.pl/index.php/kariera/
9. Placing a link on the website kariera.umed.pl directing to the Internet website: https://euraxess.ec.europa.eu/	18	Q4 2019	HRO	Link directing to the Internet website: https://euraxess.ec.europa.eu/
10. MUL publication "Good Practices/ Customs in Publication and Reporting Inventions"	32	Q4 2019- Q1 2020	Ethics Committee/ UMED Information and Library Centre (team coordinating the "Inter-science Cloud" project)	1 MUL internal regulation
11. Preparing a statement on knowing "Good Practice /Customs in Publishing and Reporting Inventions", which will be a compulsory element of applying for vacant positions in competition and promotion proceedings	32	Q2 2020	HRO	1 MUL internal regulation

<p>12. Redesigning the Intranet site by adding information on career path and counselling for researchers, sources of financing scientific and foreign internships enhancing career development, which will be available in one place. Including information on the possibilities opened in https://www.eithealth.eu/ http://alliance4life.ceitec.cz/ Erasmus+ Intranet information about rights and existing procedures at the University will be provided, with links to the relevant national (Ministry of Science and Higher Education, National Contact Point for Research Programmes of the EU) and European portals: https://euraxess.ec.europa.eu/</p>	<p>28, 30, 35,29</p>	<p>Q4 2019-Q4 2020</p>	<p>Science, Strategy and Development OFFICE</p>	<p>Intranet tab, containing all the necessary information for researchers</p>
<p>13. Working out the researcher's career path</p>	<p>28</p>	<p>Q4 2019 - Q3 2020</p>	<p>HRO</p>	<p>Currently available internal document approved by the UMED authorities</p>

14. Changing the form of trainings - transition to the e-learning platform, which will be available to MUL researchers	39	Q4 2019 - Q4 2021	HRO in cooperation with other MUL units	To increase in the number of training courses available to researchers via the e-learning platform: 5 new courses.
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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.

The Medical University of Lodz, appreciating the impact of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers to ensure a high quality of work environment and scientific research, and emphasize the value of employees as a key source of the organization, has decided to initiate the implementations of the provisions of the Code and Charter creating the rules of the Open, Transparent and Merit-Based Recruitment (OTMR) Strategy.

The implementation of processes specified in OTMR correlates/harmonizes with the MUL Strategy, where one of the key areas is an improvement in the quality and efficacy of human capital.

Due to the above, the University Authorities and the HRO have been obliged to develop, implement, and promote the Recruitment Strategy (OTMR) among researchers. This will be a priority task for the HRO which actively participates in the process of applying for the HR Excellence Award.

For a few years, the Medical University of Lodz has been using the elements of the policy defined in OTMR. Properly educated and qualified experts have been carrying out recruitment processes, periodic evaluations and training courses. The staff of the HRO also provides-expert knowledge in the HR area to the MUL employees.

The implementation of the elements specified in the OTMR is further strengthened by the introduction of the provisions of the Act - Law on Higher Education and Science in 2018 (https://bip.umed.pl/SitePages/DevHome.aspx#Akty_prawne_Ustawa_2_0), which oblige the university to provide feedback to researchers on the recruitment process. The information about the recruitment results, including the name and surname of the selected candidate and justification of the choice, is given to the public. This is the only one element of the OTMR policy, which has been already exists at MUL within the works of recruitment/competition committees.

The Guide of Good Practices in the Recruitment and Employment Process prepared by the HRO will be an element of the implementation of the HRS4R strategy, developed as part of the application for the HR Excellence Award. It will be a kind of guide containing general provisions regarding the respect for the principles of openness and transparency in the recruitment and employment process. The Guide of Good Practices in the Recruitment and Employment Process will be available to all employees via the Intranet. This will allow employees and especially the members of the Recruitment/Competition Committee to have permanent access to the content of the document. They all will be obliged to comply with the rules contained therein.

Moreover, UMED participates in the project "Operation-Integration", the Integrated Programme of the Medical University, co-financed from the European Union under the European Social Fund, which fosters, among others, the implementation of the Employee Recruitment Application whose goals are the following:

- optimization of the recruitment process,
- immediate feedback to the participants of the recruitment process at its every stage,
- quick delivery of information to managers about candidates in a transparent and systematic way.

Electronic forms of vacancy announcement will be created within the Application, which will replace paper form, and enable the entire recruitment process to be simplified and standardized.

The expansion of MUL's training activities by using the e-learning method will allow creating an effective on-line learning environment. Due to this, the University plans to create handbooks in electronic version and provide training courses in this area on the e-learning platform. These activities will allow to disseminate the necessary and useful information to researchers. The action taken in the area of e-learning will directly affect the promotion of the Recruitment Strategy (OTMR) among employees and ensure constant access to it.

Measures undertaken for researchers under the OTMR policy will allow to further improve working conditions and recruitment processes, which will be coordinated by the Human Resources Office.

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

URL:

4. IMPLEMENTATION

General overview of the expected implementation process:

The first step of the implementation of the HRS4R process was to analyse to what extent the existing practices at the Medical University of Lodz are in line with the provisions of the Charter and Code. Due to that fact, a questionnaire survey was elaborated in cooperation with specialists from the University of Lodz, and sent to all researchers at MUL.

