



HR EXCELLENCE IN RESEARCH



HR Excellence in Research Action Plan

January 2024
(revised in 2026)

Name Organisation under review:

UNIWERSYTET MORSKI W GDYNI (Eng. GDYNIA MARITIME UNIVERSITY)

Organisation's contact details:

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

Email: pror.n@umg.edu.pl (Vice Rector), ph.: +48-58-558-64-27

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

<https://umg.edu.pl/en/hrs4r-reports-and-documents>

SUBMISSION DATE: 11TH JANUARY 2024

1. ORGANISATIONAL INFORMATION

STAFF & STUDENTS	FTE
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	382
<i>Of whom are international (i.e. foreign nationality)</i>	4
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	0
<i>Of whom are women</i>	143
<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>	81
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	166)
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	135
<i>Total number of students (if relevant)</i>	3796
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	856
RESEARCH FUNDING (figures for most recent fiscal year)	€
<i>Total annual organisational budget</i>	2 353 116,50
<i>Annual organisational direct government funding (designated for research)</i>	1 265 975,87
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	988 437,7
<i>Annual funding from private, non-government sources, designated for research</i>	98 70,76

ORGANISATIONAL PROFILE

Gdynia Maritime University is the largest state school of higher maritime education in Poland and one of the largest in Europe. The University offers complementary education for merchant marine officers and experts of the maritime economy.

The university conducts research and development activities. The scientific research projects carried out at GMU are part of national and international programs financed by Poland and the EU. The university cooperates closely with industry and provides research services to entities in the socio-economic environment.

The results of these research are the basis of expertise provided to industry and state institutions of the maritime industry.

2. NARRATIVE

<i>Ethical and professional aspects</i>	
Strengths	Weaknesses
• researchers' freedom in choosing their scientific field of interest; • implementation of the updated Code of Ethics for Researchers (2026), the Policy for Counteracting Mobbing and Discrimination at GMU (2020) and the rules of Good manners at GMU (2021); Gender Equality Plan for 2022-2025 and for 2026-2028 • development of know-how transfer to business delivered by newly created Technology Transfer Center; • introduction of the updated Regulations on the management of copyright and related rights, industrial property rights and commercialization rules at GMU (2020, 2023); • remodelled structure of updated information on research financial support sources - intranet and internal mailing; • developed Legal Services Office providing support in the sphere of legislation; • obtained financial support for wide actions related to dissemination and promotion of research activities;	• insufficient research activity of some number of academics; • low interest of some academics in applying for funding of research; • low effectiveness in applying for funds; • low rate of researchers' international mobility; • low number of foreign academic teachers employed; • insufficient level of commercialization of research results; • insufficient funds from the ministry responsible for maritime education.

• increased activity of researchers related to the dissemination of research results; • a periodic employee evaluation system that takes into account various research, teaching and organizational activities' • constantly updated motivation systems (bonuses, rewards) encompassing the research, teaching, and administrative activities of academic teachers; • high success rate in securing external funding for development projects aimed at enhancing skills; • engagement in local and regional initiatives supporting the public dissemination of research outcomes.	
Over the coming years, GMU will strengthen the ethical and professional framework supporting researchers. The University will reinforce its commitment to research integrity through the implementation and regular updating of key institutional policies, including the Code of Ethics for Researchers, the Policy for Counteracting Mobbing and Discrimination, the Rules of Good Manners, and successive Gender Equality Plans. These measures will aim to promote an inclusive, respectful, and transparent working environment while safeguarding researchers' rights, academic freedom, and equal opportunities. GMU will support researchers' freedom to define their scientific interests and research directions by developing an institutional environment conducive to responsible research and innovation. The University will strengthen mechanisms for knowledge transfer and cooperation with external stakeholders through the establishment and further development of the Technology Transfer Center, as well as by updating regulations governing intellectual property rights, copyright, and commercialization. Access to research support will be improved through the development of an effective internal communication system providing comprehensive information on funding opportunities and through the strengthening of the Legal Services Office, which will provide professional assistance in legal and regulatory matters. The University will also seek to increase the visibility and societal impact of its research by securing external funding for activities aimed at disseminating and promoting research results. These activities will encourage researchers to become more actively involved in communicating scientific findings to society and external stakeholders. A comprehensive employee evaluation system will be maintained and further developed to recognize achievements in research, teaching, and organizational activities, while incentive schemes will be regularly updated to reward excellence in all three areas. GMU	

will also seek external funding for staff development projects, enabling researchers to continuously improve their professional competencies.

At the same time, GMU will address several challenges affecting the development of its research potential. The University will seek to increase researchers' participation in competitive research funding schemes and reduce differences in research activity and engagement across academic staff. Particular attention will be paid to increasing the number and quality of applications for external research grants and improving success rates in areas where these remain relatively low.

The University will also promote international mobility of researchers in order to increase opportunities for international cooperation, knowledge exchange, and participation in international research networks. Particular emphasis will be placed on opportunities such as MSCA grants and other international mobility and research programmes. GMU will further strengthen activities aimed at attracting international academic staff and developing a more international research environment.

Another priority will be to strengthen the commercialization of research results. The University will develop institutional mechanisms supporting the identification of research outcomes with commercialization potential, cooperation with external stakeholders, and the transfer of knowledge and technologies to the economy and society.

The implementation of these measures will be supported by the University's efforts to secure external funding for research, staff development, international cooperation, and research dissemination. At the same time, GMU will take into account the constraints resulting from limited financial resources allocated by the ministry responsible for maritime education and will seek additional external sources of funding to enable the expansion of research activities and implementation of strategic development initiatives.

