

HR STRATEGY (HRS4R) FOR RESEARCHERS



HR EXCELLENCE IN RESEARCH

Wrocław, May 2026

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INTRODUCTION

In accordance with its strategy, **Wrocław University of Science and Technology (WUST, Wrocław Tech)** consistently contributes to the development of modern research ideas such as artificial intelligence, cybersecurity, quantum technologies and medicine 4.0.

The university is engaged in research and teaching activities in four fields of science, and integrates research with education in fifteen disciplines.

Education is provided to 21,000 students, including to 1,600 foreign students from 70 different countries. They study in 14 faculties and in three branches, under the supervision of 2,400 academic teachers. In addition, the university teaches 850 students, including 120 foreigners, at its Doctoral School.

The university offers courses and programmes in 70 fields of study, including 35 study programmes in foreign languages.

The international character of the university is emphasized by its cooperation within a network of over 250 partners from 50 countries and by its active participation in mobility and research cooperation programmes such as Erasmus+, Fulbright, or DAAD.

The university conducts research and educational activities in fifteen disciplines within four fields of science: engineering and technology, natural sciences, medical and health sciences, and social sciences.

The university focuses, among other things, on the development of artificial intelligence, cybersecurity, and medicine 4.0. In 2021, the university launched the Faculty of Information and Communication Technology, employing over 300 academic teachers and researchers, and teaching 4,000 students. As regards It-related fields of study, the university's Doctoral School teaches the greatest number of doctoral students in the country.

In 2023, Wrocław Tech established the Medical Faculty and thus became the first technical university in the country to offer education in the field of medicine.

In the Academic Ranking of World Universities (Shanghai ranking), the university ranks between 901-1000. We are the second technical university in the country and the only one in Lower Silesia. In the Polish Ranking of Higher Education Institutions by the Foundation of Perspectives (2025), Wrocław University of Science and Technology ranked fourth among Polish technical universities and seventh in the overall classification. In the "Ranking of Polish Academic Schools – Career, Work, Earnings" (2025) Wrocław University of Science and Technology is mentioned as the best technical university and second university in overall classification in the category of providing its graduates with the best start in the job market.

As many as 81 people working at Wrocław University of Science and Technology have been included in the Stanford list of the World's Top 2% Scientists.

Scientists from Wrocław University of Science and Technology have published 27,405 publications in journals from the Master Journal List and 25,540 publications in journals with Impact Factor (IF), with 553 works having IF above 10.

The university's staff have a total number of **6416 pending patent and other protective rights applications**, with 2882 patents and other rights awarded to their names. In this context, the university ranks among the best in the country.

Wrocław University of Science and Technology has 575 teaching laboratories, 423 research laboratories, and eight accredited laboratories.

The university offers a wide range of innovative commercial products, modern technologies, design solutions, as well as implementations of management systems for process and technology control and monitoring. The university cooperates with many companies from Poland and abroad, including with IBM, 3M, KGHM, LG, or Volvo.

Wrocław University of Science and Technology belongs to the European University Association and the European Society for Engineering Education.

Since 2022, it has been part of the European Unite! university network along with eight other institutions from France, Italy, Spain, Portugal, Germany, Austria, Sweden, and Finland.

The university operates an office of Academia Europaea, which gathers over 4,500 outstanding specialists in medicine, chemistry, physics, mathematics, economics, humanities, and social sciences, including 60 Nobel Prize laureates.

Doctoral School at Wrocław University of Science and Technology educates doctoral students in 12 disciplines. Since 2022, compulsory courses are conducted only in English. The education of doctoral students is monitored by the System for Assuring the Quality of Education which describes review and analysis mechanisms for improvement and error elimination. Supervisors of doctoral students are required to have experience in international cooperation or publications with international range and impact (<https://szd.pwr.edu.pl/promotorzy>). Knowledge of English at level B2 is a requirement for admission to the Doctoral School. The Doctoral School is implementing the project “Ster - Internationalization of Doctoral Schools” (National Agency for Academic Exchange (NAWA)), and financially supports, under the InterDocSchool project, foreign internships for doctoral students, international summer and winter schools, study visits to foreign schools, as well as organization of stays for visiting professors.

In 2017, Wrocław University of Science and Technology signed the **University Social Responsibility Declaration (USRD)**, which concerns those aspects of the university's activity where the development of research and education is strongly correlated with the needs and crises of society and the economy.

Equality Plan for Wrocław University of Science and Technology promotes principles of equality and diversity, enabling all employees and students to pursue their well-being, to self-develop, and to improve their potential, as well as encouraging them to think and act independently. The plan is also expected to respond to the recommendations of the European Commission regarding the implementation of the Gender Equality Plan.

Rector's plenipotentiaries have also been appointed for people with disabilities, anti-discrimination, anti-corruption, assuring the quality of education, evaluating the quality of research activities, organising the Lower Silesian Science Festival, and for European cooperation. An important role in the settling of disputes is played by the Mediator and by disciplinary prosecutors for academic teachers, doctoral students, and students.

The university operates the **Centre for Sustainable Development and Climate Protection (CSDCP)**, which is aimed at integrating the University's environment around efforts towards its zero-emission goals and at improving the scientific and research work conditions through the efforts of the team for sustainable, pro-environmental and open administrative processes the University.

Since 2021, **Academia Iuvenum** integrates **young researchers from Wrocław University of Science and Technology (with at least one year of post-doc experience) who successfully implement their research projects** and are leaders in their scientific disciplines. Their task is to undertake intellectual initiatives, develop a platform for the exchange of scientific ideas, and to allow young scientists to express opinions inside and outside the university.

Academia Professorum Iuniorum (since 2023) is one of our university's key efforts at promoting scientific excellence, with its main task being to support group of outstanding, young, independent researchers representing various disciplines and building research teams or engaging in new research topics. The Academy also serves as a platform for unrestricted, creative intellectual exchange between its members, and it allows them to express their opinions inside and outside the university.

Committee for Ethics in Scientific Research (since 2021) evaluates research projects in terms of their compliance with ethical principles and standards, as well as their respect for human dignity, rights and freedoms.

Department of Accessibility and Support for People with Disabilities reflects the idea of “barrier-free” university, open and welcoming to youth with disabilities. One form of support is the **Psychological Counselling Centre**, which supports employees in understanding the issues of students with disabilities.

Career Office prepares WUST students and graduates to enter the labour market (by providing training and counselling, cooperation with employers, organising events for networking and knowledge sharing. One of its tasks is also to expand the Mentoring Development Program, i.e. individual consultations with university graduates who have succeeded professionally and now are ready to pass their knowledge and experience to others.

The European Commission has awarded the university HR Excellence in Research distinctions (since 2016). In the area of human resources management in science, the university's actions adhere to the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers and are linked to the university's strategy through the following provisions: - The university implements the recommendations set out in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (Wrocław University of Science and Technology Strategy 2023–2030, PL Strategia | Politechnika Wrocławska / ENG Strategy / Wrocław University of Science and Technology). Wrocław University of Science and Technology implements a research university model with emphasis on the quality of the academic work environment, the development of researchers' careers, and the openness and transparency of institutional processes.

Out of concern for increasing the contribution of Wrocław Tech to the development of science and technology, and to ensure its status as a leading research center, and to provide its employees, doctoral candidates and students with the best conditions for scientific work and development, the following strategic goals were defined:

in the field of research and innovation:

G1. undertaking pioneering and breakthrough research in key areas of science and technology, setting directions and pushing boundaries, thus responding to the expectations of society and the economy; G2. creating a dynamic

scientific environment integrating employees and doctoral candidates from all disciplines and involving students, promoting collaboration, innovation, interdisciplinarity, and excellence;

G3. strengthening international cooperation leading to an increase in the quality of research, among others by participating in scientific networks and programs;

G4. strengthening partnerships with the business environment conducive to increasing the impact and significance of the conducted research;

G5. developing a diverse scientific staff and their professional competencies needed for breakthrough research and technological innovation, as well as effective communication and playing a leading role in their respective fields and disciplines.

in the area of cooperation with the environment

G1. strengthening partnerships with the business sector to enhance research and education vital to technological progress and the development of both local and global economies – this includes engaging in collaborative research and inviting partners to contribute to shaping the educational offer; G2. facilitating technology transfer and the commercialization of research results, and building a supportive network around the University to foster innovative entrepreneurship and support new start-up or spin-off projects, especially in the realm of deep tech;

G3. enhancing the role of a leader integrating the Wrocław intellectual community;

G4. forging enduring relationships within the European alliance Unite! and with other academic institutions, particularly European technical universities;

G5. reinforcing the reputation of Wrocław Tech as a responsible and socially engaged university.

in the area of infrastructure:

G1. cultivating a welcoming, inclusive, accessible, and environmentally conscious campus that promotes personal development and fosters a sense of belonging;

G2. advancing the educational infrastructure, student facilities, and library services to enhance the quality of education and study comfort;

G3. enhancing research infrastructure to attract talent, boost potential for pioneering research, encourage collaboration, and facilitate project implementation, especially in priority research areas; G4. expanding the information technology infrastructure and leveraging the ever-evolving potential of information technology technologies across all University operations;

G5. embracing responsibility for sustainable development, environmental stewardship, and climate issues, as emphasized in key international agreements: Paris Agreement, European Green Deal, and Sustainable Development Goals, within the University's investment policy and other activities.



THE INTERNAL AUDIT

In order to ensure high efficiency of the monitoring processes, a team was established, consisting of representatives of researchers representing most faculties of Wrocław University of Science and Technology, a representative of the Doctoral Students' Council and a wide range of administrative staff responsible for the analysis, verification of legal regulations, procedures and practices, development of the required documentation and implementation reports, as well as promotion and communication of the developed documents at the University. The current composition of the team

ENG: European Human Resources Strategy for Researchers / Wrocław University of Science and Technology

PL: Zespół monitorujący wdrożenie Europejskiej strategii dla naukowców na PWr | Politechnika Wrocławska

The tasks of the monitoring team include:

- a) evaluation of the effects of the implementation of the principles of the Charter and the Code included in the "Action Plan", together with a thorough review of the tasks carried out by individual teams and organisational units;
- b) analysis of legal regulations, procedures and practices applied at the University, indicating to what extent the University implements the provisions of the European Charter for Researchers and the Code of Conduct for the recruitment of researchers;
- c) preparation of organisational, legal and information documentation, as well as indication of the areas that require current activities regarding adjustment of internal regulations to the requirements of the European Charter for Researchers and the Code of Conduct;
- d) monitoring the implementation of the action strategy, called "HR Strategy (HRS4R)", which includes:
 - the results of the analysis of the internal regulations in the context of the implementation of the European Charter for Researchers and the Code of Conduct for the recruitment of researchers,
 - the development of the action plan with a description of the actions to be taken in order to further implement the provisions of the Charter and the Code,
 - the development of the schedule of work and responsibilities.

