

TEMPLATE 4: ACTION PLAN

Case number: **2023PL178824**

Name Organisation under review: Wroclaw Medical University

Organisation's contact details: wyb. Ludwika Pasteura 1, 50-367 Wrocław

SUBMISSION DATE: 19.12.2024

DATE ENDORSEMENT CHARTER AND CODE: 15.12.2023

1. ORGANISATIONAL INFORMATION

Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	862,11
<i>Of whom are international (i.e. foreign nationality)</i>	4,53
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	0,5
<i>Of whom are women</i>	442,83
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	274,5
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	394,08
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	77
<i>Total number of students (if relevant)</i>	6368
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	2020,46

RESEARCH FUNDING (figures for most recent fiscal year)	€
<i>Total annual organisational budget</i>	31877783,03
<i>Annual organisational direct government funding (designated for research)</i>	27235946,03
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	5592446,44
<i>Annual funding from private, non-government sources, designated for research</i>	268280,23
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>WMU specialises in education and conducting research in medical, health, and pharmaceutical sciences. In 2023, the university opened a branch in Wałbrzych. According to the Times Higher Education World University Rankings 2024, WMU was ranked as the best university in Poland and a leader in clinical and preclinical medicine. WMU has approximately 6,000 students across 10 programs, offered in both Polish and English. The university also offers doctoral and postgraduate studies.</p> <p>Each year, WMU acquires around 50 research projects funded by national and international sources and publishes nearly 1,600 research papers in prestigious scientific journals.</p>	

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Thematic heading of the Charter and Code	STRENGTHS AND WEAKNESSES
Ethical and professional aspects	<p>STRENGTHS</p> <p>Freedom and Support for Research WMU supports and guarantees freedom of scientific research, ensuring the right to choose research directions and methodologies. High research standards are upheld through the Ethics and Bioethics Committees, the Project Management Center, the Science Quality and Evaluation Center, and internal regulations. These cover intellectual property, preparation and implementation of externally funded projects, use of research infrastructure, data protection, and researcher responsibilities.</p> <p>Compliance and Equal Treatment WMU adheres to national, sectoral, and institutional regulations governing working conditions and provides access to and funding for training. The university has implemented a Gender Equality Plan and procedures to prevent undesirable phenomena, such as mobbing and unequal treatment, supported by the appointment of Equal Treatment Officers. Support in the area of the financial management of research projects Researchers are required to comply with national and internal financial management regulations. Support in this area is provided by the Project Management Center, which offers regular training on obtaining research funding, project implementation and reporting, and commercialization of results. Additional support is also available through the Financial Division.</p> <p>Dissemination and Social Responsibility WMU prioritizes the dissemination of research results and social responsibility. An IT system, the WMU Repository, is used to document and archive research and teaching outputs. It enables employees, doctoral candidates, and students to deposit,</p>

Thematic heading of the Charter and Code	STRENGTHS AND WEAKNESSES
	<p>store, and share their scientific achievements under open license conditions. The university engages in diverse social, educational, and preventive initiatives to disseminate research results and promote science with a tangible societal and economic impact. Innovative research findings are widely shared within the academic community and beyond through textbooks, publications, conferences, scientific festivals, and social media.</p> <p>WEAKNESSES</p> <p>Limited Awareness and Accessibility A significant portion of the academic community has limited awareness of the existing regulations, tools, and opportunities provided by WMU, particularly in areas such as data recovery and dissemination of research results. While regulations and tools are publicly accessible, they are often difficult to locate on the website.</p> <p>Gaps in Communication Policy There is a need to optimize communication policies by creating an intranet and strengthening informational activities related to ethical and professional aspects of research.</p> <p>Although a survey among researchers and doctoral candidates from R1-R4 groups showed an overall positive evaluation of these areas, internal analysis highlighted specific areas requiring improvement.</p>
Recruitment and selection	<p>STRENGTHS</p> <p>Structured recruitment process for academic staff positions Academic staff recruitment is conducted through a three-stage competition, adhering to the Higher Education and Science Act and internal WMU regulations. Recruitment decisions are based on thorough analyses of teaching needs, workloads, publication records, and maintaining the master-student model, ensuring balance across R1-R4 positions.</p>