Overall, GMU will pursue an integrated approach combining research integrity, equality, professional development, internationalization, knowledge transfer, and support for research excellence. These principles will be progressively embedded across all stages of researchers' careers and incorporated into the University's institutional policies and development activities.

Recruitment and selection

<i>Strengths</i>	<i>Weaknesses</i>
- improved and updated recruitment procedure for academic teachers and administrative staff; - individuals (deans, vice-deans, heads and vice-heads of departments, staff of Department of HR and Payroll) that will be potentially involved in the recruitment procedures trained on the process, methods, evaluation etc.;	- low number of candidates for research career; - low number of foreign applicants; - lack of measurable KPIs related to recruitment quality, career progression and retention.

• the Department of HR and Payroll employees took part in the courses on recruitment procedures and modelling of the career development plans; • implemented recruitment rules for academic teachers and administrative staff in line with the OTM-R policy • strong position of GMU as an employer (due to its history, stable employment conditions, social benefits offered).	
GMU will further strengthen its recruitment and selection practices in accordance with the principles of Open, Transparent and Merit-based Recruitment (OTM-R). Recruitment procedures for both academic and administrative staff will be reviewed, updated and standardized to ensure greater transparency, fairness and consistency across all organizational units. Particular attention will be paid to providing clear and comprehensive information in vacancy announcements concerning employment conditions, duties, required qualifications and selection criteria, enabling candidates to make informed decisions before applying. The University will systematically develop the competences of staff involved in recruitment processes. Deans, vice-deans, heads and deputy heads of departments, as well as employees of the Department of HR and Payroll, will participate in dedicated training covering recruitment methods, candidate evaluation, selection procedures and career development planning. These activities will aim to increase awareness of good recruitment practices and ensure that recruitment decisions are based on objective, transparent and merit-based criteria. GMU will adopt and implement a comprehensive OTM-R Policy aimed at harmonizing recruitment procedures across the institution. The policy will establish common standards for the composition and operation of selection committees, the evaluation of candidates, communication of recruitment outcomes, and recognition of qualifications acquired through international mobility, industrial experience and previous professional achievements. These measures will strengthen equal treatment of applicants and support the recruitment of researchers with diverse career paths, qualifications and professional experiences. The University will also seek to make effective use of its existing strengths as an employer. GMU will promote its reputation as a well-established public university offering stable employment, attractive social benefits and a supportive working environment. These advantages will be incorporated into employer branding and recruitment activities aimed at attracting qualified candidates and retaining highly skilled employees. At the same time, GMU will address challenges related to the relatively low number of applicants for research positions, particularly among international candidates. The	

University will develop activities aimed at increasing the competitiveness and diversity of recruitment processes and strengthening the international dimension of recruitment. Proactive HR activities will be expanded to the extent permitted by available institutional resources.

In response to the broader challenges affecting the attractiveness of academic careers in Poland, particularly the lower competitiveness of salaries compared with industry and the private sector, GMU will seek to strengthen non-financial aspects of its employer offer. Particular attention will be given to professional development opportunities, working conditions, career support, social benefits and the creation of a supportive research environment. These measures will be especially relevant in technical disciplines, where competition for highly qualified specialists is particularly strong.

Looking ahead, GMU will further develop its human resources management through the implementation of a comprehensive Personnel Development Policy covering both academic and administrative staff. The University will continue to strengthen its employer brand, expand activities supporting international recruitment, and further develop transparent and merit-based recruitment procedures fully aligned with the principles of the European Charter for Researchers and the OTM-R policy.

These actions will contribute to increasing the quality, openness, transparency and international attractiveness of GMU's recruitment processes, while supporting the long-term development of the University's human resources and research potential.

Working conditions and social security

<i>Strengths</i>	<i>Weaknesses</i>
• well-equipped labs; • flexible organizational approach ensuring support in applying for external funds for research projects - 4 specialized units; • Technology Transfer Center supporting cooperation with the socio-economic environment, commercialization of research results as well as assisting with the issues of intellectual property rights; • updated Code of Researchers' Ethics and introduced Code of Good Manners; • psychologists' support delivered for the researchers, students, PhD candidates and administrative staff financed with the external grants; • introduced co-financing of fees that GMU employees pay for nursery and kindergarten fees;	• low rate of mobility; • limited assistance for career advice for researchers R1 and R2; • system of remuneration for work in projects that requires improvement; • relatively small representation of R1-R2 in decision-making bodies; • small number of initiatives towards organizational culture building, employees' well-being and work-life balance.

• introduction of the Gender Equality Plan; • regularly updated catalogue of R&D offers dedicated to entities in the socio-economic environment; • well-developed strategy of bonus and reward systems; • possibility of receiving additional salaries from external funding programmes if allowed; • procedure for declaring co-authorship, including demonstrating the percentage of co-authors' contribution; • new criteria of researchers' evaluation system taking into account various employee activities; • well -developed system of co - financing participation in scientific conferences and internships; • Regional Excellence Initiative - two projects of high financial value supporting the development of universities in two of the leading scientific disciplines; • two development projects aimed at supporting training, mobility, conference attendance and publication of scientific works; • Science for Business project strengthening cooperation between scientists and business	
GMU will continue to improve researchers' working conditions by investing in research infrastructure, strengthening institutional support services, and developing policies promoting an inclusive, supportive and motivating working environment. These activities will be aligned with the University's strategic objectives and the principles of the European Charter for Researchers. Researchers will be provided with access to well-equipped laboratories and modern research facilities supporting high-quality scientific research. Institutional support for research will be strengthened through specialized units assisting researchers throughout the entire project lifecycle, from identifying funding opportunities and preparing applications to project implementation, financial management and reporting. The Technology Transfer Center will further develop this support by facilitating cooperation with industry and the socio-economic environment, promoting commercialization of	

research results, supporting intellectual property management and encouraging knowledge transfer.