Meetings of the monitoring group are held at least twice a quarter and the Coordinator of the Team for Implementation reports on the implementation of the Action Plan to the Vice-Rector for Organisation and Development.

Information campaign

An area requiring improvement within the functioning of the European Charter for Researchers was the process of informing employees of Wrocław Tech about its principles and benefits resulting from its implementation by the University. A broad information campaign aimed at reaching all groups of academic staff at Wrocław Tech. A detailed marketing strategy was developed taking into account the information needs of employees, the available information tools (websites, the University's social media, etc.) and the timetable for providing information.

In November/December 2025 the Team for Implementation carried out an information campaign. Extensive information concerning Wrocław University of Science and Technology's support for the principles of the Charter and the Code is posted on the website dedicated to this initiative.

LINK PL: [Europejska Strategia dla Naukowców | Politechnika Wrocławska](#)

LINK EN: [European Human Resources Strategy for Researchers / Wrocław University of Science and Technology](#)

It also presents activities undertaken in relation with the implementation of the principles of the Charter and the Code, as well as contact persons within the project. The website is updated on an ongoing basis with information on the implementation work and the process of monitoring its effects.

As part of the information campaign, meetings were held at each faculty between members of the Team for Implementation and academic staff.

With regard to the survey launched, the promotional campaign was carried out using communication channels including:

- e-mails to Deans inviting them to take part in the survey and encouraging staff from a given unit,
- e-mails from Deans to staff,
- announcements in the University's Electronic Bulletin (eBiP) about survey,
- e-mails to survey participants,
- communications about the survey on University-wide jumbotrons.



Employees and doctoral students invited to participate in the survey received words of acknowledgments by e-mail for completing the survey and sharing their opinions on the issues raised in the questionnaire.

Survey

The process of surveying researchers is part of Wrocław University of Science and Technology's strategy (HRS4R) as part of the successive stages of improving working conditions and creating a friendly and stimulating environment for conducting scientific research.

The survey was conducted between 17 November 2025 and 11 January 2026, with the use of the Limesurvey tool licensed to the University. The survey results are the exclusive property of Wrocław University of Science and Technology. The survey was anonymous and voluntary. The survey was addressed to the employees of Wrocław University of Science and Technology, both Polish citizens and foreigners; an English survey version was prepared for non-Polish speakers.

The respondent profile was general, and its purpose was solely to conduct statistical inference in accordance with the requirements of the European Charter for Researchers.

Researchers employed at Wrocław University of Science and Technology in research-teaching and research positions, as well as researchers from the Doctoral School, were invited to participate in the study via email delivered to their work addresses (@pwr.edu.pl). The email was provided with an individual link to the survey.

The survey was conducted only in an online form and comprised 40 closed-ended questions referring to the four pillars of the European Charter for Researchers:

Pillar 1: Ethical and Professional Aspects (10 questions);

Pillar 2: Recruitment and Assessment (11 questions);

Pillar 3: Working Conditions and Social Insurance (14 questions);

Pillar 4: Trainings (5 questions).

The survey also included four open questions (for free expression) which summarized each of the pillars.

One of the main goals of the survey was to obtain information about the current situation of the University, as well as to gather data allowing on the one hand the assessment of the effectiveness of the changes implemented after the last survey and on the other hand the definition of the directions of changes and actions required to improve the current processes carried out by the University. In order to improve these areas, corrective and self-enhancing actions will be proposed within the HRS4R Action Plan for the years 2026-2029.

The full report on the survey results can be found at the following link:

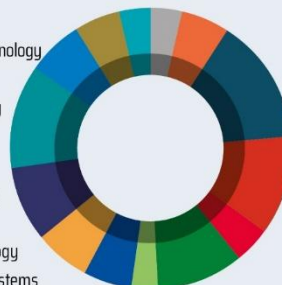
PL [Bieżące działania i co przed nami? | Politechnika Wrocławska](#)

EN [Our current and future activities / Wrocław University of Science and Technology](#)

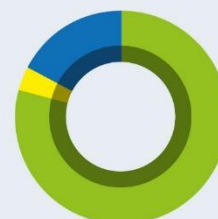
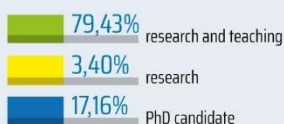


RESPONDENT PROFILE

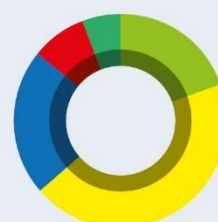
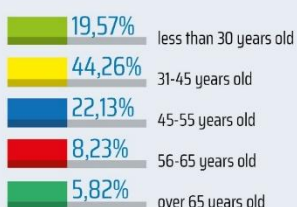
» Your Faculty



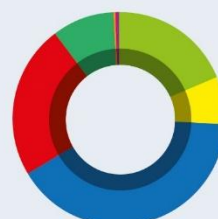
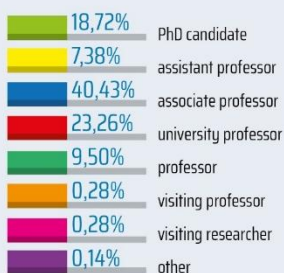
» Your staff group



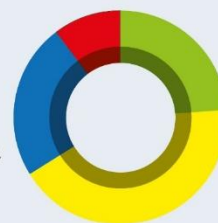
» Your age group



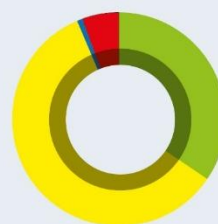
» Your role



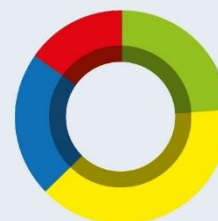
» Your
professional
title
/degree
/academic
title



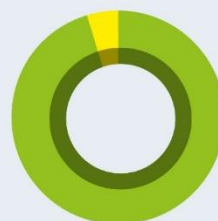
» Your gender



» Your
researcher
position



» You are
a respondent
from

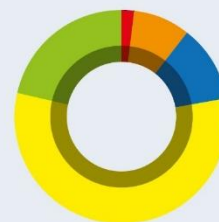


PILLAR 1 ETHICAL AND PROFESSIONAL ASPECTS



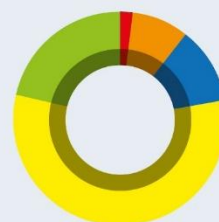
1. At Wrocław Tech, a researcher has the freedom to express their scientific views.

strongly disagree	0,77%
disagree	2,62%
I don't know	5,40%
agree	51,85%
strongly agree	39,35%



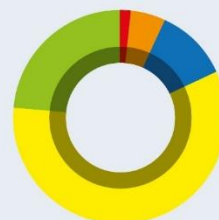
2. Wrocław Tech adheres to ethical principles and practices related to integrity and responsibility in academic work.

strongly disagree	2,01%
disagree	8,81%
I don't know	11,44%
agree	56,41%
strongly agree	21,33%



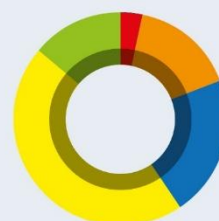
3. The university follows rules regarding respect for intellectual property rights and joint ownership of research results.

strongly disagree	1,85%
disagree	5,10%
I don't know	11,13%
agree	58,58%
strongly agree	23,34%



4. The university's strategy is known to the academic staff.

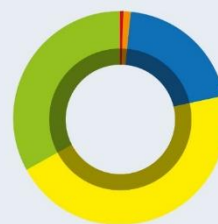
strongly disagree	3,40%
disagree	15,92%
I don't know	21,33%
agree	45,60%
strongly agree	13,76%





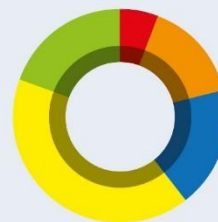
5. Cooperation with external entities (sponsors, grant providers, and training centres) is conducted in accordance with applicable regulations.

strongly disagree	0,77%
disagree	1,08%
I don't know	19,91%
agree	45,37%
strongly agree	32,87%



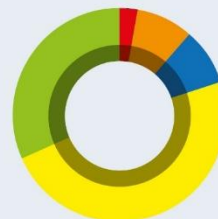
6. The principles and mechanisms for funding and managing research funds are transparent and applied in practice.

strongly disagree	5,86%
disagree	15,28%
I don't know	18,36%
agree	41,20%
strongly agree	19,29%



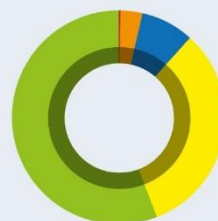
7. Health and safety regulations, including data protection laws and procedures for recovering lost information, are adhered to at the workplace.

strongly disagree	2,78%
disagree	8,66%
I don't know	8,81%
agree	48,22%
strongly agree	31,53%



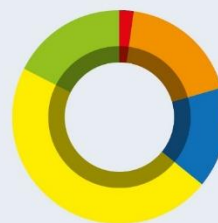
8. Wrocław Tech employees are obliged to publish the results of their research.

strongly disagree	0,46%
disagree	3,40%
I don't know	8,04%
agree	32,30%
strongly agree	55,80%

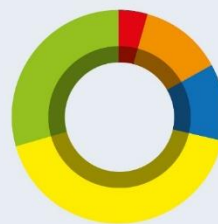




9. The research results are disseminated and promoted among the general public.



10. Wrocław Tech upholds and adheres to principles of equal treatment for researchers, regardless of gender, age, origin, disability, beliefs, or social situation.



