



Wrocław
**UNIVERSITY
OF ECONOMICS
AND BUSINESS**

ACTION PLAN

HR Excellence in Research

2026–2028 **»»**



HR EXCELLENCE IN RESEARCH

1

Introduction and purpose of the document



Since 2017, the Wrocław University of Economics and Business (UEW) has been among the institutions awarded by the European Commission with the HR Excellence in Research logo, thus confirming its long-term and consistent commitment to implementing the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. This distinction constitutes an important element of UEW's institutional identity and a key reference point for the ongoing development of HR policy and the working environment for researchers.

As part of the award renewal process, UEW presents the HR Excellence in Research (HRS4R) Action Plan for 2026–2028, which is embedded in the cycle of continuous improvement in the area of human resources management in research. This document reflects the University's mature approach to implementing HRS4R as a long-term, systemic process aligned with the University's Strategy 2030.

The 2026–2028 Action Plan is implemented in accordance with UEW's strategic governance architecture. An important component of this system is the Rector's Committee for the Improvement of Strategy and Organisational Solutions for Academic Teachers, whose role is strategic and developmental in nature. The Committee serves as a forum for analysis, evaluation and recommendations of solutions strengthening the quality of the working environment, the effectiveness of the University's operations, and the long-term development of academic staff, thereby supporting the consistent integration of HRS4R objectives with UEW's institutional priorities.

The HRS4R Action Plan serves as a strategic framework for the development of researchers' working environment and career paths, integrating the principles of the European Charter for Researchers with the priorities of the updated UEW Strategy 2030. The document identifies key areas for improvement and directions for the development of institutional policies and processes that influence the quality of research activity, working conditions, competence development, and the organisational culture of the University.



The purpose of the HRS4R Action Plan is to:

- support the creation of an environment conducive to scientific excellence, professional development and the well-being of researchers,
- further strengthen the principles of open, transparent and merit-based recruitment and selection, as well as career development,
- enhance coherence between HR policies, research and teaching strategies, and institutional governance,
- develop mature processes and standards ensuring quality, equal opportunities and professional responsibility,
- support institutional flexibility in response to dynamic changes in the scientific, technological, legal and socio-economic environment.

The HRS4R Action Plan therefore constitutes a reference point for the further development and updating of HR Excellence in Research policies at UEW, supporting the coherent, conscious and responsible shaping of researchers' working conditions in both the medium-term and long-term perspective.



HR EXCELLENCE IN RESEARCH

2

Strategic context: Strategy 2030 (2025 update)



The HRS4R Action Plan is directly embedded in the updated UEW Strategy 2030, adopted in 2025. The update of Strategy 2030 was a response to turbulent technological, socio-economic, environmental and geopolitical changes, as well as to the growing uncertainty of the external environment and the rapid dissemination of artificial intelligence. Under these conditions, UEW adopts an approach focused on flexibility, responsibility and institutional innovation. Within Strategy 2030, the University's mission and vision were redefined. The new vision – “We inspire development” – highlights UEW's role as an environment that supports lifelong learning, strengthening competences and adapting to changing external demands. Development is perceived as a necessity rather than a choice, which is reflected in the University's approach to HR policy, research and education. Strategy 2030 emphasises the importance of creating conditions conducive to scientific excellence, personalisation of development pathways, and building an engaged and collaborative University community. UEW's values remain unchanged and constitute the foundation for implementing the principles of HRS4R: Truth, Community, Freedom, Responsibility, Modernity, Excellence and Entrepreneurship.

In response to the identified development challenges, Strategy 2030 defines the following strategic directions:

- conducting research to support social development and a knowledge- and innovation-based economy,
- personalised and flexible education based on the potential of participants,
- building valuable relations with business and socio-economic stakeholders,
- developing an organisational culture that ensures dignified and satisfying working conditions and staff development,
- strengthening UEW's position in the international arena,
- digitalisation and automation of the University's operations.