The University will strengthen its ethical and organizational framework by regularly updating the Code of Ethics for Researchers and implementing the Code of Good Manners. These measures will contribute to the development of a respectful, transparent and collaborative academic environment. Equal opportunities and diversity will be further promoted through the implementation of the Gender Equality Plan, including measures supporting work-life balance, equal career opportunities, gender-balanced participation in decision-making, and the prevention of discrimination and harassment.

GMU will also develop measures supporting employee well-being. Subject to the availability of external funding, psychological support will be made available to researchers, doctoral candidates, students and administrative staff. The University will also seek to maintain and develop social benefits, including support for nursery and kindergarten costs, in order to help researchers reconcile professional and family responsibilities.

Particular attention will be given to strengthening researchers' motivation and career development. GMU will further develop its system of bonuses and rewards and introduce or update evaluation criteria recognizing achievements in research, teaching and organizational activities. Financial support will be provided for participation in scientific conferences, research internships and international mobility. Where permitted by programme regulations, researchers participating in externally funded projects will have access to additional remuneration. The University will also promote transparent procedures for declaring co-authorship and individual contributions in order to strengthen good research practices and research integrity.

GMU will seek to use Regional Excellence Initiative projects and other externally funded development projects to expand opportunities for researchers to improve their competencies through specialized training, international mobility, conference participation and scientific publishing. External funding will be actively pursued as an important source of support for professional development and improvement of researchers' working conditions.

At the same time, the University will address challenges related to the relatively limited recognition of international and intersectoral mobility as an important element of career development. Mobility opportunities will be promoted as part of researchers' professional development and international collaboration. Particular attention will also be paid to strengthening career guidance and mentoring for early-stage researchers (R1-R2) and doctoral candidates.

GMU will further optimize the remuneration mechanisms applicable to work performed within externally funded projects, taking into account programme requirements and the principles of transparency and fairness. The University will also seek to increase the participation of early-stage researchers in institutional decision-making bodies and

create greater opportunities for their involvement in the development of policies and activities affecting the research community.

Further measures will be undertaken to strengthen organizational culture, employee well-being and work-life balance. These activities will complement the measures implemented under equality and well-being policies and will aim to create a working environment that supports researchers' professional and personal development.

In the coming years, GMU will implement a comprehensive Personnel Development Policy covering structured career support and mentoring for researchers at different career stages. The University will continue to develop motivation and reward systems, promote international and intersectoral mobility, strengthen international collaboration, expand employee well-being initiatives and improve working conditions.

The overall objective will be to create a stable, inclusive and supportive working environment that enhances the attractiveness of research careers, supports researchers' long-term professional development and enables them to fully develop their scientific potential.

Training and development

<i>Strengths</i>	<i>Weaknesses</i>
- University's scientific potential expressed in the opinion of an external expert; - regularly created schedules of scientific seminars run by R4 or invited renowned guests; - numerous training courses for scientists and administrative staff raising competences; three groups of training courses - specialist, soft-skills and linguistic; - scientific seminars run by regularly invited guest speakers and experts; - dissemination of information on courses and seminars offered by other institutions; - establishing of Doctoral School; - GMU scientists as experts of world marine bodies (e.g. IMO, IAMU) but also as experts in media; - internal training on obtaining funds from external sources; - degrees and scientific titles regularly awarded to GMU researchers; - maritime diplomas regularly obtained by GMU researchers.	- limited mechanisms for monitoring the scientific patronage of R4 and R3 over less experienced researchers (R2 i R1); - not sufficient financial support for academic internships; - not sufficient financial support for specialist maritime training; - To date, psychological support for academics, PhD candidates, and students has relied on project-based funding. There is a need to ensure the provision of permanent psychological support.

GMU will develop a comprehensive and sustainable system of continuous professional development, recognizing professional development as a fundamental prerequisite for maintaining high-quality research, teaching excellence and effective institutional management. The University will seek external funding to support a broad portfolio of training activities addressed to academic staff, researchers at different career stages, doctoral candidates and administrative employees. The training offer will aim to strengthen both discipline-specific expertise and transferable competences, including research methodology, project management, scientific communication, leadership, digital skills, foreign languages and interpersonal competences.

The University will complement formal training activities with regular scientific seminars delivered by distinguished internal and external experts. These activities will promote interdisciplinary collaboration, knowledge exchange and dissemination of good research practices. GMU will also further develop the Doctoral School as an important element of the institutional system supporting structured researcher development, doctoral education and early-career scientific advancement.

The University will seek to strengthen the transfer of international knowledge and good practices by supporting the involvement of GMU researchers in international maritime organizations, expert bodies and professional networks. Their experience and expertise will be used to enhance the University's research and educational activities and to facilitate access to current international developments in relevant scientific and professional fields.

Particular attention will be devoted to establishing a more structured system of mentoring and scientific supervision for researchers at the R1 and R2 career stages and for doctoral candidates. GMU will develop formal mechanisms through which less experienced researchers can receive consistent guidance in career planning, research design, publication strategies, preparation of grant applications and development of international research networks. The effectiveness of mentoring activities will be monitored and, where necessary, the system will be further improved.

GMU will also expand access to specialist scientific, technical and maritime training, particularly in areas where participation requires substantial financial resources or international mobility. Institutional support will be developed for research internships, laboratory placements, specialist courses and advanced professional training. These activities will enable researchers and other employees to acquire specialized competences that directly contribute to research quality, professional effectiveness and the University's international competitiveness.