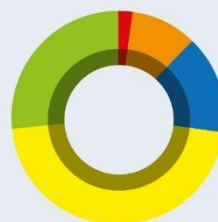
	1	2	3	4	5	6	7	8	9	10
Positive	91,2	77,7	81,9	59,4	78,2	60,4	79,8	88,1	64,0	71,3
I don't know	5,4	11,4	11,1	21,3	20	18,4	8,8	8,0	15,4	11,7
Negative	3,4	10,8	6,9	19,3	1,8	21,2	11,4	3,9	20,6	17,0

PILLAR 2 RECRUITMENT AND ASSESSMENT



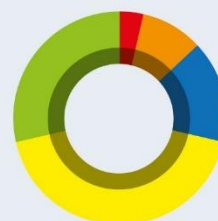
11. At Wrocław Tech, the work of scientists is regularly evaluated in a transparent procedure performed by an independent and competent committee.

strongly disagree	2,26%
disagree	10,16%
I don't know	14,84%
agree	46,29%
strongly agree	26,45%



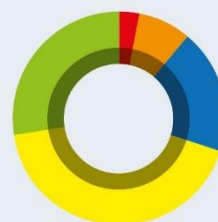
12. The recruitment and hiring process for scientists at Wrocław Tech is governed by clearly defined standards.

strongly disagree	3,87%
disagree	9,35%
I don't know	15,65%
agree	42,74%
strongly agree	28,39%



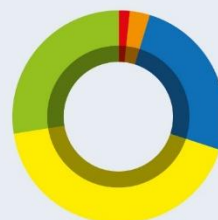
13. The recruitment procedures are open, transparent and tailored to the type of position offered. They contain essential information for the candidate and are comparable at an international level.

strongly disagree	3,23%
disagree	8,06%
I don't know	18,71%
agree	42,74%
strongly agree	27,26%



14. Members of recruitment committees evaluating candidates possess appropriate competencies and experience.

strongly disagree	1,94%
disagree	2,90%
I don't know	25,16%
agree	42,58%
strongly agree	27,42%





15. Wrocław Tech informs candidates about the recruitment process, selection criteria, and number of available positions. Candidates are informed about their strengths and weaknesses as well as career development prospects.

strongly disagree	3,71%
disagree	8,87%
I don't know	32,58%
agree	33,87%
strongly agree	20,97%



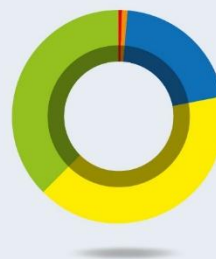
16. Wrocław Tech employs both quantitative and qualitative methods for evaluating achievements (publications, citations, patents, outstanding scientific results) in the recruitment process.

strongly disagree	2,74%
disagree	5,48%
I don't know	19,19%
agree	43,39%
strongly agree	29,19%



17. During the recruitment process, Wrocław Tech allows candidates to submit documents that confirm their additional achievements relevant to the offered position (e.g., research internships, experience in the industry sector).

strongly disagree	0,65%
disagree	0,97%
I don't know	20,48%
agree	40,65%
strongly agree	37,26%



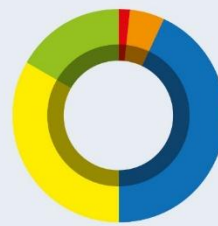
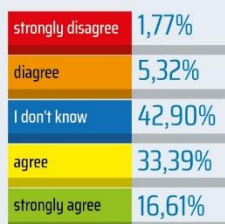
18. Wrocław Tech supports free geographic, inter-institutional, inter-sectoral, interdisciplinary, and virtual mobility and allows its employees to change their.

strongly disagree	2,10%
disagree	6,29%
I don't know	25,48%
agree	42,90%
strongly agree	23,23%

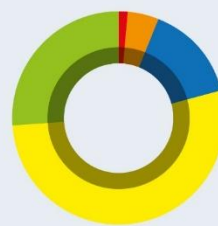




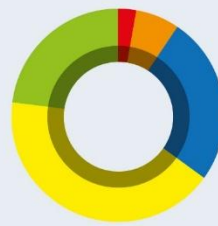
19. Wrocław Tech ensures the proper assessment of professional qualifications and competencies acquired through mobility.



20. Wrocław Tech specifies the required level of basic qualifications corresponding to the needs of a given job position.



21. Wrocław Tech has clear rules for the recruitment and employment of researchers with a doctoral degree.



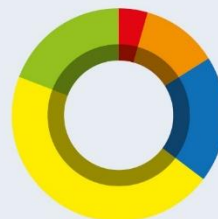
	11	12	13	14	15	16	17	18	19	20	21
Positive	72,8	71,1	70,0	70,0	54,8	72,6	77,9	66,1	50,0	79,0	64,8
I don't know	14,8	15,7	18,7	25,2	32,6	19,2	20,5	25,5	42,9	14,9	25,7
Negative	12,4	13,2	11,3	4,8	12,6	8,2	1,6	8,4	7,1	6,1	9,5

PILLAR 3 WORKING CONDITIONS AND SOCIAL INSURANCE



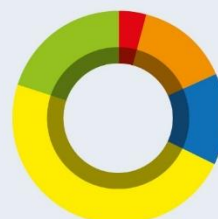
22. Wrocław Tech recognizes all scientists at every stage of their scientific career as professionals.

strongly disagree	4,64%
disagree	11,61%
I don't know	19,24%
agree	45,61%
strongly agree	18,91%



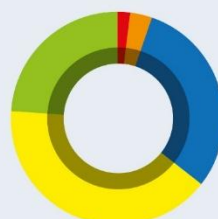
23. Wrocław Tech creates a stimulating scientific work environment, i.e. provides adequate infrastructure and opportunities for collaboration in research networks.

strongly disagree	4,31%
disagree	14,26%
I don't know	13,76%
agree	47,76%
strongly agree	19,90%



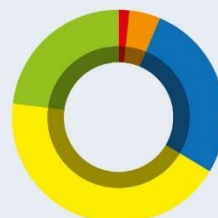
24. Wrocław Tech provides scientists, including those with disabilities, with flexible working conditions that promote achieving the best possible research results.

strongly disagree	2,16%
disagree	3,15%
I don't know	30,51%
agree	40,30%
strongly agree	23,88%



25. Wrocław Tech ensures stable employment conditions for academic staff on fixed-term employment.

strongly disagree	1,82%
disagree	4,64%
I don't know	27,36%
agree	43,12%
strongly agree	23,05%





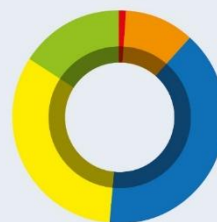
26. Wrocław Tech provides scientists with fair and attractive remuneration conditions along with social security benefits, in accordance with the applicable regulations.

strongly disagree	8,62%
disagree	20,23%
I don't know	12,94%
agree	39,30%
strongly agree	18,91%



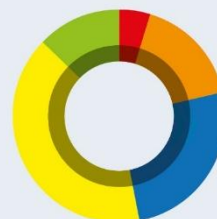
27. Wrocław Tech makes efforts to ensure a representative gender balance among the staff.

strongly disagree	1,16%
disagree	10,78%
I don't know	39,64%
agree	32,67%
strongly agree	15,75%



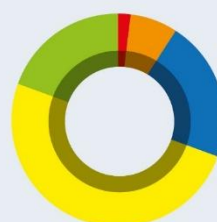
28. At every stage of their career, Wrocław Tech scientists are provided with a specific development strategy.

strongly disagree	4,98%
disagree	16,42%
I don't know	25,70%
agree	40,13%
strongly agree	12,77%



29. Wrocław Tech recognizes the value of any form of mobility as an important method to broaden scientific knowledge and support the professional development of scientists at every career stage.

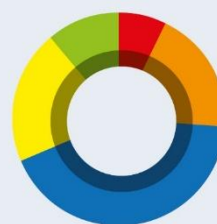
strongly disagree	2,16%
disagree	7,13%
I don't know	21,39%
agree	50,08%
strongly agree	19,24%





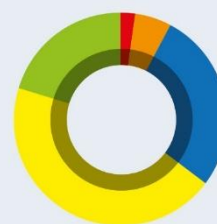
30. Wrocław Tech provides career counselling to scientists at every stage of their professional careers, regardless of the type of their employment contract.

strongly disagree	7,46%
disagree	18,91%
I don't know	42,29%
agree	20,23%
strongly agree	11,11%



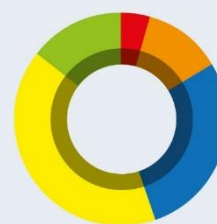
31. Wrocław Tech provides researchers at every stage of their professional career with the proper protection of their intellectual property rights, and offers the opportunity to benefit from their research results.

strongly disagree	2,32%
disagree	5,47%
I don't know	27,69%
agree	44,44%
strongly agree	20,07%



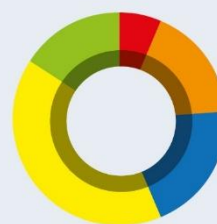
32. Wrocław Tech has procedures for ensuring that scientists, especially at the beginning of their careers (profiles R1 and R2), are given appropriate conditions to be recognized as co-authors of scientific works, regardless of their supervisors' roles.

strongly disagree	4,48%
disagree	12,11%
I don't know	28,36%
agree	40,80%
strongly agree	14,26%



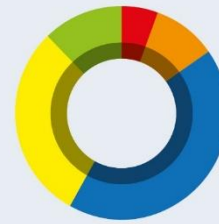
33. At Wrocław Tech, teaching responsibilities are financially compensated and considered in employee evaluation systems (including the training of novice researchers by staff with higher academic degrees).

strongly disagree	6,48%
disagree	17,44%
I don't know	19,93%
agree	40,37%
strongly agree	15,78%

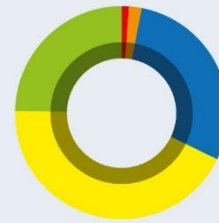




34. Wrocław Tech ensures appropriate procedures for the impartial handling of complaints, including issues concerning conflicts between scientific supervisors and early-career researchers.