Thematic heading of the Charter and Code	STRENGTHS AND WEAKNESSES
	<p>Comprehensive Regulations The recruitment internal regulations that are based on and comply with national regulations outline the selection criteria for committee members, operational procedures, publication timelines for job announcements, and the competition's stages.</p> <p>Clearly Defined Evaluation Standards The rector's order specifies the criteria academic teachers must meet to apply for a position at WMU. Candidates are evaluated on their academic qualifications, teaching experience, bibliometric indicators (e.g., IF, Hirsch index), research project involvement, recommendations, and international collaboration. Scientific mobility is highly valued as a significant contribution to professional growth.</p> <p><i>Qualified Recruitment Committees</i> Committees are composed of members with relevant expertise and practical knowledge aligned with the unit's needs. In accordance with the Gender Equality Plan the university ensures gender balance and facilitates access for underrepresented groups and returning researchers.</p> <p>WEAKNESSES</p> <p>Fragmented Documentation Recruitment regulations and guidelines, though compliant with national laws, are scattered across multiple documents, reducing process transparency.</p> <p>Lack of Accessibility Essential documents and application forms are unavailable in English, complicating the process for international candidates.</p> <p>Administrative Burden</p>

Thematic heading of the Charter and Code	STRENGTHS AND WEAKNESSES
	<p>The recruitment process requires excessive documentation and lacks proper monitoring mechanisms, making it time-consuming and inefficient.</p> <p>Communication and Information Gaps Survey results highlight challenges in assessing recruitment processes due to limited familiarity with procedures. The absence of a unified document detailing rules and qualification requirements exacerbates this issue. Internal analysis identifies the need for improved communication policies, including developing an intranet and strengthening information dissemination on ethical and professional matters.</p> <p>Need for Procedural Improvement Introducing and implementing an Open, Transparent, and Merit-Based Recruitment (OTMR) policy is essential to provide structured access to recruitment information, monitoring tools, and optimized administrative processes. Training for recruitment committee members is also required.</p>
Working conditions	<p>STRENGTHS</p> <p>Regulations and Stability of Employment This area is highly regulated by external regulations, influenced by WMU’s clinical base. Internal regulations align with national and European frameworks, including the Gender Equality Plan, the Salary Regulations, and the Work Regulations. WMU provides stable employment through work contracts and timely salaries, which include additional benefits such as the Company Social Benefits Fund and annual bonuses.</p> <p>Opportunities for Additional Income Researchers at WMU can earn extra income through grants and externally funded research projects.</p>

Thematic heading of the Charter and Code	STRENGTHS AND WEAKNESSES
	<p>Influence on Decision Making and Protection of Intellectual Property Employees and doctoral candidates engaged in scientific activities have guaranteed representation in the university's advisory and decision-making bodies. Clear and implemented regulations protect intellectual property rights for researchers.</p> <p>Support for Collaboration and Research Infrastructure WMU encourages interdisciplinary collaboration, particularly in scientific publications. The university continuously invests in research spaces, equipment, and technical infrastructure, including building or acquiring laboratory facilities.</p> <p>WEAKNESSES</p> <p>Internal Communication Gaps Despite existing regulations and processes, many researchers, including doctoral candidates and project leaders, lack awareness of the university's principles regarding working conditions, career development pathways, access to research infrastructure, or equality measures. This is exacerbated by scattered information about professional development funding.</p> <p>This area received the highest percentage of negative responses (16.31%) among the four evaluated areas in a survey. Additionally, over 25% of respondents selected "difficult to say" for related questions, underscoring the need for improved communication.</p> <p>There is a pressing need to streamline communication channels, establish an intranet for centralized access to information, and optimize the dissemination of existing policies and resources. This is particularly important given that this area is heavily regulated by national higher education and labour laws.</p>
Training and development	<p>STRENGTHS:</p> <p>Support for Doctoral Students WMU provides comprehensive support for doctoral students through the Individual Research Plan, which offers a clear and systematic approach to research activities over four years. Starting from the 2024/2025 academic year, a new mentoring</p>