The training offer will cover a broad range of areas responding to the needs of researchers and professional staff. Planned development activities may include, in particular:

- research methodology, data analysis, programming, MATLAB and specialist scientific software;
- project management, including PRINCE2, Agile Project Management, preparation, implementation and settlement of national and EU-funded projects;

- scientific communication, presentation skills, academic teaching methods and active-learning techniques;
- leadership, management, team motivation, conflict management, interpersonal communication and time management;
- career development, recruitment and career-path planning;
- digital competences, including Excel, databases, Microsoft technologies, VMware, Cisco solutions, CADMES and other specialist IT tools;
- foreign language training, including specialist English for management, maritime and international socio-economic cooperation;
- intellectual and industrial property rights, research integrity and responsible management of research outputs;
- quality, environmental, energy, information security and food safety management systems;
- maritime and port-related competences, including port logistics, container terminal management, environmental policy and technologies, and specialist regulations concerning maritime transport;
- legal, administrative and financial competences, including labour law, public procurement, working-time management, tax settlements and financial reporting;
- teaching and pedagogical competences, including student motivation, didactic communication and the use of innovative teaching methods;
- specialist postgraduate education and professional courses supporting the development of interdisciplinary competences.

The University will seek to ensure that access to training is transparent and appropriately adapted to researchers' career stages and professional responsibilities. Particular attention will be paid to early-stage researchers, who will require targeted support in developing independent research competences, preparing publications, obtaining external funding and establishing international cooperation.

GMU will also develop measures supporting the psychological well-being of researchers, doctoral candidates and students. While external project funding may be used to initiate and expand psychological support services, the University will seek to establish sustainable mechanisms for access to professional psychological counselling as part of its long-term human resources strategy. Such support will aim to strengthen mental well-being, resilience and the ability to maintain a healthy work-life balance.

The implementation of these measures will contribute to the creation of a coherent researcher development system aligned with the principles of the European Charter for Researchers. By combining professional training, mentoring, scientific supervision, international exposure, career development and well-being support, GMU will strengthen its research culture and create an inclusive, supportive and internationally competitive working environment.

OTM-R	
<i>Strengths</i>	<i>Weaknesses</i>
• Introduction of the "Regulations of operation of competition committees appointed to recruit	• Relatively early implementation phase

academic teachers at Gdynia Maritime University” • Introduction of the “Regulations of operation of competition committees appointed to recruit non-academic staff at Gdynia Maritime University”	• In the case of a large number of recruitment processes, there may be a challenge related to the need to collect and maintain extensive recruitment documentation.
Remarks: The introduction of regulations governing the operation of competition committees for the recruitment of academic teachers and non-academic staff represents an important step towards strengthening the implementation of the OTM-R principles at Gdynia Maritime University. The regulations provide a clearer and more structured framework for recruitment procedures and contribute to greater transparency, consistency and objectivity in the work of selection committees. Further monitoring of the regulations’ practical application will be necessary to assess their effectiveness and identify areas requiring clarification or improvement. In particular, the University may face an administrative burden associated with collecting, documenting and maintaining extensive recruitment documentation, especially in periods with a high number of recruitment processes. This may require further streamlining and, where possible, digitalization of recruitment documentation and procedures.	

3. ACTIONS

On the basis of the above analysis and the results of the surveys conducted among researchers and doctoral students, the university authorities decided to undertake the enhancement actions in the areas as indicated below.

Planned activities.

Action No	Action Plan	Reference points from the Gap Analysis	Responsible unit	Performance time
1.	Career development support: - for researchers, - for doctoral students	11, 16, 17, 20, 24, 25, 28, 30, 36, 38, 40	Vice Rector for Science, Deans of faculties, Directors of institutes, Department of Science and Department of HR and Payroll	December 2025
	Indicators: 1. Introduction of a document "Personnel Development Policy" 2. Number of courses on career development introduced into Doctoral School educational programme 3. Number of employees and doctoral students having access to psychologist support			
	Targets: 1. Minimum 1 document 2. At least 1 course 3. Minimum 30 persons per year			
	Remarks: As part of the planned activities, Gdynia Maritime University will strengthen institutional support for the career development of researchers and doctoral candidates. The measures will combine the development of a comprehensive institutional framework for human resources development, the introduction of dedicated career development support for doctoral candidates, and the provision of ongoing psychological support for employees and doctoral candidates. The University will develop and adopt a Human Resources Development Policy providing a comprehensive institutional framework for the professional and career development of researchers and other University employees. The policy will establish a coherent and sustainable approach to staff			

	development, taking into account the needs of different employee groups as well as the University's long-term organizational and research objectives. The Human Resources Development Policy will include measures supporting career planning, professional development and the acquisition of competences at different stages of researchers' careers. It will also provide a framework for further development of institutional mechanisms supporting researchers and doctoral candidates in identifying and pursuing appropriate career paths both within and beyond academia. As part of the development of doctoral education, the University will introduce the course "Career Coaching" into the educational programme of the Doctoral School starting from the 2024/2025 academic year. The course will provide doctoral candidates with dedicated support in developing professional competences, planning their career paths and identifying potential career opportunities both within and outside academia. The Career Coaching course will be incorporated into the Doctoral School's educational programme on a continuous basis and will be included in the programmes adopted for the 2024/2025, 2025/2026 and 2026/2027 academic years. The course will comprise 5 hours of group activities and 1 individual hour per participant, enabling doctoral candidates to address both general career development issues and their individual professional needs. The University will also provide continuous access to psychological support for employees, doctoral candidates and students. Psychological consultations will be available throughout the academic year, with consultations organized once a week for an average of three hours. The scope and intensity of support will be adjusted to the needs of individual beneficiaries. Psychological support will be provided within the framework of the "Sea of Competences – Modern Education for the Needs of the Maritime Economy" project and will be available to at least 30 individuals. The University will monitor the use of this form of support and its relevance to the needs of employees and doctoral candidates.			
--	---	--	--	--