35. Wrocław Tech recognizes the right of scientists to have representatives in relevant informational, consultative, and decision-making bodies to represent and protect their interests.



	22	23	24	25	26	27	28	29	30	31	32	33	34	35
Positive	64,5	67,7	64,2	66,1	58,2	48,4	52,9	69,3	31,3	65,5	55,0	56,2	41,7	67,8
I don't know	19,2	13,8	30,5	27,4	12,9	39,6	25,7	21,4	42,3	27,7	28,4	19,9	43,0	28,9
Negative	16,3	18,5	5,3	6,5	28,9	12,0	21,4	9,3	26,4	7,8	16,6	23,9'	15,3	3,3

PILLAR 4 TRAINING



36. At Wrocław Tech, Ph.D. candidates (R1) have established rules and forms of contact with their academic supervisors and with representatives of the disciplines/faculties.

strongly disagree	2,36%
disagree	9,78%
I don't know	24,28%
agree	40,81%
strongly agree	22,77%



37. Experienced academic staff, serving in various roles (supervisor, mentor, project coordinator), perform their duties in accordance with the highest professional standards and build constructive relationships with early-career researchers.

strongly disagree	2,19%
disagree	8,09%
I don't know	14,67%
agree	55,48%
strongly agree	19,56%



38. Wrocław Tech supports the continuous development of researchers at all stages of their careers enabling participation in conferences, training sessions, and other forms of education.

strongly disagree	3,37%
disagree	11,47%
I don't know	7,93%
agree	52,45%
strongly agree	24,79%



39. Wrocław Tech provides researchers, regardless of their career stage and type of contract, with opportunities for professional development and skill enhancement which increase their competitiveness in the job market.

strongly disagree	2,53%
disagree	16,19%
I don't know	20,07%
agree	43,00%
strongly agree	18,21%





40. Wrocław Tech appoints an academic supervisor with the appropriate competencies to aid the professional development of novice researchers, support them in fulfilling their duties, monitor their progress, and provide them with feedback.



	36	37	38	39	40
Positive	63,6	75,0	77,3	61,2	56,6
I don't know	24,3	14,7	7,9	20,1	20,1
Negative	12,1	10,3	14,8	18,7	23,3

Table. Summary of survey results

		2016	2021	2026
FILAR	Nr pytania	% Pozytywnych		
ASPEKTY ETYCZNE i ZAWODOWE	1	89	87	91
	2	74	80	78
	3	79	81	82
	4	56	48	48
	5	57	61	78
	6	54	59	60
	7	68	72	80
	8	79	90	88
	9	54	55	64
	10	75	67	71
REKRUTACJA i OCENA	11	74	71	72
	12	62	61	71
	13	51	64	70
	14	49	59	70
	15	45	45	55
	16	55	64	72
	17	50	73	78
	18	55	42	66
	19	51	36	50
	20	67	73	79
	21	66	54	65
WARUNKI PRACY i UBEZPIECZENIA SPOŁECZNE	22	61	47	65
	23	55	53	68
	24	74	67	64
	25	59	72	66
	26	46	46	58
	27	45	36	48
	28	50	41	52
	29	48	58	69
	30	18	20	31
	31	62	59	65
	32	56	37	55
	33	36	27	56
	34	31	31	41
	35	65	63	68
SZKOLENIA	36	58	60	64
	37	66	68	75
	38	62	69	77
	39	48	46	61
	40	52	42	57

SUMMARY

- A total of 2596 individual links have been sent to researchers in research-teaching positions, research positions, and to doctoral students, representing all R1-R4 profiles.
- The survey was completed by 738 researchers. Of those, 593 researchers provided complete answers to the questions.
- 672 (95%) respondents were from Poland and 33 (5%) respondents represented other countries;
- For comparison, the 2016 survey was completed by 435 respondents, and the 2021 survey – by 943 respondents from Poland and 42 respondents from abroad.
- The largest group were respondents aged 31–45 (44%), which fact translates into the answers to the question about the professional position and academic title (assistant professors 40%, Ph.D. / Ph.D. Eng. 42%);
- 417 of the respondents were men (59%) and 245 were women (34%);
- Profile R1 was represented by 169 researchers (24%), R2 by 274 scientists (39%), R3 by 156 scientists (22%), and profile R4 – by 106 scientists (15%);
- It is noteworthy the contribution of visiting professors and visiting researchers (4 respondents, 0.5%).
- The respondents represented 14 faculties, and their participation is presented in the table below:

W1 Faculty of Architecture	27
W2 Faculty of Civil Engineering	39
W3 Faculty of Chemistry	102
W4 Faculty of Information and Communication	79
W5 Faculty of Electrical Engineering	31
W6 Faculty of Geoengineering, Mining and Geology	70
W7 Faculty of Environmental Engineering	22
W8 Faculty of Management	39
W9 Faculty of Mechanical and Power Engineering	45
W10 Faculty of Mechanical Engineering	60
W11 Faculty of Fundamental Problems of Technology	84
W12 Faculty of Electronics, Photonics and Microsystems	45
W13 Faculty of Pure and Applied Mathematics	38
W14 Faculty of Medicine	24
No answer	2
Unfinished or undisclosed	30
Total (combined)	738

SUMMARY OF POSITIVE ANSWERS

Pillar 1 ETHICAL AND PROFESSIONAL ASPECTS

The distribution of responses clearly shows a significant advantage of affirmative answers to 9 out of 10 questions, indicating a positive attitude of researchers at Wrocław University of Science and Technology to the ethical and professional aspects of their work. Questions 1-3, 5, 7-8, and 10 reached a level of approximately 80% or higher positive responses.

- Researchers have the freedom to choose the direction of research and to carry it out and disseminate it (question 1: 91%).
- WUST employees are obliged to publish the results of their research (question 8: 88%).

The above results suggest that scientists largely feel the freedom to present their own opinions, research findings, and scientific positions without concern for formal consequences. There is also a strongly rooted belief that it is institutionally expected from researchers to publish their research results. This indicates a high awareness of employee evaluation requirements and the role of publishing achievements in the development of a scientific career.

Pillar 2 RECRUITMENT AND ASSESSMENT

The distribution of responses clearly shows a significant advantage of affirmative answers to 8 out of 11 questions, indicating a positive perception of the University in terms of recruitment and evaluation. Questions 11-14, 16-17, 20 reached a level of approximately 70% or more positive responses.

- During the recruitment process, WUST allows candidates to submit documents that confirm their additional achievements relevant to the offered position (e.g., research internships, experience in the industry sector) (question 17: 78%).
- WUST specifies the required level of basic qualifications corresponding to the needs of a given job position (question 20: 79%).

The above results indicate high awareness of periodic evaluation / recruitment procedures and the rules for hiring individuals binding at the University. Researchers recognize and appreciate the specific University-defined open and transparent recruitment procedures based on the assessment of achievements and experience. Some comments indicate that changes are noticeable rather formally than practically and that they are not without flaws.

PILLAR 3 WORKING CONDITIONS AND SOCIAL INSURANCE

Questions 22-25, and 35 reached a level of approximately 60% or higher positive responses.

- WUST creates a stimulating scientific work environment, i.e. provides adequate infrastructure and opportunities for collaboration in research networks (question 23: 68%).
- WUST recognizes the value of any form of mobility as an important method to broaden scientific knowledge and support the professional development of scientists at every career stage (question 29: 69%).
- WUST recognizes the right of scientists to have representatives in relevant informational, consultative, and decision-making bodies to represent and protect their interests (question 35: 68%).

The above results indicate that researchers appreciate the value of a stimulating work environment resulting from the available equipment and the opportunities for interinstitutional cooperation. The respondents positively

evaluated the university's approach to researcher mobility, which is an important part of professional development at all career stages. WUST employees also appreciate steps taken to ensure that they have representatives in relevant informational, consultative, and decision-making bodies to represent and protect their interests.

PILLAR 4 TRAINING

Positive responses are a significant majority in this area. Questions 36-39 reached a level of approximately 60% or more positive responses. It is worth emphasizing that:

- Experienced academic staff, serving in various roles (supervisor, mentor, project coordinator), perform their duties in accordance with the highest professional standards and build constructive relationships with early-career researchers (question 37: 75%).
- WUST supports the continuous development of researchers at all stages of their careers, enabling participation in conferences, training sessions, and other forms of education (question 38: 77%).

The above results suggest very good support, but the respondents' statements show that individual performance in mentoring and supervising roles strongly varies and largely depends on the individual competencies of the researchers in those positions. Researchers are aware of the available opportunities for scientific and teaching development; however, the actual availability strongly depends on the financial situation of particular research units or on the teaching workload.

AREAS REQUIRING IMPROVEMENTS

The indicator was assumed at the level below 60% of the sum of answers: definitely yes + rather yes.

Pillar 1 ETHICAL AND PROFESSIONAL ASPECTS

- The university's strategy is known to its researchers (question 4: 59%).

The researchers are observed to have an increasing awareness of the university's strategic goals (positive responses in 2021 – 48%). Nevertheless, it is worth supporting activities related to raising awareness in this area.

- The principles and mechanisms for funding and managing research funds are transparent and applied in practice (question 6: 60%).

The majority of positive responses along with a slight overall upward trend (2016 – 54% / 2021 – 59%) may indicate that the principles of research funding are generally viewed as transparent. However, the results also indicate that a part of researchers has insufficient knowledge of the mechanisms behind fund distribution or is not directly involved in the management of project budgets. Such distribution of responses indicates an informational gap rather than a genuine lack of transparency.

Pillar 2 RECRUITMENT AND ASSESSMENT

- WUST informs candidates about the recruitment process, selection criteria, and number of available positions. Candidates are informed about their strengths and weaknesses as well as career development prospects (question 15: 55%).

There is a clear trend for improvement, as in 2016 this indicator was 45.3% and in 2021 – 44.8%. A large group of researchers (42%) answered “I don't know”, which indicates they did not participate in a recruitment process. The opinions included individual critical comments and suggestions regarding both recruitment and employee evaluation. Since 2016, the university has taken actions, among others, to increase the accessibility of current job offers on the university's home page, Euraxess portal, etc.. The assumptions and guidelines of the OTM-R policy

procedure should be better implemented in practice.