Afterwards the in-depth analysis of the propositions and expectations was conducted in MUL. Therefore, all the principles and requirements arising from the provisions of the Charter and Code have been analysed in the terms of implementation at MUL.

The **Rector of Medical University of Lodz Prof. Radziław Kordek** signed the Endorsement and Commitment Letter on 6 March, 2018, and since then the implementation process has started.

Then the Working Group, Steering Committee, and the Committee overseeing the process have been appointed. As a result of their collaborative work with researchers **R1-R4**, the outline of the strategy for overcoming these gaps has been formed and the Action Plan for years 2019-2021 has been developed.

After being granted the prestigious award “**HR Excellence in Research**”, MUL expects to continue and regularly oversee the completion of all activities proposed in the Action Plan. The implementation process will be directly supervised by the **Vice-Rector for Research and International Relations. The Administrative Coordinator of HRS4R** process will be responsible for management and communication between all the stakeholders. The organizational structure of implementing and supporting the HRS4R process will reflect the three-group division that is the **Working Group, Steering Committee and Monitoring Group**. The implementation process will include researchers R1-R4, additional administrative staff if needed, and all faculty authorities, which will have a significant role in reflecting on further gaps to be filled by the University. The implementation of HRS4R process will be continuously monitored and the progress will be reported to the responsible partners and Management Board at MUL, including Rector, in a regular way.

The provisions of HRS4R process will be included in the MUL Strategy for Development. All presented actions will be formally legitimized by acts in MUL or other internal documents which will be available for external use. The Monitoring Group with Working Group will be responsible for monitoring the planned actions in a systematic way. The Working Group will create its own data-based system to measure the indicators and targets.

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

Checklist	*Detailed description and duly justification
How will the Implementation Committee and/or Steering Group regularly oversee	The Working Group (consisting of 3 sub-groups) will be responsible for implementing planned actions together

<p>progress?</p>	<p>with the relevant MULs units engaged in the implementation of the HRS4R process.</p> <p>The Administrative Coordinator will ensure proper communication and management between Working Group, Steering Committee and Monitoring Group and all engaged units. The Administrative Coordinator will regularly inform the Monitoring Group about the progress of tasks and indicators (at least once a quarter). The Steering Committee will regularly meet twice a year to regularly oversee the progress of actions.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>The Working Group, Steering Committee, and Monitoring Group consist of researchers R1-R4, PHD students, and administrative employees. If there is any need during implementation, the representatives of the committees and working groups will have individual consultations with researchers. Once a year, there will be a special additional meeting for researchers, Management Board of MUL and other authorities of different faculties at MUL. The main goal will be to keep all the researchers community of MUL involved directly in the HRS4R process. Moreover, such overall meeting will help in defining gaps which may be fulfilled by the MUL in future.</p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation research strategy, as the overarching HR policy.</p>	<p>The HRS4R activities in MUL result directly from a document entitled "Development Strategy of the Medical University of Lodz for the period 2015-2020"</p> <p>One of the key objectives of the strategic area called Science and R+D activity is an effective knowledge management system. The goal of this objective is to support research teams in running projects and to implement technical, IT and methodological support systems simplifying the analysis of gathered research data. Those activities are aimed at improving administrative processes which foster the development</p>

	<p>of researchers' career.</p> <p>The HR process is also mentioned in another core area of the Development Strategy: management and organizational development, where activities are aimed at enhancing the quality and effectiveness of employees. The operational tasks of administration staff are supported by continuous improvement in internal and external recruitment processes.</p> <p>The MUL Strategy strengthens also the role of periodic evaluation for employees by creating the career development path for each employee, which contributes to their acquiring knowledge and boosting skills and competitiveness. The MUL Strategy assumes comprehensive support to research project teams through easing the ability of horizontal promotions in MUL and the possibility of having flexible working time. Although many activities are already mentioned in our Strategy, we plan to adopt HRS4R process as an internal process.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>All presented actions will be formally sustained by legal regulations in MUL and other additional documents.</p> <p>The final form of the documents will be approved by the Steering Committee, Monitoring Group and other authorities, which will be directly engaged in the HR4R process. The progress of each task and set of actions will be continuously documented by the Working Group coordinators.</p>
<p>How will you monitor progress (timeline)?</p>	<p>The current work will be reflected in reports prepared by the Coordinators of the Working Group.</p> <p>Once a quarter, the Working Group will meet with the Monitoring Group and will report about the progress of the implementation process.</p> <p>The Monitoring Group will be able to intervene and audit the process in every moment and will be</p>

	<p>responsible for informing about the possible difficulties and risks that may occur to the Steering Committee and the Vice-Rector for Science and International Relations.</p> <p>The Monitoring Group is also obliged to inform the Authorities and Steering Committee about changes which need to be expressed in MUL's Strategy for Development or any changes in the organizational level at MUL.</p>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>The Coordinators of Working Groups will provide reports including detailed description of the actions. All provided reports and documents will be available in substantive units of MUL responsible for implementing a set of actions.</p>