



HR Excellence in Research Strategy 2026-2029

1. Introduction

Cardinal Stefan Wyszyński University in Warsaw has for many years combined tradition with modernity, placing the individual at the centre of its mission. “We know that you are someone” — a message addressed to students, employees and doctoral candidates — expresses the University’s approach to the academic community, in which every person matters, and where the quality of research and teaching results from the quality of the work of the people who form this community.

The Human Resources Strategy for Researchers (HRS4R) process has been implemented at the University since 2016. In 2019, the University underwent its first assessment and was awarded the HR Excellence in Research distinction. In 2023, an interim evaluation of the HRS4R implementation process was carried out and expert recommendations for the improvement of activities were obtained. The years 2024–2026 brought significant improvements in the areas of research ethics, OTM-R recruitment, researcher support and organisational culture.

This HR Excellence in Research Strategy 2026–2029 defines the directions for the development of the University’s academic staff and the principles for supporting employees, doctoral candidates and researchers at every stage of their careers.

The HRS4R Strategy is implemented through the systematic execution of tasks defined in the HR Excellence Action Plan 2023–2026 and the HR Excellence Action Plan 2026–2029. These plans constitute operational documents and translate the strategic directions into specific tasks, objectives, indicators and assigned responsibilities.

2. The HRS4R Process at the University (2016–2027)

The implementation of the HRS4R process has been carried out in accordance with the guidelines of the European Commission and includes the following key stages:

- 2016 – Endorsement by the UKSW authorities of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers
- 2017–2018 – Staff survey and gap analysis; development of the HRS4R Action Plan 2018–2020
- **2019 January– Successful initial assessment and the HR Excellence in Research award**
- 2022 – Completion of the implementation phase and transition to the renewal phase
- 2023 January – Submission of the HRS4R implementation report 2018–2022 and the Action Plan 2023–2026 to European Commission experts

- 2023 March – Interim assessment and receipt of expert recommendations
- 2026 April – Submission of the implementation report 2023–2026 and the Action Plan 2026–2029
- 2026/2027 – Planned renewal assessment with site visit

3. Link between the HRS4R Strategy and the UKSW Development Strategy 2026–2029

In the UKSW Development Strategy for 2026–2029, a separate strategic objective concerning a high level of staff was introduced for the first time in the history of the University, indicating that the development of people is the foundation for the development of research, teaching and the entire organisation.

The HR Excellence Strategy fully implements and develops the University’s objectives in the following areas:

- research quality,
- staff development,
- internationalisation,
- organisational culture,
- digital transformation,
- a friendly working environment.

Its objective is to strengthen the position of the University as a modern university, developing in accordance with the mission, vision and values defined in the UKSW Development Strategy 2026–2029, based on professionalism and respect for the individual.

The HR Excellence Strategy at the University is based on the conviction that the individual is at the centre of the university. In the spirit of the words “we know that you are someone”, every employee and doctoral candidate is treated with respect, seen not only through their professional role but also as a person with unique potential. As a university that combines tradition with modernity, the institution links academic values with a responsible approach to research ethics, open and transparent recruitment and modern standards for supporting the development of researchers. The University seeks to be a place where everyone has access to support, mentoring, academic supervision and development opportunities — from the first steps in research, through mobility, to building a mature academic career. The development of people is the path to the development of the university.

4. Diagnosis of the Current Situation

Strengths of the University

- 1) UKSW Researcher Code of Ethics (2026), AI principles (2024), FAIR regulations;
- 2) A two-level ethics system:
 - the central Research Ethics Committee (term 2024–2028),

- the Research Ethics Team of the Institute of Psychology (regulations, forms, monthly meetings);
- 3) the UKSW Knowledge Base as an open science tool;
- 4) a developed OTM-R system following the 2026 audit (centralisation of the process, registers, forms);
- 5) onboarding of academic teachers (organisational, teaching and research onboarding);
- 6) implemented regulations concerning academic supervision for doctoral candidates and interns;
- 7) mobility and internationalisation (exchange programmes, visiting professors, joint projects);
- 8) the Policy for a Friendly Working and Learning Environment (2024), trusted persons and a whistleblowing procedure.