- WUST ensures the proper assessment of professional qualifications and competencies acquired through mobility (question 19: 50%).

There is a clear improvement trend, as in 2021 this indicator was 36%. The university has taken steps related to promoting mobility by expanding the researcher's periodic evaluation with activities related to improving professional competencies, here including mobility, and by including in the recruitment process experiences in the field of national, international and virtual mobility. Improvement actions will focus on an increased recognition of mobility in researcher evaluation process (the directly formulated criterion of mobility in the periodic evaluation form) and on a comprehensive approach to defining researcher mobility at the university in diverse aspects (foreign trips, conferences, participation in international projects and research teams, organising interdisciplinary, inter-university research teams).

PILLAR 3 WORKING CONDITIONS AND SOCIAL INSURANCE

R The response distribution shows that areas related to working conditions and social security are perceived less positively than pillars 1, 2, and 4.

- WUST provides scientists with fair and attractive remuneration conditions along with social security benefits, in accordance with the applicable regulations (question 26: 58%).

There is a clear improvement trend, as in 2021 this indicator was 46 %. The university provides adequate (as for the public sector) remuneration in accordance with national guidelines. However, the salaries are not very competitive in relation to those in the private sector. The fact that researchers perceive the remuneration and benefits packages as insufficient is mainly caused by national-level rather than by university-level regulations. The main suggestions raised by the respondents at the university level concern introducing variable bonus systems reflecting the level of employee engagement for the faculty or the entire university. The university has introduced a range of motivating programmes (Primus, Secundus, and Tertius, Academia Iuvenum, and Academia Iuniorum), and also provides individual financial bonuses.

- WUST makes efforts to ensure a representative gender balance among the staff (question 27: 48%).

There is a clear improvement trend, as in 2021 this indicator was 36%. One should bear in mind that WUST is a technical university and as such it draws a higher number of men than women for social and other reasons that are beyond the control of the university. The university has a complex long-term Equality, Diversity and Well-Being Policy for 2025–2028 in which there are planned actions aimed at ensuring equality and transparency in promotion and career development at the university. Its assumptions and planned actions will ensure an even greater focus on gender balance at every level in the university's staff structure, with competencies as the main criterion. The tasks covered by the Policy of Equality, Diversity, and Well-being for 2025-2028 will be implemented concurrently and in line with the principles of the European Charter for Researchers.

- At every stage of their career, WUST scientists are provided with a specific development strategy question 28: 52%).

There is a clear improvement trend, as in 2021 this indicator was 41%. Researchers pointed to the lack of a coherent, long-term, and clearly communicated strategy for academic career development at every career stage (R1-R4), as well as to the lack of support and mentoring in choosing a career path. They indicated that their development largely depends on their immediate supervisors.

- WUST provides career counselling to researchers at every stage of their professional careers, regardless of the

type of their employment contract (question 30: 31%).

There is a visible improvement trend, as in 2021 the rate was 21%; however, this is the area most critically assessed by the respondents. In 2018, a Career Office was established at the university to provide researchers with career advice. Unfortunately, only a small part of researchers are aware of this form of support and there is a need for more effective communication of information related to career counselling and career path creation opportunities. The planned steps will involve providing information about career counselling in the information brochure for new employees and on the university's website in the Employee tab. More information will be also provided on the Careers Office website – there are planned a new tab for employees, newsletters and eBIP communication to PhD students about training opportunities, meetings with researchers working in university units and with people who developed their career paths and can share their experiences with early-career colleagues.

- WUST has procedures for ensuring that scientists, especially at the beginning of their careers (profiles R1 and R2), are given appropriate conditions to be recognized as co-authors of scientific works, regardless of their supervisors' roles (question 32: 55%).

There is a clear improvement trend, as in 2021 this indicator was 37%. The University has undertaken such actions as the development of the Code of Ethics for WUST Employees and the Code of Good Practices for Supervisors and Research Advisors. The survey indicated that the respondents have a limited knowledge in this area. The university will continue its efforts aimed at increasing the awareness of ethical behaviour in daily work and of good practices in preparing co-authored publications (e.g. it will provide trainings on the ethics of joint publications).

- At WUST, teaching responsibilities are financially compensated and considered in employee evaluation systems (including the training of novice researchers by staff with higher academic degrees) (question 33: 56%).

There is a clear improvement trend, as in 2021 this indicator was 27 %. The university has introduced new rules for assigning teaching hours and settling the teaching workload. The number of teaching hours spent on supervising doctoral students has been increased in the teaching workload, and the number of teaching hours included in the teaching workload has been regulated for researchers conducting research courses with students. In 2021, respondents also emphasized the need to increase the weight of teaching-related duties in the periodic evaluation, and therefore the current evaluation questionnaire (for the period of 01 March 2023 – 28 February 2026) offers an expanded range of professional competences related to teaching in the areas of: improving study programs, carrying out the teaching process and the diploma-awarding process, non-didactic cooperation with students, national and international cooperation related to education, awards and distinctions for didactic activity (including awards for diploma theses).

- WUST ensures appropriate procedures for the impartial handling of complaints, including issues concerning conflicts between scientific supervisors and early-career researchers (question 34: 41%).

There is a clear improvement trend, as in 2021 this indicator was 31%. Since 2016, the university has had a Code of Ethics for WUST Employees, the Code for Supervisors and Research Advisors, as well as Disciplinary Prosecutors (for Academic Teachers, for PhD Students, for Students) and Mediator. A relatively small number of notifications to the Disciplinary Prosecutors for Academic Teachers (7 notifications in 2022, 4 notifications in 2023, 5 notifications in 2024, 4 notifications in 2025) may indicate that many members of the staff are unaware of the standard procedures for impartial settling of complaints/appeals, including of conflicts between supervisors and early-career researchers. This area requires further attention and more effective communication.

PILLAR 4 TRAINING

- WUST appoints an academic supervisor with the appropriate competencies to aid the professional development of novice researchers, support them in fulfilling their duties, monitor their progress, and provide them with feedback. (question 40: 57%).

There is a clear improvement trend, as in 2021 this indicator was 42%.

The R1 researchers

The university's Doctoral School has implemented instruments and systems related to the procedures and the scope of: appointment of supervisors, tasks and duties of supervisors, code of good practices for supervisors, individual research plans, monitoring progress in the form of the doctoral student's individual research plan, mid-term evaluation of doctoral students, necessary feedback mechanisms, and conflict situations.

The R2 researchers

The system of mentoring support for early-career researchers (R2) is not complete and frequently based on informal solutions. It is assumed that the R2 researcher is supervised by the head of the department/institute or by the leader of the research team. The respondents highlight the need for greater consistency in planning career development and for clearly defining the mentor's role as a person who supports development, not just supervises task implementation. A large group of respondents emphasized the need to specify the requirements for a supervisor (mainly high competencies and experience) that will enable the supervisor to effectively support a young researcher in matters related to performing their professional duties. It is recommended to consider implementing simple, practical forms of mentoring for employees at the R2 career stage, and to promote a strategic approach to career development within research units, while maintaining flexibility and avoiding excessive bureaucracy.

SUMMARY

For many years Wrocław University of Science and Technology has been developing towards a research unit that is researcher friendly. Work on the preparation of the implementation of the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers showed that many aspects related to the execution of research and the scientific development of PhD students and employees of Wrocław University of Science and Technology is already properly regulated at our University. Good practices adopted by the academic community are being applied in many areas.

WUST aims to further raise the awareness of its staff that it holds the HR Excellence in Research award, which indicates that the principles of the European Charter for Researchers are implemented in the university's strategy and culture.

Issues signalled in the survey have been included in the Action Plan for 2026-2029 as corrective and self-improvement actions.

Wrocław University of Science and Technology once again declares a thorough and consistent application of rules and criteria included in the provisions of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers..



ACTION PLAN 2026-2029

No.	Task/activity	Lead time	Responsible unit Monitoring and indicators
Pillar 1 ETHICAL AND PROFESSIONAL ASPECTS			
4	Professional attitude	Vice-Rector for Research and Innovations Vice-Rector for Digital Development Vice-Rector for Organization and Infrastructure Vice-Rector for Community Development and Integration	
4.1	Goal: Raising awareness among researchers of the university's strategic goals. Information activities: • emails sent to the university's staff • information in the university's internal information bulletin eBIP.	2026-2027	<i>Communications Department</i> - information on the university's strategic objectives as part of communication within eBiP (ebip@pwr.edu.pl)
4.2	Goal: Strengthening the implementation of research in the University's priority research areas: • Rector's program the "Research team support" program for teams of WUST researchers– regulations, assessment rules, efficiency in 2026 (new editions depend on the university's own financial resources) • Rector's program for supporting scientific events 2026 – support for the organization of conferences, workshops and other scientific events by university's units or staff, the events are in agreement with the research priorities defined in the Strategy of the University	2026 (resumption subject to the University's own financial resources)	<i>Department of Science and Research</i> - number of submitted applications (wsparciebadan@pwr.edu.pl) - % number of granted applications - number of financed events
4.3	Goal: Increased awareness in the field of Priority Research Areas (POB): • the employee's scientific achievements are linked with POB as the employee documents their scientific achievements in the internal DONA database	2026-2027	<i>WUST Libraries</i> - number of registered research studies with assigned POB
4.4	Goal: Increased support for researchers in applying for research grants – continuation and development of a comprehensive support system for obtaining funds under national and international competitions for research activities, increasing competencies, etc.	2026-2029	<i>Department of Projects</i> - number of submitted national projects - number of submitted international projects - evaluation of the effectiveness of applications in national projects (% share of projects with funding granted in