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	<p>program will be introduced, requiring at least five two-hour meetings annually between supervisors (mentors) and doctoral students.</p> <p>Engagement in Professional and Scientific Development WMU places a strong emphasis on professional and scientific development. Experienced academic staff actively serve as mentors, advisors, and coordinators, providing valuable guidance and support to doctoral students and researchers beginning their careers. WMU places a high value on lifelong learning, offering numerous opportunities for professional development and skill enhancement through workshops, postgraduate studies, and conferences. The university allocates funds for training programs, internships, conference participation, and publication costs. Recent updates to internal regulations regarding training have introduced a separate training budget for academic staff and a procedure for applying for funding.</p> <p>Internal Training Infrastructure In recent weeks, WMU launched an internal e-learning platform, facilitating access to training programs for staff, students, and doctoral candidates, promoting a culture of continuous learning. The university also operates the Postgraduate Education Centre, providing specialised training for healthcare professionals, including courses for doctors, dentists, nurses, and paramedics. Postgraduate studies and specialisation courses are available in both Polish and English. These developmental activities align with WMU's Strategy for 2021–2028, which focuses on advancing scientific activities that impact medical progress.</p> <p>WEAKNESSES</p> <p>Lack of Clear Career Development Pathways There is a significant gap in the dissemination of information regarding possible career development paths within WMU. This makes it difficult for researchers to fully understand their potential career trajectory at the university. Additionally, there is a lack of standardised rules and guidelines concerning the funding of professional development activities, due to the large</p>

Thematic heading of the Charter and Code	STRENGTHS AND WEAKNESSES
	<p>number of budgets from which these activities can be financed. This results in communication issues and affects the efficiency and speed of the funding process.</p> <p>Challenges in Onboarding New Employees and Mentoring</p> <p>WMU lacks a formalised onboarding process for new researchers, leading to inconsistencies in how early-career researchers are integrated into the university. While support for less experienced researchers is provided within organisational units, this support is often informal and lacks a unified approach. There are also no designated mentors or “buddies” assigned to new employees by the heads of organisational units. Supervisors and senior researchers do not always dedicate sufficient time to effectively onboard new staff. Supervisors often lack the necessary knowledge or skills to provide effective feedback to employees or to communicate career development opportunities. The flow of information related to professional development and funding is often fragmented, causing staff to lack clarity on how to access the necessary resources.</p>

3. ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation’s website.

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

*URL: <https://www.umw.edu.pl/pl/hr-excellence-research>

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

List of Abbreviations Used in the Action Plan

CI - IT Centre

DSP - Employee Affairs Department

DG - General Director

CJNiE - Centre for Quality of Science and Evaluation

CZP - Project Management Centre
 BG - Main Library
 DWM - International Cooperation Department
 DOP - Organizational and Legal Department
 RN - Vice-Rector for Science
 RD - Vice-Rector for Students and Teaching
 RRK - Vice-Rector for Staff Development
 PRD - Chair of the Discipline Council
 BRD - Discipline Council Office
 SD - Doctoral School
 BSD - Doctoral School Office

<i>Proposed ACTIONS</i>	<i>GAP Principle(s)</i>	<i>Timing (at least by year's quarter/semester)</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target(s)</i>
A1. Creation of an intranet and the development of an internal communication channel for WMU staff in both Polish and English versions. The action applies to all GAP principles (1-40) as an essential organisational improvement.	1-40	3Q2025	IT Centre, Department of Communication and Marketing, Employee Affairs Department, General Director	(I) Internal web service providing access to information after logging in (T) All WMU employees, particularly researchers at every stage of their career, are ensured access to up-to-date information regarding research support, career pathways, applicable regulations, internal processes and procedures, ongoing activities, etc.