Challenges

- 1) uneven pace of implementation across organisational units;
- 2) limited HR staffing resources (3 persons);
- 3) difficulties in recruiting researchers, particularly at R3–R4 levels in selected disciplines;
- 4) low participation of some employees in training activities;
- 5) the need for further digitalisation and harmonisation of internal communication;
- 6) development of internal communication systems;
- 7) development of organisational culture and managerial competencies.

Key System Enhancements for 2026–2029

The University is developing a number of new tools and solutions which, in the coming years, will significantly strengthen the quality of personnel management, research ethics and internal communication. These initiatives, which are at the stage of implementation or finalisation, constitute a natural complement to HRS4R activities.

Among the most important planned enhancements is HReporter UKSW, a new internal communication system supporting transparency, access to information and clear rules of operation, which will initially promote activities implemented under HR Excellence and the development of a friendly working environment. At the same time, the University is developing the UKSW Webinar Library, a space for short educational formats aimed at disseminating ethical standards related to communication and cooperation, as well as selected legal aspects of academic work.

Another important direction of development is the implementation of an HRM system and preparation for the digitalisation of personnel files. These solutions will change the way personnel information is managed, increase process efficiency and enable a more strategic approach to human resource development.

The above initiatives strengthen the foundations of the HRS4R Strategy and will be implemented gradually in accordance with the Action Plans for 2026–2029.

6. Strategic Objectives of the HRS4R Strategy at UKSW 2026–2029

The objectives have been formulated in a manner consistent with the Action Plans for 2023–2026 and 2026–2029.

Objective 1. Research Ethics and Academic Responsibility

Directions of action (implemented through the HRS4R Action Plan):

- dissemination and implementation of the UKSW Researcher Code of Ethics (2026);
- development of training materials on FAIR, COPE, AI and research integrity;
- development of ethical communication through HReporter and the Webinar Library;
- strengthening of the two-level ethics system;
- support for institute-level ethics teams.

Objective 2. Transparent and Open OTM-R Recruitment

Directions of action:

- standardisation of job advertisements and criteria;
- centralisation of recruitment procedures and maintenance of a register;
- training for recruitment committee members;
- monitoring of the publication of job offers on EURAXESS;
- development of activities related to employer branding;
- promotion of the University as a friendly place to work.

Objective 3. A Modern and Friendly Working Environment

Directions of action:

- development of managerial and communication competencies;
- activities aimed at wellbeing and prevention of violence;
- harmonisation of internal communication (HReporter, website);
- development of organisational climate surveys (2027) and response to their results;
- implementation of an HRM system and digitalisation of personnel files;
- development of research and teaching infrastructure.

Objective 4. Support for Researchers' Development (R1–R4)

Directions of action:

- development of systems of academic supervision, mentoring and onboarding of academic teachers;
- development of grant-writing and project competencies;
- support for international mobility of employees and doctoral candidates;
- development of teaching competencies;
- development of the UKSW Webinar Library as a micro-learning tool.

Objective 5. Quality of Teaching and a Culture of Cooperation

Directions of action:

- development of educational, informational and instructional resources;
- support for effective communication and cooperation between organisational units;
- integration of principles of equal treatment, accessibility and teaching ethics;
- building a culture of mutual respect, engagement and responsibility.

7. Implementation of the Strategy

The Strategy is implemented exclusively through the execution of tasks defined in the Action Plans for 2023–2026 and 2026–2029, which include:

- detailed tasks,
- indicators,
- responsible units,
- timelines,
- links to the principles of the European Charter for Researchers.

The Strategy constitutes a directional framework consistent with the UKSW Development Strategy 2026–2029.

8. Communication and Implementation

Responsibility for implementation lies with:

- the HR Excellence Steering Committee,
- the HRS4R Task Force,
- Vice-Rectors supervising substantive areas,
- the Personnel Director.

Communication tools:

- HReporter UKSW,
- UKSW Webinar Library,
- the University website,
- institutional mailing.

9. Monitoring and Evaluation

Monitoring of the Strategy is carried out annually and takes place in parallel with monitoring of the Action Plans. It includes, in particular:

- OTM-R indicators;
- training and development activities;
- ethics-related activities;
- publications and open science (UKSW Knowledge Base);
- mobility and internationalisation;
- organisational culture and wellbeing.