3

Organisation and functioning of the HR Excellence in Research Team



At UEW, the HR Excellence in Research Team operates as a key element of the governance system for the implementation and continuous improvement of the European strategy Human Resources Strategy for Researchers (HRS4R).

The establishment of the Team responds to the need for a systematic and long-term approach to developing HR policies for researchers, building a high-quality working environment, and ensuring the alignment of the University's actions with the European Commission's guidelines. The Team serves as a platform for cooperation between the strategic and operational levels, supporting continuous improvement of HR processes in the research environment.

The functioning of the HR Excellence in Research Team is embedded within UEW's broader governance system, where the development of solutions concerning academic staff constitutes an element of strategic management. In this context, an important role is played by the Rector's Committee for the Improvement of Strategy and Organisational Solutions Concerning Academic Teachers, whose task is to support the long-term coherence of organisational solutions and HR policies with the University's strategic priorities. The presence of this governance level ensures that HRS4R operates not as a separate initiative, but as an integral part of UEW's institutional development and the systemic improvement of researchers' working conditions.

3.1. Objectives and scope of the Team

The objectives of the HR Excellence in Research Team are to:

- improve HR policy and the working environment for researchers in line with the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers,
- support the implementation of HRS4R in a manner consistent with the UEW Strategy 2030,
- ensure continuity, completeness and coherence of HRS4R documentation,
- prepare the University for the award renewal process, including the visit of European Commission experts,
- support a culture of dialogue, transparency and shared responsibility in the area of HR Excellence in Research.



The Team focuses on the development of processes, standards and institutional mechanisms, rather than on the implementation of individual project-based activities, which reflects a continuous improvement approach.

3.2. Team structure

The HR Excellence in Research Team operates through two complementary committees, ensuring a balance between the strategic and operational dimensions of HRS4R implementation:

Strategic Committee

The Strategic Committee is responsible for:

- defining directions for the development of the HRS4R strategy,
- approving recommendations developed at the operational level,
- overseeing the alignment of HRS4R actions with the UEW Strategy 2030,
- monitoring progress in the implementation of HRS4R,
- communication and promotion of the HR Excellence in Research concept within the University community.

The Strategic Committee reports to the Rector's College, providing information on progress, conclusions and recommendations regarding the further improvement of policies and processes.

Programme Committee

The Programme Committee is responsible for operational, analytical and conceptual work related to implementing and developing individual areas of the HRS4R strategy.

It functions within a cascading cooperation model involving:

- thematic area leaders responsible for coordinating work within their assigned areas,
- committee members engaged in working groups, analyses and the development of solutions.

The thematic area leaders:

- initiate and coordinate work in thematic sub-teams,
- invite Programme Committee members to participate according to their competences,
- report the outcomes of work to the Chair of the Programme Committee.

The Chair of the Programme Committee:

- coordinates the work of the entire Programme Committee,
- ensures coherence between thematic areas,
- provides consolidated information, conclusions and recommendations to the Strategic Committee,
- simultaneously serves as a member of the Strategic Committee, ensuring continuity of communication between the operational and strategic levels.



3.3. Composition of the Team and participation principles

The HR Excellence in Research Team consists of representatives of various organisational units at UEW, including:

- academic teachers,
- administrative staff supporting research and HR processes.

Team members have been invited to participate based on:

- their competences and professional experience,
- their knowledge of HR processes and/or the research system,
- their commitment to improving the quality of the working environment and organisational culture at UEW.



The current composition of the Team is published on the University's website:
<https://uew.pl/en/hr-excellence/>

The Chairs of both committees and the thematic area leaders act as contact points within the HRS4R strategy.

3.4. Communication and reporting model

The communication model within the HR Excellence in Research Team is based on a cascading reporting system, ensuring coherence, transparency and effective information flow:

- the Programme Committee provides operational results to the Chair of the Programme Committee,
- the Chair consolidates the information and reports it to the Strategic Committee,
- the Strategic Committee analyses the inputs, makes strategic decisions and formulates recommendations,
- recommendations are submitted to the Rector's College as part of systemic oversight of HRS4R implementation.