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A2. Development of the Code of Ethics for WMU employees and integration with the Ethics Committee regulations.	(+/-) 2. Ethical principles	3Q2025	Ethics Committee Bioethics Committee Legal Advisors Team Disciplinary Committees, Ombudsman, Centre for Quality Culture in Education, Project Management Centre Employee Affairs Department,	(I) Rector's Ordinance (internal legal act) published on the WMU website. (T) WMU employees and doctoral candidates are provided with access to a unified document containing information on universal ethical values and the resulting principles of ethical conduct for employees working at WMU, as well as the procedure for appointing, dismissing, and the tasks of the Ethics Committee.
A3. Creation of a statement acknowledging familiarity with the Statute and the Regulations on the Management of Intellectual Property Rights at the stage of employment. Organisational improvement to reinforce good practices.	(++) 3. Professional responsibility	1Q2025	Employee Affairs Department	(I) Statement added to the set of employment documents provided to job candidates. (T) Newly hired employees at WMU are informed about the applicable internal and external regulations.
A4. Dissemination of information among researchers regarding applicable internal regulations:	(+/-) 7. Good practice in research	4Q2025	IT Centre Employee Affairs Department Project Management Centre	(I) Intranet tab with essential information. (T) Employees conducting scientific research have quick access to

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<ul style="list-style-type: none"> regarding IT support and data recovery options. 				information regarding IT support for data recovery.
A5. Dissemination of information among researchers regarding the opportunities and tools for disseminating results that are in place and functioning at WMU.	(+/-) 8. Dissemination, exploitation of results	4Q2025	Employee Affairs Department Project Management Centre Centre for Quality Culture in Education Main Library	(I) Statement added to the set of employment documents provided to job candidates. (T) Newly hired employees at WMU are informed about the applicable internal and external regulations.
A6. Translation of key legal acts into English (e.g., Statute, Work Regulations, Remuneration Regulations, etc.). The action applies to all GAP principles (1- 40) as an essential organisational improvement.	1-40	1Q2026	Employee Affairs Department International Cooperation Department Organizational and Legal Department	(I) Legal acts available in English on the university's website. (T) Employees and job candidates who do not speak Polish are provided with access to the most important internal regulations at the university.
A7. Creation of the OTM-R procedure as part of the Personnel Policy in both Polish and English, including: <ul style="list-style-type: none"> A template for job advertisements with informational clauses and statements for candidates. Provisions regarding the diversity of experience 	(-/+) 12. Recruitment (-/+) 13. Recruitment (Code) (-/+) 14. Selection (Code) (-/+) 15. Transparency (Code) (-/+) 16. Judging merit (Code) (+/-) 17. Variations in the chronological order of CVs (Code) (+/-) 18. Recognition of mobility experience (Code)	3Q2025	Employee Affairs Department Discipline Council Offices Vice-Rector for Science Chair of the Discipline Councils Dean's Offices	(I) Rector's Ordinance (internal legal act) - introducing the Personnel Policy with the OTM-R procedure published on the WMU website. (T) Implementation of the OTM-R policy at WMU as a universal, mandatory, and standardised procedure for the recruitment of academic staff.

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<p>among committee members, gender balance, the possibility of coming from different industries, the potential involvement of an external expert, and an English language lecturer.</p> <ul style="list-style-type: none"> • Provisions for informing candidates about the strengths and weaknesses of their applications. • Criteria for selecting a candidate, along with their weighting. <p>Modification and adaptation of the Regulations on Competition Procedures for Academic Positions to align with the OTM-R procedure.</p>	<p>(++) 19. Recognition of qualifications (Code)</p> <p>(++) 20. Seniority (Code)</p> <p>(++) 21. Postdoctoral appointments (Code)</p>			
<p>A8. Training/Instructions for recruitment committee members:</p> <ul style="list-style-type: none"> • Regarding the consideration of the entire range of candidates' experience. • Regarding career breaks and deviations from the 	<p>(-/+) 16. Judging merit (Code)</p> <p>(+/-) 17. Variations in the chronological order of CVs (Code)</p> <p>(+/-) 18. Recognition of mobility experience (Code)</p>	4Q025	<p>Employee Affairs</p> <p>Department (Human Resources Team)</p> <p>Discipline Council Offices</p> <p>Dean's Offices</p>	<p>I) Annual report for university authorities enabling the evaluation of the recruitment process for academic staff.</p> <p>(T) Monitoring of feedback in the implementation of the OTM-R</p>