	• individual consultations for researchers at various stages of project preparation (concept, budget, schedule, formal aspects, implementation); • support in interpreting competition documentation and requirements of funding institutions; • analysis of application-related statistics and identification of the most common errors found in grant applications, so as to improve the quality of submitted applications; • monitoring the effectiveness of support activities.		relation to the total number of submitted projects) - evaluation of the effectiveness of applications in international projects (% share of projects with funding granted in relation to the total number of submitted projects)
4.5	Goal: Increased up information activities by developing information-communication tools: • updates to the Department of Projects website (PL / ENG) • preparation of the Newsletter of the Department of Projects in Polish and in English. • qualitative improvements to the project database.	2026-2027	<i>Department of Projects</i> - website of the <u>Department of Projects</u> - number of newsletters sent from the Department of Projects dp@pwr.edu.pl to researchers
4.6	Goal: Providing increased support for researchers when applying for research grants: • repeated trainings and workshops to provide information on grant programs and guidelines for preparing grant applications; - specialised trainings on the most common errors	2026-2029	<i>Department of Projects</i> - number of trainings / number of participants
4.7	Goal: Raising awareness of HR Excellence within administrative units: • the use of the HR Excellence logo by administrative employees at WUST.	2026	<i>Administrative Director</i> - signature in correspondence with units and departments
4.8	Goal: Strengthening the organisation of events in line with the priorities set out in the University Strategy: • Rector's program for supporting integration events and workshops 2026 – events with priorities defined in the Strategy of the University relating to the development of the academic community.	2026	<i>Office of the Vice-Rector for Community Development and Integration</i> - number of events and workshops - number of participants (an indicator of employees' engagement and interest) - photos, information materials



6	Accountability	Vice-Rector for Research and Innovations Vice-Rector for Digital Development	
6.1	Goal: Increased knowledge of researchers about research funding: • informational activities as part of the Open Days of the Department of Projects – financing mechanisms and success criteria in central EC competitions.	2026-2027	<i>Department of Projects</i> - number of organised meetings / webinars - % of scientists
6.2	Goal: Increased knowledge of researchers about research funding: • Uninterrupted access to information and consultations on the acquisition, implementation and settlement of research projects under the Horizon Europe program – “Research Funding Mechanisms”	2026-2028	<i>Wrocław Centre for Technology Transfer (Horizontal Contact Point)</i> - number of consultations - % of scientists
6.3	Goal: Development of researchers’ skills related to the management and sharing of open research data: • collecting information on datasets associated with articles • enabling and assisting in the deposition of datasets in the RepOD collection at WUST • reviews of Data Management Plans (DMP), • support for FAIR, open data, • providing tips on research data repositories.	2026-2027	<i>WUST Libraries</i> - information for scientists available on the website Dane badawcze / Biblioteka Politechniki Wrocławskiej / Research Data / Library of Wrocław University of Science and Technology - number of individual consultations - number of Data Management Plan reviews - number of datasets in RepOD
6.4	Goal: Expansion of capabilities and an increase in publications within the model - implementation of the open policy, analysis of the impact of scientific achievements and cost management in publications (OA model): • gradual increase of the university's participation in open publishing programs under agreements incorporating Read & Publish components, • central agreements on open publishing with publishers respecting high ethical standards • increasing the number of papers published in Gold Open Access model or made publicly available through	2026-2029	<i>WUST Libraries</i> - number of open publishing programs - number of agreements with publishing houses - % share of OA publications in the total number of indexed publications - information on costs incurred on OA publishing

	green road in Scopus and Web of Science indexing databases.		
6.5	Goal: The concept of open science - development of the Lower Silesian Digital Library – the idea of open science, ensuring universal and free access to research and teaching resources, integration of dispersed knowledge and its promotion: • providing universal access to digital objects • promotion of sharing achievements in open access mode and raising awareness among the academic community in this regard. • digitalization of resources (digitization and free online sharing of valuable regional and research resources).	2026-2028	<i>WUST Libraries</i> - number of digital objects - number of activities promoting sharing the achievements in open access mode - % number of digitized and shared resources
9	Public engagement	Vice-Rector for Organization and Infrastructure Vice-Rector for Community Development and Integration Vice-Rector for Education	
9.1	Goal: Facilitating the dissemination of research results: a) Open Days at Wrocław University of Science and Technology (workshops, presentations and lectures at all of the university's 14 faculties) b) Night at Wrocław Tech – lectures and presentations for children and adults c) Exhibitions and activities promoting science, researchers and students d) Healthy talk – promotion of medicine.	2027-2028	<i>Department of Communication / Department of Events and Promotion</i> a) number of Open Days b) + c) number of organised events d) - number of videos / number of subscribers
9.2	Goal: Facilitating the dissemination of research results: Promoting scientific achievements and WUST researchers – through video-podcasts and radio interviews (Radio Luz).	2027-2028	<i>Department of Communication / Radio Luz Section</i> - number of meetings / interviews with researchers
9.3	Goal: Facilitating the dissemination of research results: Promotion of sciences the university – an original program format "Cooperation of Wrocław University	2027-2028	<i>Coordinator of the Vice-Rector for Education, for cooperation between WUST and secondary schools</i>



	of Science and Technology with secondary schools".		- number of secondary schools included in the program - number of involved WUST researchers
9.4	Goal: Facilitating the dissemination of research results: Promotion of science and research as part of Social responsibility of the university.	2026-2027	<i>University's Social Responsibility Team</i> - information provided on the website - number of organized events https://sou.pwr.edu.pl/popularyzacja-nauki
10	Non-discrimination	Vice-Rector for Community Development and Integration	
10.1	Goal: To strengthen the sense of security, justice and belonging among all members of the Community - Implementation of tasks Equality, Diversity, and Well-Being Policy at Wrocław University of Science and Technology for 2025-2028: • 4 awareness campaigns on topics related to the functioning and development of the entire community or its groups (including those at risk of exclusion).	2026-2028	<i>Rector's Representative for Anti-Discrimination</i> - preparation and publication of annual reports on the implementation of the Policy. - information on the Equal WUST website - number of actions taken in the campaign - number of meetings and active participants (workshops, trainings, meetings, conferences)

Pillar II RECRUITMENT and EVALUATION

15	Transparency (Code) – best practices for recruiting employees R1-R4	Vice-Rector for Research and Innovation Vice-Rector for Digital Development	
15.1	Goal: Conducting recruitment procedures based on the principle of equal opportunities for all candidates (internal and external candidates): • implementation of recruitment process monitoring procedures, preparation of reports, analysis of results • identification of issues and needs in the field of: selection, recruitment, employment, and onboarding of new employees.	2026-2027	<i>Department of Science and Research / OTM-R team</i> - annual reports on monitoring the recruitment process for profiles R1-R4 - improvement proposals for the recommendations in the OTM-R Policy
15.2	Goal: Conducting recruitment procedures based on the principle of equal opportunities for all candidates (internal and external candidates):	2026-2027	<i>Department of Science and Research / OTM-R team / Department of Human Affairs</i>

	• development and implementation of a recruitment procedure for non-academic teachers (including the R1 profile) for the implementation of projects funded from external sources.		- internal regulation ZW - % of staff trained in the operation of the procedure - information provided by HR assistants about the functioning of the procedure
15.3	Goal: Conducting recruitment procedures based on the principle of equal opportunities for all candidates (internal and external candidates): • strengthening communication between departments / recruitment assistants and the OTM-R team • setting an internal address procedury.konkursowe@pwr.edu.pl – for inquiries, responses, and sharing experiences • meetings and trainings for HR staff involved in recruitment.	2026-2027	<i>Department of Science and Research / OTM-R team</i> - number of cases reported to the address - % of issues resolved out of the total number of reports - number of trainings - % of trained HR staff relative to the total number
15.4	Goal: Conducting recruitment procedures based on the principle of equal opportunities for all candidates (internal and external candidates): • trainings for recruitment committees.	2026-2027	<i>Department of Science and Research / OTM-R team</i> - number of trainings - % of trained recruitment committees
15.5	Goal: Conducting recruitment procedures based on the principle of equal opportunities for all candidates (internal and external candidates): Enhancing e-recruitment tools: -building, testing, and using an internal platform for electronic job application submission and conducting initial interviews with job candidates.	2026-2027	<i>Department of Science and Research / Wrocław Centre for Networking and Supercomputing / IT Department</i> - e-platform - number of applications submitted through the e-platform - number of interviewed persons - number of pieces of feedback provided
18	Recognition of mobility experience (Code)	Vice-Rector for Research and Innovation	
18.1	Goal: Promoting and enhancing mobility for PhD candidates: Mini-grants for PhD students (to cover the costs of short-term research trips; participation in academic conferences; workshops and training courses).	2026-2028	<i>Doctoral School</i> - % number of researchers covered by the program



19	Recognition of qualifications (Code)	Vice-Rector for Research and Innovation	
	19.1	Goal: Institutional recognition of mobility: Establishing and implementation of guidelines for taking overseas placements into account in promotion procedures for academic staff.	2026-2027 <i>Department of Science and Research</i> - dokument
	19.2	Goal: Institutional recognition of mobility: Rector's program INVITATIO – support for the faculties of the university in hiring academic teachers with the degree of habilitated doctor or professor who were previously employed in other universities.	Since 2023 – ongoing <i>The Rector's Office / Department of Science and Research</i> - % number of affiliated researchers
	19.3	Goal: Institutional recognition of mobility: Rector's program for professors and affiliated researchers – status granted to a researcher who is not an employee of Wrocław University of Science and Technology, but who participates in research conducted at the university and has outstanding or significant scientific achievements, respectively.	2026-2028 <i>The Rector's Office / Department of Science and Research</i> -% number of affiliated researchers