This model ensures:

- effective oversight of the HRS4R strategy implementation,
- consistency between the strategic and operational levels,
- transparency of processes and documentation,
- the lasting integration of HR Excellence in Research principles into the University's operations.

4

Implementation framework of the HRS4R Action Plan and improvement mechanisms

The implementation of the HRS4R Action Plan at UEW is based on a strategic and process-oriented approach, ensuring the long-term integration of the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers into the University's functioning. The HRS4R Action Plan is implemented within the following framework:



Strategic coherence

The HRS4R Action Plan is fully aligned with the current UEW Strategy 2030 and supports its strategic directions through the development of HR policies, organisational culture, and researchers' working conditions.



Governance system

The implementation and monitoring of HRS4R are coordinated by the HR Excellence in Research Team, which links the strategic and operational levels and ensures continuity, accountability and transparency of processes.



Stakeholder engagement

The improvement process is carried out with the involvement of representatives of the University community, including academic teachers, doctoral candidates and administrative staff, strengthening a culture of cooperation and shared responsibility.



Monitoring and review

The HRS4R Action Plan is subject to regular reviews focused on assessing the degree of integration of HRS4R principles into institutional practices and identifying areas for further improvement.



Transparency and communication

A key element of the implementation of the HRS4R Action Plan is systematic and transparent communication regarding HR Excellence in Research principles, development directions, and progress in implementation.



Flexibility and adaptation

The implementation framework allows the approach to be adjusted to changing regulatory, technological and social conditions, while maintaining coherence with the long-term strategic objectives of UEW.

The implementation and continuous improvement system for HRS4R at UEW is grounded in strategic governance mechanisms that ensure the sustainability and maturity of HR-related solutions. In addition to the HR Excellence in Research Team, the Rector's Committee for the Improvement of Strategy and Organisational Solutions Concerning Academic Teachers acts as a strategic stabiliser of the process. The Committee strengthens the institutional approach to continuous improvement through analysing the effects of existing regulations and organisational solutions, identifying development needs, and supporting strategic recommendations regarding the working environment and the development of researchers' careers, in a manner consistent with the objectives of the UEW Strategy 2030 and the HR Excellence in Research standards.



Learn more about UEW Strategy 2030 and Implementation of HR Excellence in Research at UEW



5

Key Areas for Improvement within HR Excellence in Research (2026–2028)

To support the implementation of the strategic objectives defined within the HRS4R framework, UEW plans to implement the following operational actions in 2026–2028 in response to the identified needs related to the development of the research working environment, academic careers and research quality.

5.1. Working Environment, Well-being and Researchers' Development

Objectives:

1. Implementation of a new staff evaluation system, strengthening a qualitative approach to academic career development and supporting the long-term well-being of researchers.
2. Development of a new reward and recognition system, enabling more coherent appreciation of academic achievements, organisational engagement, and diverse contributions to the development of UEW.
3. Conducting regular reviews of organisational solutions affecting workload, role balance and the well-being of researchers at different career stages, together with the identification of areas requiring further improvement.
4. Developing managerial competences and a culture of academic leadership through initiatives supporting cooperation, dialogue and shared responsibility within the research environment.

Planned operational actions for 2026–2028:

- Development of transparent career progression, staff evaluation and motivation frameworks supporting long-term academic career development
- Implementation of the Knowledge Exchange Program supporting intersectoral mobility and cooperation with external stakeholders
- Development of institutional leadership and mentoring culture supporting research team management and academic career development

5.2. Recruitment, Selection, Career Development and the OTM-R Culture

Objectives:

1. Preparation of new regulations for external recruitment and internal promotion, strengthening the transparency of HR processes and the coherence of academic career pathways at UEW.
2. Reviewing and further improving recruitment procedures in order to consolidate the principles of OTM-R and strengthen the qualitative assessment of candidates' achievements and development potential.