	The combination of structured career development support, individual career guidance and psychological assistance will contribute to a broader institutional approach to sustainable professional development. The planned measures will address not only the development of professional competences and career planning, but also factors affecting researchers' and doctoral candidates' well-being, professional functioning and ability to pursue their career objectives. Overall, GMU will establish and further develop a coherent institutional career development support system for researchers and doctoral candidates. The Human Resources Development Policy will provide the strategic framework, while Career Coaching and ongoing psychological support will constitute concrete mechanisms available to the University community. These measures will provide a foundation for the further development of structured career support throughout researchers' professional careers.			
2.	Development and implementation of mobility support mechanisms: - research internships abroad, - research internships to domestic industrial entities, - study visits, - joint research within projects, - didactic activity. INDICATORS: 1. Number of documents concerning support for mobility 2. Number of researchers benefiting from the support for mobility TARGETS: 1. At least 3 regulations concerning participation in conferences, internships, Erasmus+ mobility and joint projects. 2. Minimum number of researchers per year participating in: 2.a. conferences – 50 researchers, 2.b. internships – 10 researchers, 2.c. Erasmus+ mobility – 15 researchers, 2.d. joint projects – 20 researchers.	1, 4, 7, 18, 19, 24, 26, 28, 29, 32, 38	Vice-Rectors, Deans of faculties, Directors of institutes, Department of Science, Department of Cooperation and Development, Technology Transfer Center	December 2026

	Remarks: As part of the planned activities, Gdynia Maritime University will develop and implement a comprehensive framework supporting the mobility of researchers, academic staff and doctoral candidates. The framework will cover research internships abroad and at domestic research and industrial entities, participation in scientific conferences and study visits, joint research activities carried out within scientific projects, as well as teaching mobility. The University will establish and further develop institutional mechanisms supporting mobility, including: • regulations governing scientific internships at Gdynia Maritime University; • regulations governing participation in the Erasmus+ Programme, including teaching mobility; • financial support schemes for participation in national and international scientific conferences for research and teaching staff and doctoral candidates; • financial support schemes for domestic and international scientific internships for research and teaching staff and doctoral candidates. The planned mechanisms will provide researchers, academic staff and doctoral candidates with transparent access to mobility opportunities and financial support. Particular attention will be paid to creating conditions that enable participation in international scientific activities and cooperation with external research and industrial institutions. As part of the implementation of the mobility framework, the University will support participation in national and international scientific conferences. The scale of support will be monitored on a regular basis in order to assess researchers' and doctoral candidates' participation in scientific events and to identify potential barriers to mobility. The University will also support research internships at research centres other than Gdynia Maritime University, both in Poland and abroad. These internships will provide opportunities to acquire new			
--	---	--	--	--

	research competences, access specialized infrastructure and establish or strengthen cooperation with external research institutions. Teaching mobility will be further developed through participation in the Erasmus+ Programme. Academic staff will be encouraged to undertake international teaching visits in order to exchange teaching practices, develop international cooperation and gain experience in different academic environments. Mobility connected with joint research projects carried out in cooperation with other scientific institutions will also be supported. The University will facilitate researchers' participation in international research activities and study visits resulting from collaborative projects, thereby strengthening international research networks and opportunities for knowledge exchange. The effectiveness and scale of the mobility measures will be monitored using indicators such as the number of international and domestic conference trips, research internships, Erasmus+ teaching visits and trips undertaken in connection with joint research projects. The monitoring results will be used to assess the accessibility and effectiveness of the support mechanisms and to identify areas requiring further development. Overall, GMU will establish a structured and financially supported mobility framework enabling researchers, academic staff and doctoral candidates to undertake international and domestic research activities, strengthen cooperation with external research and industrial institutions, participate in scientific events, contribute to joint research projects and develop their teaching experience through international mobility. The framework will support the development of researchers' competences and careers while contributing to the internationalization of the University's research and educational activities.			
3.	Popularization of the scientific activities of GMU employees: - training in the field of popularizing science, - participation in research popularization events, - creation of a database of scientific experts, - creation of a website presenting individual scientists or research teams.	3, 4, 6, 8, 9, 11, 22, 28, 33	Department of Science in cooperation with Department of Promotion and	December 2025

	INDICATORS: 1. Number of trainings in the field of science popularization. 2. Number of researchers participating in trainings. 3. Number of events aimed at science popularization. 4. Number of researchers involved in popularization activities. 5. Number of database of scientific experts. 6. Number of webpages presenting individual scientists or research teams. TARGETS: 1. At least 2 trainings per year. 2. Minimum 10 participants per training. 3. At least 3 events aimed at science popularization per year. 4. Minimum 40 researchers involved in popularization activities per year. 5. 1 database of scientific experts. 6. Minimum 1 webpage presenting individual scientists or research teams. Remarks: As part of the planned activities, Gdynia Maritime University will strengthen the competencies of academic staff in science communication and popularisation, increase the visibility of the University's scientific activities among the general public, and develop tools facilitating access to information about researchers and their areas of expertise. The University will organize training activities aimed at developing academic staff's competencies in communicating scientific research to non-specialist audiences. The training programme will cover, in particular, science communication and public speaking, as well as on-camera communication, including online presentations, webinars and interviews. Particular attention will be given to the effective presentation of researchers' and research teams' achievements and research potential through audio-visual formats. The training will combine theoretical sessions with practical workshops, enabling participants to acquire both knowledge of effective science communication methods and practical skills that can be		Communication and all GMU units	
--	---	--	---------------------------------	--