Pillar III WORKING CONDITIONS and SOCIAL SECURITY			
23	Research environment.	Vice-Rector for Research and Innovation Vice-Rector for Digital Development Vice-Rector for Organization and Infrastructure	
		2026-2027	<i>Administrative Director</i> - instructions regarding the research infrastructure monitoring mechanism. - project and internal regulation. - % quantity of the monitored equipment.
23.1	Goal: Upgrading the equipment: • continued identification (mapping) and analysis of the process related to the purchase of research equipment, monitoring the purchased equipment over its both operating and project life, as well as during the decommissioning of the equipment and its further transfer for use after the end of its lifetime		

	defining the roles of individual university units as well as their scopes in the process of implementing projects related to the purchase of research equipment.		
23.2	Goal: Developing cooperation between academia, business and institutions: - organisation and coordination of regular “science–business–institutions” meetings between WUST and its socio-economic environment - actions focused on networking, exchange of experiences and fostering cooperation, as well as the functioning of CIB/WUST in partner networks.	2026-2028	<i>Center for Innovation and Business of WUST</i> - annual CIB reports - number of events organised annually - number of researchers participating in meetings organised/co-organised by CIB - number of contacts/partnerships;
23.3	Goal: Increased efficiency, transparency, and quality of the work environment: digitizing administrative processes and developing the skills of the university staff regarding electronic document management (EZD RP).	2026-2027	<i>Implementation Team for EZD</i> number of employee matters conducted as green EZD-supported classes – no less than 3
23.4	Creating a stimulating working environment through the efforts of staff: Rector's program Polytechnica NOVA – implementation of innovative ideas proposed by employees, doctoral students, and students that will benefit a large group of users.	2026-2028	<i>Office of the Vice-Rector for Community Development and Integration/ Programme Coordinator</i> % number of ideas / projects with funding
23.5	Promoting excellence: Rector's program for supporting “visits by outstanding researchers” – funding visits of outstanding researchers from other research institutions – specialists and leaders in their fields and disciplines, representing the highest international level.	2026-2027	<i>Department of Science and Research</i> number of visits
24	Working conditions	Vice-Rector for Research and Innovation Vice-Rector for Community Development and Integration	



24.1	Goal: Implementation of the action plan aimed at improving accessibility for people with special needs for the years 2025-2028 in order to ensure equal access to the university's spaces, infrastructure, and tools, as well as at fostering the participation of people with special needs, including people with disabilities and neurodiversity, in the academic life of the university: • introduction of accessibility standards for university events • implementation of a tool for the monitoring of the digital accessibility of websites in the pwr.edu.pl domain • introduction of a new website template for the pwr.edu.pl domain to fully comply with WCAG 2 standards. 2. • improving architectural accessibility, among others by increasing the accessibility of new and renovated WUST facilities.	2026-2028	<i>Rector's Representative for Accessibility / Accessibility Office</i> - report on accessibility for people with special needs - % number of researchers with support
24.2	The "Parents in Science" program – support for academic staff in remaining active researchers after returning from parental leave Goal: Increased support for young parents among academic staff in maintaining the continuity of research and academic work: • funding support for research projects.	2026 (resumption subject to the University's own financial resources)	<i>Department of Science and Research / Department of Education</i> - document with assumptions and support forms - % number of researcher included in the program
33.1	Goal: Systemic support for the reduction of teaching duties and the development of teaching skills: • reduction of teaching workload of 25% or 50%.		
26	Funding and salaries	Vice-Rector for Research and Innovation	
26.1	Goal: To promote fair and attractive remuneration conditions:	2026-2029 / settled quarterly	<i>Department of Science and Research</i>



	Rector's program Primus – granting one-time bonuses to salaries or rewards for publications to authors/co-authors of publications: employees and doctoral students.		- % number of researchers included in the program
26.2	Goal: To promote fair and attractive remuneration conditions: Rector's program Secundus – financial rewards for 100 early-career WUST researchers (up to 40 years old) having best publication achievements in a given calendar year.	Since 2021 / settled annually	<i>Department of Science and Research</i> - % number of researchers included in the program
26.3	Goal: To promote fair and attractive remuneration conditions: Rector's program Academia Iuvenum – salary bonus at 50% of the minimum basic salary of an assistant professor.	Since 2021 – ongoing	<i>Department of Science and Research</i> - % number of researchers included in the program
26.4	Goal: Strengthening units in the area of organising scientific communication: • Rector's program PROGRESSIO – additional funding provided to the university's units for organizing scientific communication (seminars, workshops, discussions supporting research activity) in recognition of the publishing activity of the unit's staff.	2026	<i>The Rector's Office / Department of Science and Research</i> - % number of units
26.5	Goal: To promote fair and attractive remuneration conditions: The Nicola Tesla Award of Wrocław University of Science and Technology for an outstanding research or engineering achievement – financial reward for outstanding and innovative research or engineering achievement largely developed at the university with significant involvement of the university's	2026-2029 – settled annually	<i>Department of Science and Research</i> - % number of WUST-affiliated authors of achievements - information on the website Tesla Prize Politechnika Wrocławska



	staff or students/doctoral students.		
27	Gender balance	Vice-Rector for Community Development and Integration	
27.1	Goal: Gender representation balance among all employee groups at the university - Implementation of tasks Equality, Diversity, and Well Being Policy at Wrocław Tech for 2025–2028: Developing a support network for women in science	2026-2028	<i>Rector's Representative for Anti-Discrimination</i> - document with assumptions and support forms - % number of researchers with support - information on the Equal WUST website
27.2	Goal: Gender representation balance among all employee groups at the university - Implementation of tasks Equality, Diversity, and Well Being Policy at Wrocław Tech for 2025–2028: a) • creating a set of best management practices • monitoring the gender composition of collegial bodies • implementation of updated rules for appointing to positions, based on accessibility, transparency, and inclusivity b) • gender-focused analysis of processes related to recruitment, promotions, and access to development programs • development of recommendations for internal promotion guidelines based on transparent and fair criteria.	2026-2027	<i>Rector's Representative for Anti-Discrimination</i> a) - document available on the Equal WUST website - percentage share of women in collegiate bodies - document available on the Equal WUST website b) - report - % share woman
28	Career development	Vice-Rector for Research and Innovation	
28.1	Goal: Support the academic career development of R1-R4 staff: • to draw up a career development plan for R1–R3 staff.	2026-2027	<i>Department of Science and Research</i> -document
28.2	Goal: Support of the R2 and R3 academic careers:		<i>Department of Science and Research</i>



	Rector's program Academia Iuvenum – support to early-career outstanding researchers in a variety of scientific disciplines (access to a dedicated training program for research excellence; support in going to conferences, research schools or internships, contacts with other research centres, the right to ask for and receive advice from young researchers at the university. Goal: Support of the R3 academic careers: Academia Professorum Iuniorum – support for outstanding, young independent researchers representing various scientific disciplines at the university, who aim to build dynamic research teams or investigate new research topics.	Since 2022 – ongoing (two-year term of office/half of the members appointed every year) Since 2024 – ongoing (two-year term of office/half of the members appointed every year)	- % number of researchers included in the program - information available on the website Academia Iuvenum PL / Academia Iuvenum EN - % number of researchers included in the program - information available on the website Academia Professorum Iuniorum
30	Access to career advice	Vice-Rector for Student Affairs Vice-Rector for Community Development and Integration	
30. 1	Goal: Systematic development of career advice for researchers • information activities about career counselling • expansion of the Career Office website with a 'for employees' tab • career counselling – support provided to individuals and groups (R1 and R2) in career planning • support provided to making decisions related to professional development	2026-2028	<i>Career Office</i> - email to staff members / eBiP - information in the guide for newly hired employees https://dso.pwr.edu.pl/ Department of Human Affairs - website in PL: Biuro Karier – Biuro Karier Politechniki Wrocławskiej / ENG: Biuro Karier – Biuro Karier Politechniki Wrocławskiej - number of individual meetings with the counsellor - % number of staff members receiving support - number of Job Crafting workshops
30. 2	Goal: Systematic development of career advice for researchers: • Coaching – as a development action – profiles R1-R4.	2026-2027 Dependent on the available terms	<i>Psychological Support and Mediation Department</i> - number of consultations https://dpm.pwr.edu.pl/
30. 3	Goal: Systematic development of career advice for researchers: • Psychological counselling – support in dealing with difficulties (professional burnout, issues	2026-2027	<i>Psychological Support and Mediation Department</i> - number of consultations - % number of staff members receiving support



	affecting professional and personal life).		
30.4	Goal: Systematic development of career advice for researchers: • trainings and workshops – developing soft skills as a support for professional development.	2026-2027	<i>Psychological Support and Mediation Department</i> - % of training sessions/workshops delivered compared to those planned - % number of participants
32	Co-authorship	Vice-Rector for Research and Innovation	
32.1	Goal: Promoting academic excellence and the publishing output of staff and PhD candidates: • Rector's program Primus 3 – financial rewards for doctoral students for engaging in academic activities and publishing research results in renowned journals.	2026-2028 / settled quarterly	<i>Department of Science and Research</i> - % number of PhD candidates included in the program
32.2	Goal: Promoting academic excellence and the publishing output of staff and PhD candidates: • implementation of the open policy, analysis of the impact of scientific achievements • monitoring of the publishing activity of PhD candidates in terms of co-authorship and international cooperation.	2026-2028	<i>WUST Libraries / Doctoral School</i> - number of publications by PhD candidates - analysis / report on the publications of PhD candidates at the Doctoral School - number of publications by R1 researchers relative to the total number of publications registered in the DONA database
32.3	Goal: Promoting academic excellence and the publishing output of staff and PhD candidates: • Rector's Programme 'Funding the costs of publication in journals ranked in the top 10% of the Scopus database', 2026 edition.	2026-2027	<i>WUST Libraries / Department of Science and Research</i> - % of publications funded under the programme as a proportion of the total number of publications
32.4	Goal: Improving staff publication output: • Rector's program for refunding the costs of publishing 2026 - supporting the publishing activities of the university's staff and doctoral students.	2026-2027	<i>Department of Science and Research</i> - % number of financed publications
33	Teaching	Vice-Rector for Research and Innovation Vice-Rector for Education	