3. Organising activities supporting the development of competences among participants in recruitment and promotion processes, particularly in the areas of transparency, equal treatment and non-discriminatory selection.

Planned operational actions for 2026–2028:

- Development of transparent recruitment and internal promotion procedures aligned with OTM-R principles
- Implementation of the integrated research career ecosystem including Research@Lab, Pre-Doc and Post-Doc programmes
- Internationalisation of doctoral education through the implementation of English-language recruitment pathways in the Doctoral School
- Strengthening merit-based and competence-oriented evaluation mechanisms in recruitment and career progression processes

5.3. Research Integrity, Ethics and Professional Responsibility

Objectives:

1. Reviewing and further improving institutional mechanisms supporting standards of research integrity and professional responsibility.
2. Strengthening awareness of the principles of scientific integrity as a key element of research quality and the reputation of UEW.
3. Developing educational activities and initiatives supporting ethical and responsible research practices, aligned with the evolving challenges of the academic environment.

Planned operational actions for 2026–2028:

- Development of institutional research data management and archiving standards supporting research integrity and responsible data governance
- Further development of the WIR system as an institutional infrastructure supporting transparency, research visibility and responsible dissemination of research outputs
- Development of institutional mechanisms supporting responsible and ethical use of artificial intelligence in research activities

5.4. Open Science, Communication and Societal Impact

Objectives:

1. Developing an institutional approach to Open Science, encompassing both access to research results and responsible scientific communication.
2. Strengthening researchers' competences in presenting research outcomes in a way that is understandable and appropriate for various stakeholder groups, while respecting standards of scientific integrity.
3. Supporting initiatives fostering dialogue with the socio-economic environment and enhancing the societal impact of research conducted at UEW.

Planned operational actions for 2026–2028:

- Development of the UEW Expert Database supporting researchers' visibility and cooperation with external stakeholders
- Establishment of the Science Shop initiative supporting socially engaged research and

cooperation with local communities and public institutions

- Development of institutional mechanisms supporting science communication and societal dissemination of research outcomes
- Strengthening cooperation with socio-economic stakeholders through applied research and knowledge transfer initiatives

5.5. Future Skills, Digitalisation and Responsible Use of Artificial Intelligence

Objectives:

1. Preparation of guidelines for the responsible use of AI tools in research and teaching, in line with the principles of scientific integrity, transparency and data protection.
2. Systematic identification of competence needs related to the digitalisation of research work and the use of AI-based tools.
3. Shaping responsible practices in the application of digital and AI tools, taking into account ethical aspects, data security and the quality of research.

Planned operational actions for 2026–2028:

- Establishment of the Academic AI Hub supporting AI competences, interdisciplinary collaboration and AI-based innovation
- Development of internal training programmes supporting the responsible use of AI tools in teaching and research
- Implementation of AI-assisted educational solutions, including AI Tutors and intelligent learning agents
- Development of interdisciplinary AI-related research and proof-of-concept projects in cooperation with external technological partners

5.6. Internationalisation of the Research Working Environment

Objectives:

1. Developing the post-doc programme as an instrument supporting the internationalisation of academic careers, strengthening research potential and attracting early-career researchers to UEW.
2. Improving organisational and informational frameworks fostering the internationalisation of research activities and researchers' mobility.
3. Strengthening the perception of international experience as an integral element of academic career development and research quality.

Planned operational actions for 2026–2028:

- Development of international Post-Doc recruitment pathways and strengthening international research mobility
- Expansion of international doctoral recruitment through English-language doctoral education
- Development of internationally visible interdisciplinary research teams within the Research@Lab framework
- Strengthening institutional support for participation in international grant and research cooperation initiatives



5.7. Equal Opportunities, Diversity and Inclusion

Objectives:

1. Systematic monitoring of the coherence of HR policies and practices with the principles of equal opportunities and non-discrimination in the researchers' working environment.
2. Further building an organisational culture that supports diversity, inclusion and respect for different academic career paths.
3. Strengthening initiatives supporting equal opportunities for professional development and counteracting structural barriers within the academic environment of UEW.