	applied when communicating research results to the general public, media representatives, schools and other non-specialist audiences. GMU will also systematically develop opportunities for researchers to participate in science popularisation activities aimed at different target groups, including the general public, school students, teachers and other members of society. These activities will provide researchers with opportunities to present their research areas and scientific achievements in an accessible and engaging manner. As part of the planned science communication activities, the University will develop initiatives such as: • open lectures presenting the research areas and scientific achievements of GMU employees; • popular science lectures and workshops organized during University Open Days; • lectures and other activities implemented in cooperation with the Experiment Science Centre in Gdynia; • short popular science films presenting GMU researchers, research teams and their areas of research. The University will also encourage researchers to participate in larger regional and institutional science popularisation initiatives, including the Pomeranian Researchers' Night, the "Voyage into Science" project and the "Voyage into Knowledge" project. These activities will provide opportunities to reach different groups of recipients, including secondary school students, teachers, adults and senior citizens. Further opportunities for direct interaction between researchers and society will be created through activities such as the Maritime Science Festival, including workshops, lectures, open meetings and interactive classes. The University will also support researchers' participation in thematic popular science lecture series and other public events presenting the contribution of GMU research to the development of the city and region. The scale and diversity of science communication activities will be monitored regularly in order to assess the level of researchers' engagement and the reach of activities among different target groups.			
--	--	--	--	--

	The results of this monitoring will be used to identify areas requiring further development and to encourage greater participation of academic staff in science communication. The University will also develop a database of scientific experts identifying researchers and their areas of expertise. Initially, the database will support internal needs and facilitate the identification of appropriate experts for science communication activities, interdisciplinary cooperation and external collaboration. In subsequent stages, the database may be further developed as a tool for systematic promotion of the University's scientific expertise and for facilitating contact between researchers and external stakeholders. Overall, GMU will establish and further develop a coherent system supporting science communication and popularisation. The planned measures will combine the development of researchers' communication competencies, opportunities for direct engagement with society and tools for identifying and promoting the University's scientific expertise. These activities will contribute to increasing the visibility and accessibility of GMU research and strengthening the University's role in communicating scientific knowledge to society.			
4.	Development and implementation of mechanisms increasing the competences of scientists and administration staff in a form of: - training on the organization of the research process, - preparing articles for publication in prestigious scientific journals, - preparing of applications for funds from external sources or applications for a patent for an invention or for granting a protection right on a utility model. INDICATORS: 1. Number of trainings on research methodology, publication practices, preparation of manuscripts, preparation of applications for external funding, management of research projects or intellectual property per year 2. Number of participants of trainings on research methodology, publication practices, preparation of manuscripts, preparation of applications for external funding, management of research projects or intellectual property per year TARGETS:	7, 24, 26, 31, 39	Department of Science, faculties, institute	December 2026

	1. Minimum 4 trainings on research methodology, publication practices, preparation of manuscripts, preparation of applications for external funding, management of research projects or intellectual property per year 2. An average of 10 participants per training on research methodology, publication practices, preparation of manuscripts, preparation of applications for external funding, management of research projects or intellectual property			
	Remarks: As part of the planned activities, Gdynia Maritime University will strengthen the competences of research and teaching staff, doctoral candidates and relevant administrative staff in key areas of the research process. The activities will focus on research methodology, good publication practices, preparation of manuscripts for prestigious scientific journals, preparation of applications for external research funding, as well as the development and management of research projects and intellectual property. The University will organize specialized training aimed at strengthening researchers' methodological competences and improving their ability to plan, conduct and evaluate research effectively. Training activities will be delivered by experienced researchers and experts from leading Polish and international universities and will provide participants with practical knowledge and methodological tools supporting the design, implementation and evaluation of research. Particular attention will be paid to strengthening competences related to the quality and integrity of scientific publishing. GMU will organize seminars and workshops with internationally recognized researchers and scientific journal editors to improve researchers' and doctoral candidates' knowledge of publication standards and good practices in scientific publishing. The activities will address, in particular, the appropriate selection of journals, alignment of manuscripts with journal scope and requirements, preparation and submission of scientific articles, and recognition and avoidance of inappropriate publication practices. The University will also develop activities aimed at strengthening the competences of researchers and doctoral candidates in preparing competitive applications for external research funding. Internal seminars and practical workshops will be organized to provide guidance on the preparation and			

	submission of applications to national and international funding programmes. Particular attention will be given to the requirements of competitive funding schemes, including programmes offered by the National Science Centre (NCN), as well as to the development of high-quality research proposals and effective presentation of research objectives, methodology and expected results. Dedicated activities will also be addressed to doctoral candidates to enable them to acquire funding-related competences at an early stage of their research careers. Training and seminars will provide practical guidance on identifying appropriate funding opportunities, preparing applications, understanding formal and substantive requirements, and submitting proposals independently. The University will strengthen its institutional capacity to support researchers throughout the research project lifecycle. Relevant staff and research support units will develop their competences in advising researchers on funding opportunities, preparation and implementation of projects, project management, reporting and financial and administrative requirements. GMU will also incorporate key research and research-management competences into the educational programme of the Doctoral School. The curriculum will include courses addressing areas such as: • Research Methodology; • Commercialization of Research Results; • Intellectual Property Management; • Project Management; • Career development and professional competences. This approach will ensure that doctoral candidates develop not only research and publication competences, but also practical skills required to manage research projects, obtain external funding, commercialize research results and protect and manage intellectual property. The University will combine specialized external training, seminars delivered by experienced researchers and international experts, internal capacity-building activities and dedicated Doctoral School courses. This combination will enable the development of competences at different career stages and provide opportunities for continuous professional development.			
--	--	--	--	--