33.2	Goal: Systemic support for the reduction or recognition of teaching duties and the development of teaching skills: • continuation of the Tertius program – reduction of the teaching load for employees involved in research projects.	2026-2029	<i>Department of Education</i> - % number of researchers covered by the program - % number of hours
33.3	Goal: Systemic support for the reduction or recognition of teaching duties and the development of teaching skills: • including hours spent on research work with students – for a single thesis, regardless of the number of students involved, included in the teaching workload: • 5-10 hours for supervising an engineering or bachelor's thesis • 10-15 hours for supervising a master's thesis.	2026-2029	<i>Department of Education</i> - % number of researchers - % number of hours
33.4	Goal: Systemic support for the reduction or recognition of teaching duties and the development of teaching skills: • continuation of the Academia Iuvenum program – reduction of the teaching load to 120 hours per year.	2026-2029	<i>Department of Science and Research / Department of Education</i> - % number of researchers covered by the program - % number of hours
33.5	Goal: Systemic support for the reduction or recognition of teaching duties and the development of teaching skills: • productivity and quality improvement initiatives in supervision of PhD candidates – increase from hours teaching hours included in the workload • the doctoral dissertation advisor for providing academic supervision during the preparation of the dissertation. • the co-advisor for the first and second dissertations.	2026-2029	<i>Department of Education</i> - % number of researchers - % number of hours
33.6	Goal: Systemic support for the reduction or recognition of	Since 2025	<i>Department of Education</i>

	teaching duties and the development of teaching skills: • recognition in an employee's teaching load to reflect the contribution made by delivering lectures at the doctoral school (1.5 credit hours are awarded for every hour of lecturing).		- % number of researchers - % number of hours
33.7	Goal: Systemic support for the reduction or recognition of teaching duties and the development of teaching skills: • reduction of the teaching load at the request of the Dean for research and teaching staff –of above-average research or organisational activity.	Od 2025	<i>Department of Education</i> - % number of researchers - % number of hours
33.8	Goal: Systemic support for the reduction or recognition of teaching duties and the development of teaching skills: • revitalization of the evaluation process of academic teachers in the area of Didactic Activity.	2026	<i>Vice-Rector for Education</i> - document / internal regulations - % of researchers covered by the new assessment rules
33.9	Goal: Systemic support for the reduction or recognition of teaching duties and the development of teaching skills: • program: Development of teachers' competencies: didactic, digital, and related to green transformation – funded by the National Centre for Research and Development (NCBR).	2026	<i>Centre for Teaching Excellence</i> - % number of trainings / number of participants - information on the Centre for Teaching Excellence website
33.10	Goal: Systemic support for the reduction or recognition of teaching duties and the development of teaching skills: • program StayOnTrack – Together Against Drop-Out in Education – financed by the National Centre for Research and Development (NCBR).	2026-2029	<i>Centre for Teaching Excellence</i> - % number of trainings / number of participants - information on the Centre for Teaching Excellence website
33.11	Goal: Systemic support for the reduction or recognition of	2026-2028	<i>Centre for Teaching Excellence</i> - % number of trainings / number of participants



	teaching duties and the development of teaching skills: •program SCIENCE STORY – improved quality of teaching at Wrocław University of Science and Technology – funded by the National Centre for Research and Development (NCBR)		- information on the Centre for Teaching Excellence website
33.12	Goal: Systemic support for the reduction or recognition of teaching duties and the development of teaching skills: • internal WUST program (financed from the Rector's budget reserve) "Excellence in academic education: teachers' development and student support", modules: - Tutoring "Active Tutor" - Supervision "SuperSupport" - Teacher training "System of Improving Didactic Skills".	2026-2028	<i>Centre for Teaching Excellence</i> - internal regulation – programme rules (document) - % number of researchers with support - didactic materials - information on the Centre for Teaching Excellence website
34	Complaints/appeals	Vice-Rector for Community Development and Integration Vice-Rector for Research and Innovation	
34.1	Goal: Promoting fair and equal treatment – procedures for the impartial handling of complaints (R1–R4) Information campaign on options for impartial solutions to conflicts: • an information campaign on the possibility of resolving conflicts impartially • compilation of a catalogue of behavioural standards • extending the scope of the Anti-Discrimination Commission to include reports of inappropriate behaviour – regardless of their legal classification / • strengthening measures to ensure the impartial handling of complaints within the departments.	2026-2027	<i>Anti-Discrimination Committee</i> - information materials - number of actions taken in the campaign - document on the website Równa PWr - the committee's internal rules of procedure
34.2	Goal: Promoting fair and equal treatment – procedures for the	2026-2029	<i>Anti-Discrimination Committee / Disciplinary Prosecutors for Academic Teachers / Disciplinary Committee for Academic Teachers</i>



	impartial handling of complaints (R1–R4) Monitoring the effectiveness of procedures for the impartial handling of complaints (R2–R4).		- % number of cases reported to the Anti-Discrimination Committee and to the Disciplinary Prosecutor for Doctoral Students and the Disciplinary Prosecutor for academic teachers
34.3	Goal: Promoting fair and equal treatment – procedures for the impartial handling of complaints (R1–R4) Strengthening procedures for the impartial handling of complaints for R1 • update and approval procedure for preventing and settling conflicts between doctoral students and their supervisors. • monitoring the implementation of the procedure for preventing and resolving conflicts between doctoral students and their supervisors • update and approval Code of Good Practices for Supervisors • monitoring the effectiveness of procedures for the impartial handling of complaints for R1.	2026-2027	<i>Doctoral School / Disciplinary Prosecutors for Doctoral Students</i> - documents available on the website of the Doctoral School - the number of reports of conflicts submitted to the Dean of the Doctoral School - % number of cases reported to the Anti-Discrimination Committee and to the Disciplinary Prosecutor for Doctoral Students
34.4	Goal: Promoting fair and equal treatment – procedures for the impartial handling of complaints (R1–R4): • Mediation - focus on solutions rather than conflicts • Trainings and workshops which develop soft skills.	2026-2029	<i>Psychological Support and Mediation Department</i> - number of mediation requests to dpm@pwr.edu.pl - number of consultations - % of training sessions/workshops delivered compared to those planned - % number of participants

Pillar IV TRAINING			
39	Access to research training and continuous development	Vice-Rector for Research and Innovation Vice-Rector for Community Development and Integration	
39.1	Goal: To support the professional development of researchers from various academic disciplines at the University: Rector's program Academia Iuvenum (R2) – access to a dedicated training program for research excellence	2026-2029– ongoing (two-year term of office/half of the members appointed every year)	<i>Department of Science and Research</i> - % number of researchers included in the program



	Rector's program Academia Professorum Iuniorum (R3) – access to a dedicated training program for research excellence		
39.2	Goal: To support the professional development of researchers from various academic disciplines at the University: • organising and conducting training courses supporting the promotion and implementation of open science practices in the research and publication process • regular training for the Doctoral School, • trainings delivered by external experts and speakers, including representatives of publishing houses.	2026-2029	<i>WUST Libraries</i> - number of training sessions - % number of participants in the training sessions
39.3	Goal: To support the professional development of researchers from various academic disciplines at the University: • involving researchers in conferences, congresses, and industry events organized or co-organized by the Centre for Innovation and Business • formal support for researchers participating in conferences and science-business events: by recruiting speakers from WUST, technology presentation sessions, expo zones, study visits, and networking with industry partners.	2026-2029	<i>Center for Innovation and Business of WUST</i> - number of events with the participation of WUST staff - number of presentations/posters
39.4	Goal: To support the professional development of researchers from various academic disciplines at the University: Lem Next Gen Science Forum 2026 – for young researchers from around the world – the first international event in Poland organised by young researchers for young researchers.	2026	<i>Department of Communication / Department of Events and Promotion</i> - information about the event Lem Next Gen Science Forum 2026
39.5	Goal: To support the professional development of researchers from various academic disciplines at the University: „Career development” – ensuring continuous access to trainings and workshops on the acquisition, implementation, and settlement of research projects in the Horizon Europe program.	2026-2028	<i>Wrocław Centre for Technology Transfer</i> - number of training sessions - % number of participants
39.6	Goal: To support the professional development of researchers from various academic disciplines at the University:	2026-2028	<i>Community Training and Development Department</i>

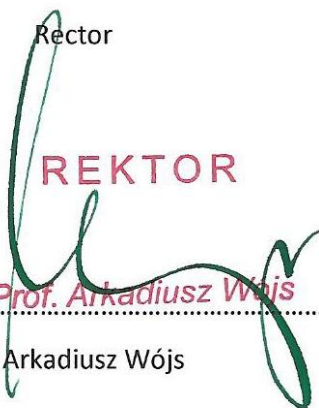


	Trainings and workshops – developing soft skills as a support for professional development / trainings held for researchers in managerial positions regarding: team building, managerial competencies, decision-making, self-presentation in social situations, social communication, improved leadership style.		- number of trainings - number of workshops - % number of participants
40	Supervision	Vice-Rector for Organization and Infrastructure Vice-Rector for Research and Innovation	
40.1	Goal: Comprehensive support for the recruitment and hiring process of academic staff, particularly from abroad: a) Training for administrative staff on the hiring process of candidates from abroad b) Development of a repository of forms and clear guidelines applicable to the documents required in hiring a foreign employee - survey assessing the satisfaction level with the recruitment and hiring processes among newly hired employees - improvements recommendations and enhancement actions regarding the hiring process.	2026-2027 2026-2027	a) <i>Community Training and Development Department</i> - number of trainings - % share of the administrative staff trained in employment procedures b) <i>Department of Human Affairs/Department of Science and Research/ Strategic Analysis Department</i> - forms repository - survey for diagnosing/assessing satisfaction level - % share of surveyed employees/focus meetings - document: survey analysis - recommendations – enhancement proposals and improvement actions
40.2	Goal: Supporting the onboarding process of newly hired employees: a) developing recommendations and good practices for the onboarding process b) developing faculty-specific guides for newly hired employees (PL / ENG); c) developing and implementing practices supporting the adaptation process: • developing recommendations and good practices for peer support (mentors for newly hired employees) • developing progress-monitoring tools and providing feedback for newly hired employees • developing diagnostic tools for employee assessment of the 12-month period after hiring.	a) 2026-2027 b) 2026 c) 2026-2028	a) <i>Community Training and Development Department</i> - document: repository of good onboarding practices b) <i>Deans of Faculties</i> - % share of faculty-specific guides c) <i>Department of Human Affairs</i> - document: defining the role of the mentor - form-document for the monitoring of the development of a newly hired employee - document: an employee assessment form of the 12-month period after hiring

ACCEPTANCE

The Rector of Wrocław University of Science and Technology, Prof. PhD Eng. Arkadiusz Wójs, accepts the elaborated HR Strategy (HRS4R) and the Action Plan 2022-2025 for Wrocław University of Science and Technology.

Rector



REKTOR

Prof. Arkadiusz Wójs

Prof. Arkadiusz Wójs

Wrocław, 18.06.2026