



# HR Excellence in Research Action Plan for 2022-2024



HR EXCELLENCE IN RESEARCH

Wroclaw University of Economics and Business

2022

# Wroclaw University of Economics and Business – a unique university in a unique city

The Wroclaw University of Economics and Business is ranked among the top economic schools of higher education in Poland, and an important center of science and research. The University is proud to be accredited by international accreditation organizations, such as EFMD, AMBA, CEEMAN, EUA, CIMA, ACCA, CFA and EMOS, and undergoes evaluations in specific areas of activities, such as PRME and HR Excellence.

The mission of the WUEB is to create experts and business leaders by establishing an environment for the development of knowledge, skills, and competences of the future.

- The University campus is a place for holding open debates and shaping the future.
- The University is a community of people who change the world by creating science and fostering new personnel.
- We develop in harmony with the environment creating a better world.

We conduct globally-recognized research in the fields of economics and finance, management and quality studies as well as food technology and nutrition. This research is conducted by staff members, who form teams as part of their departments or interdisciplinary teams consisting of University researchers and members of other organizations. The University has 56 departments, being an organizational unit within the University engaged in research activities in a given field and comprising researchers interested in a specific field of study, which reflects the broad scope of research we conduct. The staff employed by these units work together, forming interdepartmental research teams, which stimulates the interdisciplinarity of research. The WUEB researchers hold positions in and are part of a wide range of organizations and associations which have a real impact on their social, economic and political environment. Our faculty members are invited to act as experts due to their wealth of scientific knowledge and the important research they conduct. Research activities constitute one of the most important areas of our University development. The assumptions of the mission and strategy are implemented through the performance of research and dissemination of its results in the form of monographs and articles in scientific journals as well as through the organization of national and foreign scientific conferences resulting in the exchange of knowledge.

# HR Excellence in Research for WUEB

Wroclaw University of Economics and Business has been in the elite group of institutions since 2017, which has the right to use the prestigious HR Excellence in Research award granted by the European Commission. The award confirms that the University offers a friendly environment for research work and that the rules of recruitment are transparent. Since obtaining the HR Excellence in Research award, many solutions have been implemented based on the principles of The European Charter for Researchers and The Code of Conduct for the Recruitment of Researchers.

As a first step in the process of obtaining the HR Excellence in Research award the Wroclaw University of Economics and Business expressed its support for the rules provided in The European Charter for Researchers and The Code of Conduct for the Recruitment of Researchers by signing the Declaration of Support for The European Charter and The Code by prof. Andrzej Kaleta, the Rector, in September 2016. By the Rector's decision, in 2016 the HR Excellence Team was established. The HR Excellence Team adopted the following objectives:

- Conducting the internal analysis of the coherence between the University's function and the recommendations provided in The European Charter for Researchers and The Code of Conduct for the Recruitment of Researchers and identifying the WUEB's most significant gaps in the HR area,

- Proposing an improvement strategy aimed at eliminating identified discrepancies between the rules set out in the Charter and the Code and the current WUEB practices.

Successful implementation of the adopted assumptions required analyzing adequate legal provisions, including the internal University documentation, as well as identifying the opinions of research and academic staff and WUEB's doctoral students concerning the degree of implementation of the rules provided in the Charter and the Code by the University. The opinions were collected via a survey and individual in-depth interviews. From that moment HR Excellence Team at WUEB makes annual reviews of the HR strategy and policy, and we started the process of renewal of the HR Excellence in Research award.



## Action plan for 2022-24

In March 2021 WUEB Senate approved a new strategy to take the University through to 2030 (Strategy 2030). The key priorities of that strategy are:

- Committed personnel - The role of the University is to provide attractive conditions for the development and self-fulfilment of employees in the key areas: of science, didactics, expertise, and organization. The University provides the opportunity to individualize career development paths in the selected, or each of the above, areas. The University appreciates the outstanding achievements of employees in any of the above-mentioned areas, in line with the individual development path.
- Modern organization - A business university and its key processes must correspond to the realities of the modern digital world. The space of the University should reflect the realities of modern forms of work, combining the agora, co-working spaces and remote work. The University will guarantee a fully digital experience in the field of communication, cooperation, education and research activities. As part of sustainable development, the University will obtain energy from renewable sources and eliminate paper as an information carrier and the use of plastics.
- Cooperation with business - The University will be the center of innovation processes and expert support for enterprises in our region. The University will develop an innovative startup environment aimed at launching new ventures for students of various universities, supporting their development in terms of capital and organization. The University will become an effective platform for the transfer of knowledge and competencies between science and the economy.
- Recognized practice-inspired research - The University will address the most current and essential research problems of significant economic and social importance. The long-term scientific and research achievements of the University will be based on intensive and efficient research and development and expert activities.
- Outstanding education of experts and business leaders - The University will implement modern didactics that draw from educational methods combining the individualization of the teaching process and innovative technologies. The University's didactic model will be based on the phenomenon-based learning approach and interdisciplinary projects. The University's didactic programs will be created and implemented in cooperation with its key stakeholders.