	The effectiveness of the training and development activities will be monitored on a regular basis. Feedback from participants and the assessment of emerging training needs will be used to adjust the programme and identify areas requiring further development. Overall, GMU will establish and further develop a structured system for the continuous development of research and research-management competences. The planned measures will strengthen researchers' and doctoral candidates' ability to plan and conduct high-quality research, publish in reputable scientific journals, obtain competitive external funding, manage research projects and effectively manage intellectual property. This will contribute to strengthening the University's research capacity and supporting the professional development of researchers throughout their careers.			
5.	Development and implementation of the OTM-R policy for administrative staff supporting the activity of researchers. INDICATORS: 1. Number of procedures concerning recruitment of non-academic staff. 2. Percentage of recruitments of conducted according to the introduced regulations. TARGETS: 1. At least 1 procedure concerning recruitment of non-academic staff. 2. 100% recruitments of conducted according to the introduced regulations per year. Remarks: Gdynia Maritime University will implement the principles of Open, Transparent and Merit-based Recruitment (OTM-R) across recruitment processes for both academic and non-academic staff. The planned measures will establish a consistent institutional framework for fair, transparent and merit-based recruitment, based on clearly defined procedures, requirements and selection criteria. As the first step, the University will introduce regulations governing the work of recruitment committees responsible for the recruitment of academic teachers. The regulations will establish a framework for open, transparent and merit-based recruitment, including clearly defined recruitment	12, 14, 24	Department of HR and Payroll in cooperation with other university units.	December 2025

	procedures, responsibilities of recruitment committees and criteria for the assessment and selection of candidates. As a complementary measure, the University will develop and adopt regulations governing the work of recruitment committees responsible for the recruitment of non-academic staff. These regulations will extend the principles of transparent and merit-based recruitment to administrative and other non-academic positions, including employees supporting the University's research activities. Particular attention will be paid to ensuring that recruitment procedures for administrative and support staff reflect the specific competences required to provide effective support for research and academic activities. Clearly defined requirements and selection criteria will help ensure that candidates are assessed objectively and that recruitment decisions are based on qualifications, competences and professional experience. The development and implementation of the recruitment framework will be supported by targeted training activities for University management and other staff involved in recruitment. The training programme will strengthen competences and awareness in areas including employee recruitment, career development, recruitment and onboarding, and the professional development of research staff. The planned training activities will include: • training on Employee Recruitment; • training on the Career Development Path of an Academic Teacher; • training on Recruitment and Onboarding; • training on the Professional Development of Research Staff. The University will monitor the implementation of the new recruitment regulations and assess their effectiveness in practice. Particular attention will be paid to ensuring consistent application of OTM-R principles across organizational units and identifying potential areas requiring clarification or further development. The implementation of the OTM-R framework will be extended to all relevant recruitment processes and will include academic, administrative and other non-academic positions. The University will seek to			
--	--	--	--	--

	ensure that recruitment procedures remain transparent, consistent and merit-based while taking into account the specific requirements of different categories of employees. Overall, the planned measures will establish a comprehensive institutional framework for fair, transparent and merit-based recruitment at Gdynia Maritime University. By combining formal recruitment regulations with targeted capacity-building activities, the University will create a consistent basis for applying OTM-R principles to academic positions as well as to the administrative and support staff essential for the effective functioning of the University's research environment.			
6.	Development and implementation of the handbook on the onboarding process. INDICATORS: 1. A handbook. 2. Percentage of newly hired employees (researchers and administrative staff) onboarded on the basis of the handbook. TARGETS: 1. 1 handbook in two languages – PL and EN. 2. 100% of newly hired employees (researchers and administrative staff) onboarded on the basis of the handbook per year. Remarks: The onboarding process, although it applies to all employees regardless of their level and role in the organization, has not been developed. What is needed is a compact document presenting individual units, documents and processes about which a newly hired employee should be informed and which must be implemented within a specified period of time. This process will be described for researchers and administrative staff. Work on the preparation of an onboarding handbook for newly employed staff at Gdynia Maritime University is ongoing (a draft version of the document is currently available).	12, 13, 14	Department of HR and Payroll in cooperation with other university units.	December 2025

[illegible]

4. IMPLEMENTATION

The implementation of the Action Plan at Gdynia Maritime University will be based on a structured, participatory and impact-oriented approach. The Action Plan will constitute an integral part of the University's institutional development activities and will be implemented in cooperation between University authorities, faculties, research units, administrative support units and representatives of researchers at different career stages (R1–R4).

The overall responsibility for the implementation of the Action Plan will remain with the University authorities, with the Deputy Rector for Science providing strategic oversight. Day-to-day coordination will be ensured by the HRS4R monitoring team and other relevant administrative units. Each action will have a designated responsible unit or person, a defined implementation period, measurable indicators and targets, and a specified source of evidence. Progress will be reviewed regularly and corrective measures will be introduced where implementation is delayed or targets are not achieved.

A key priority of the next Action Plan implementation will be to move HRS4R from a strategy primarily associated with senior management towards a more broadly shared institutional framework. GMU will develop a concrete communication and engagement plan aimed at ensuring that researchers at all career stages understand the objectives of HRS4R, the European Charter for Researchers and the practical benefits resulting from their implementation.

Short, practice-oriented HRS4R information sessions will be organised regularly, particularly for R1–R2 researchers and doctoral students, for example during faculty, department and Doctoral School meetings. Information will focus on concrete benefits for researchers, including transparent recruitment, career development, training opportunities, mobility support, research funding and improved working conditions.

The University will aim to organise information and engagement sessions annually, with participation of researchers representing all career stages.

GMU will strengthen the participation of researchers in the implementation and monitoring of HRS4R. In addition to surveys and consultations conducted through faculties and departments, formal researcher representation will be introduced within the HRS4R monitoring structure and/or through thematic focus groups.