Planned operational actions for 2026–2028:

- Development of transparent and non-discriminatory recruitment, evaluation and promotion procedures supporting equal opportunities in academic career development.
- Strengthening institutional mechanisms supporting long-term career development for researchers at different career stages, including early-stage researchers and internationally recruited staff.
- Supporting an organisational culture based on diversity, inclusion, cooperation and respect for different academic career paths and professional profiles.
- Increasing transparency and accessibility of information related to career development opportunities, institutional expectations and support mechanisms available to researchers.
- Monitoring and reviewing institutional practices related to equality, diversity and inclusion in the researchers' working environment.

5.8. Strategic research governance and institutional development

Objectives:

1. Development of an institutional Research Policy supporting research excellence, internationalisation and strategic research development.
2. Strengthening institutional mechanisms supporting long-term development of research careers, interdisciplinary cooperation and research visibility.
3. Further integration of HRS4R principles with institutional governance, strategic planning and organisational development processes.

Planned operational actions for 2026–2028:

- Preparation and implementation of the UEW Research Policy
- Development of institutional recommendations supporting strategic research areas and thematic concentration
- Strengthening institutional coordination mechanisms related to research development and research career support
- Development of long-term institutional frameworks supporting research excellence and international competitiveness

6

Monitoring and review of the HRS4R Action Plan



The implementation of the HRS4R Action Plan at UEW will be subject to systematic monitoring and periodic reviews, which constitute an integral element of a continuous improvement approach. Monitoring of the Action Plan focuses on:

- assessing the extent to which the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers are embedded in institutional policies and practices,
- analysing the alignment of development directions with the current UEW Strategy 2030,
- identifying areas requiring further improvement in response to changing institutional, technological and social conditions.

The review process of the HRS4R Action Plan takes into account both the institutional perspective and the experiences of members of the University community, including academic teachers, doctoral candidates and administrative staff supporting research. Monitoring and reviews are carried out in a cycle adapted to institutional needs and the dynamics of changes in the external environment. Conclusions drawn from the reviews provide a basis for updating priorities, directions of action and the further development of HR Excellence in Research policies.

Coordination of the monitoring and review process is ensured by the HR Excellence in Research Team, which serves as a forum for analysis, reflection and recommendations. Information on progress and conclusions from reviews is communicated at the strategic level within the adopted governance model, supporting informed and responsible management of the development of researchers' working environment. Monitoring and review of the HRS4R Action Plan are carried out in a manner that ensures flexibility and readiness to adapt to emerging challenges, while maintaining consistency with the long-term strategic goals of the University.



7

Summary and institutional commitment



The HRS4R Action Plan reflects UEW's long-term and deliberate approach to developing a supportive working environment for researchers, based on the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. This document forms part of a coherent governance framework embedded in the updated UEW Strategy 2030 and oriented towards continuous improvement in the quality of processes, organisational culture and conditions for conducting research.

UEW perceives the implementation of the HR Excellence in Research strategy as a long-term process grounded in dialogue, reflection and institutional learning. The HRS4R Action Plan provides a strategic framework for the further development of HR policies and practices, enabling flexible responses to evolving socio-economic, technological and regulatory conditions, while maintaining consistency with the University's values and strategic objectives. UEW reaffirms its commitment to further strengthening the principles of an open, transparent and responsible approach towards researchers, and to building an environment that supports scientific excellence, competence development and the wellbeing of the University community.

The implementation of the HRS4R Action Plan will be supported by the adopted governance, monitoring and review mechanisms, ensuring the sustainability and maturity of the solutions introduced. The HRS4R Action Plan therefore serves as a reference point for further actions and reflection on the development of the researchers' working environment at UEW, and as an expression of the University's institutional commitment to consistently applying and advancing the standards of HR Excellence in Research.





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