- Continuous development of the competencies of the future - The University will become an environment for the continuous development of competencies both for its graduates and specialists from other universities. A special value of the University will be the re-skilling and up-skilling of key competencies for the changing economic model. Graduates will become a special group of stakeholders, actively involved in developing the competencies of the future and of the University itself.

Faculties are required to develop strategic initiatives/projects to deliver these priorities and others, and it was agreed by Rector's Board that these plans would incorporate the implementation of the values at every level. A key role of the Rector's Strategy Team, as coordinators of the strategy process, will be to support the development of that aspect of a university's strategic projects. We feel that this will go a long way toward achieving that change in culture and attitudes which is so necessary if the spirit of Strategy 2030 is to be fully embedded in the University.

In addition, researcher feedback, this five-year evaluation and institutional development plans have identified several areas for which further action is required. WUEB makes continuous efforts to improve the quality of working conditions in the spirit of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. The activities undertaken in 2017-2021 show the progress and several activities in building the HR policy. To ensure the best adaptation of the employment structure and qualifications of the researchers to the implementation of the University's mission, as well as to fulfil the assumptions of the European Charter for Researchers, the University formulates challenges for the coming years. In 2022-2024, the tasks include both existing initiatives in which the University sees the possibility of improving the adopted solutions, and new proposals for actions in the areas indicated below. Additional activities were also indicated, the task of which is to disseminate information about the European Charter for Researchers, as well as even more efficient monitoring of the University's development processes in the indicated areas.

The principle in the Charter and the Code	Description of action	Lead Unit	Timeframe of the implementation of the action
<b>Ethical and professional aspects</b>			
3. Professional responsibility	Entering the declaration of compliance with intellectual property and copyright law into the periodic evaluation form.	Rector	4th quarter of 2023
9. Public engagement	Creating a notice board - a transparent system for informing employees about publishing opportunities.	Research Support Center	4th quarter of 2023
<b>Recruitment and selection</b>			
12. Recruitment	Supplementing the recruitment process with the support of recruitment agencies.	Human Resources Department	3rd quarter of 2023
	Development of a system for monitoring recruitment processes.	Recruitment and Employee Development Department	4th quarter of 2023
	Developing a system prepares the path of student development for a future academic career.	Rector's Team for Young Researchers/ Career Services Office	2024
13. Recruitment (code)	Publishing job offers on an ongoing basis on social media and professional websites.	Human Resources Department	4th quarter of 2023
15. Transparency (Code)	It is planned to prepare a database of potential candidates, e.g. students of the Doctoral School, for further planned recruitments.	Doctoral School office	4th quarter of 2023
17. Variations in the chronological order of CVs	The promotional campaign encourages people professionally connected to the business sector, and who have a doctoral degree or had participated in doctoral studies for a professional career to continue the work.	Business Cooperation Center	1 <sup>st</sup> quarter of 2023
19. Recognition of qualifications	Building a database on employee qualifications and identifying competency gaps to support the process of systematic improvement of competencies, including in cooperation with international institutions.	Academic and Professional Development Section/ International Cooperation Center/ Skills Development Office	1st quarter of 2023
<b>Working conditions and social security</b>			
28. Career development	Developing transparent regulations in the field of career advancement paths. Revision of the Rector's award system.	Rector	4th quarter of 2022
<b>Training and Development</b>			
38/39 Continuing Professional Development and Access to	Introducing a recruitment system with the potential to identify the most promising candidates, a system of motivating and mentoring talented students; a coherent	Career Services Office/Rector/Academic and Professional	2023

research training and continuous development	system of periodic employee appraisal and identification of competency gaps.	Development Section/Skills Development Office	
<b>Additional</b>			
All areas of the European Charter for Researchers and the Code of Good Practice for the Recruitment of Researchers	Conducting an active information policy on the European Charter for Researchers.	Recruitment and Employee Development Department	3rd quarter of 2022/ ongoing
	Appointment of the European Charter for Researchers Monitoring Committee at WUEB (composition with representatives of all stakeholders, including students and doctoral students).	Rector	3rd quarter of 2022
	Introduction of the Work-Life Balance Code among WUEB employees.	Recruitment and Employee Development Department	4th quarter of 2022
	Preparation of the Gender Equality Plan (GEP), the aim of which will be to ensure equality regardless of gender in the entire recruitment, development and evaluation processes of University employees. Implementation of the goals and activities indicated in the GEP.	GEP Team	3rd quarter of 2022 4th quarter of 2022/ongoing
	Introduction of the onboarding procedure for PhD candidates in Doctoral School.	Doctoral School office/ Rector's Representative for Teaching Quality Assurance	4th quarter of 2022