Representatives of R1–R4 researchers and doctoral students will be involved in discussing the progress of actions, identifying emerging needs and reviewing proposed modifications to the Action Plan. The composition and operation of these structures will be defined institutionally and communicated transparently.

The University will target at least two formal meetings of the HRS4R monitoring/steering structure per year involving researcher representatives and will establish at least three thematic consultations or focus groups annually on areas such as career development, mobility, working conditions and internationalisation.

GMU will develop a centrally coordinated researcher career development framework covering all career stages from R1 to R4. The framework will formally distinguish career guidance from mentoring.

Career guidance will provide structured, institution-wide support for career planning, identification of career opportunities, skills development and career transitions, including opportunities inside and outside academia. Mentoring, in contrast, will focus on longer-term professional and scientific development through an individual relationship with an experienced researcher.

International and intersectoral mobility will be explicitly incorporated into researcher career development. GMU will strengthen financial and organisational support for research stays, conferences, secondments, teaching mobility and participation in international research projects. Where feasible, the University will introduce mechanisms such as temporary teaching relief to facilitate longer-term mobility.

Mobility opportunities will be systematically communicated to researchers and integrated into career development discussions. The University will particularly promote MSCA Staff Exchanges, international research stays and mobility opportunities connected with collaborative projects.

Progress will be monitored through the number of international and intersectoral mobility activities per year, the number and proportion of R1–R4 researchers participating in mobility, and researcher satisfaction with institutional mobility support. GMU will aim for a year-on-year increase in the number of researchers undertaking international or intersectoral mobility and will establish a baseline during the first year of the new Action Plan.

GMU will further develop cooperation with industry and other external stakeholders as an element of researcher career development, knowledge transfer and applied research. Existing cooperation mechanisms will be strengthened through joint research projects, internships and secondments, expert cooperation, research services and opportunities for researchers to gain experience outside academia.

The University will monitor the number of active research collaborations with industry, number of joint projects, number of researchers involved in industry cooperation and number of research or staff mobility activities involving non-academic organisations. The target will be a year-on-year increase in researcher participation in industry-related activities.

GMU will develop an explicit strategy for increasing its competitiveness in European and international competitive funding schemes. Particular attention will be given to Horizon Europe, including Marie Skłodowska-Curie Actions (MSCA), as well as collaborative projects.

The University will also strengthen institutional support for proposal development, partner identification, consortium building and international networking. Training in grant writing and project development will be combined with individual proposal consultations and systematic identification of potential European partners.

The University will establish annual targets for the number of Horizon Europe/MSCA proposals submitted, number of international consortia joined, number of international partners established, and number of successfully funded projects. The initial year of the Action Plan will

be used to establish a quantitative baseline, after which the target will be a year-on-year increase in submissions and participation in European consortia.

GMU will further actively develop connections with European universities, research organisations and other institutions within the European Research Area. Cooperation will include joint research projects, academic mobility agreements, staff exchanges, joint publications and, where appropriate, common or joint educational programmes developed together with academic and industry partners.

The University will also strengthen its capacity to attract international researchers by combining OTM-R-compliant recruitment procedures, EURAXESS publication of vacancies, international networking and institutional support for incoming researchers. The publication of vacancies through EURAXESS will be continued and increased wherever appropriate.

The progress will be measured through the number of European institutional partnerships, joint European research projects, international mobility agreements, joint publications, and international researchers recruited or hosted by GMU.

The OTM-R framework will be further developed so that it is not limited to internal regulations governing recruitment committees. GMU will prepare a concise, researcher-oriented OTM-R information document explaining how recruitment at GMU works, what candidates can expect during the recruitment process, how applications are evaluated and what principles govern the selection process. The document will complement, rather than replace, the formal University regulations and will contain direct links to the relevant regulatory documents. This approach will make the recruitment system easier to understand for prospective candidates, including international applicants.

The monitoring system for the new Action Plan will be strengthened by introducing a standard structure for every action. Each action will specify:

- baseline value, where applicable;
- quantitative and/or qualitative indicators;
- measurable target and target date;
- responsible unit/person;
- implementation timeline;
- source of evidence;
- frequency of monitoring;
- mechanism for corrective action.

Monitoring will move progressively from reporting the number of activities conducted towards assessing their impact on researchers and the research environment. In addition to activity indicators, GMU will therefore monitor researcher satisfaction, participation rates, career progression, retention, recruitment quality, international attractiveness, mobility, success in competitive funding and perceived accessibility of career support.

The HRS4R monitoring team will review implementation at least quarterly, using a standardised progress checklist and indicator dashboard. A more comprehensive annual review will assess whether targets have been achieved and whether actions require modification. Where indicators

show insufficient progress, the responsible unit will propose corrective measures and an updated implementation timetable.

Researcher feedback will remain an important element of the monitoring system. A structured survey will be conducted before the next reporting cycle to establish a baseline for researcher satisfaction and perceptions of HRS4R-related measures. The survey will cover, among other areas, working conditions, recruitment transparency, career development, mentoring and career guidance, training, mobility, international cooperation, research funding support and awareness of HRS4R.

The results will be analysed by career stage (R1–R4 and doctoral students) where statistically meaningful and will be used to identify areas requiring further action. The University will communicate the main findings and planned responses to the research community.

The next HRS4R phase will therefore be implemented as a continuous improvement process rather than as a collection of isolated activities. The combination of clear responsibilities, measurable targets, regular monitoring, researcher participation and impact-oriented indicators will enable GMU to assess not only whether actions have been implemented, but also whether they have produced tangible improvements in researchers' careers, working conditions, mobility, international engagement and participation in the University's research environment.