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<p>chronological order of career progression.</p> <ul style="list-style-type: none"> Regarding mobility as a valuable contribution to the professional development of the researcher. 				procedure, allowing for optimization and corrective actions.
A9. Creation of a monitoring and oversight system for the recruitment process of researchers, including the monitoring of quantitative data.	(-/+) 12. Recruitment(-/+) 13. Recruitment (Code)(-/+) 14. Selection (Code)(-/+) 15. Transparency (Code)(-/+) 16. Judging merit (Code)(+/-) 17. Variations in the chronological order of CVs (Code)(+/-) 18. Recognition of mobility experience (Code)(++) 19. Recognition of qualifications (Code)(++) 20. Seniority (Code)(++) 21. Postdoctoral appointments (Code)	1Q025	Employee Affairs Department (Human Resources Team) Discipline Council Offices Dean's Offices	<p>I) Annual report for university authorities enabling the evaluation of the recruitment process for academic staff.</p> <p>(T) Monitoring of feedback in the implementation of the OTM-R procedure, allowing for optimization and corrective actions.</p>
A10. Verification and update of the ordinance regarding the criteria for academic positions based on flexible staff selection (balancing bibliometric indicators with other factors,	(-/+) 16. Judging merit (Code)	2Q2025	Employee Affairs Department Rector's Authorities Chair of the Discipline Councils	<p>(I) Update of the Rector's Ordinance (internal legal act) published on the WMU website.</p> <p>(T) All employees in academic positions are informed about and have access to the professional promotion criteria.</p>

<i>Proposed ACTIONS</i>	<i>GAP Principle(s)</i>	<i>Timing (at least by year's quarter/semester)</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target(s)</i>
e.g., experience), and updating the competition regulations.				(T2) Job candidates have access to the required criteria for academic positions.
A11. Establishment of an advisory board for researchers, composed of the most experienced and distinguished academic staff of the university, as part of the Scientific Council.	(+/-) 22. Recognition of the profession	3Q2026	Employee Affairs Department University Authorities, Scientific Council	(I) Rector's Ordinance (internal legal act) published on the WMU website. (T) Young researchers, doctoral students, and students can benefit from the advice and draw from the experience of established scientists.
A12. Training for unit managers on the register of harmful factors and risks in the workplace. Guide/instructions for managers regarding workplace equipment, purchasing computer hardware, the onboarding process, etc.	(+/-) 23. Research environment	4Q2025	Occupational Health and Safety Department Employee Affairs Department Legal Advisors Deputy Director for Infrastructure, Project Management Centre IT Centre Public Procurement Procurement Department Unit Managers	(I1) Training in the form of a webinar/online presentation on the training platform and intranet (I2) Certificate of completion of training by managers delivered to DSP (I3) Publication of the guide/instructions on the intranet (T1 & T2) Improvement of occupational health and safety (T3) Optimization of the onboarding process, ensuring the most stimulating research environment

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A13. Verification and update of research infrastructure and equipment.	(+/-) 23. Research environment	4Q2026	Asset Management Department, Procurement Department, Public Procurement Department IT Centre Unit Managers	I1) Inventory report for the university authorities (I2) Tool/search engine for identifying and locating research equipment and apparatus on the university's website (T1 & T2) Research staff have the ability to quickly search for and locate research equipment and apparatus.
A14. Increasing the accessibility of information regarding applicable internal and external regulations that ensure, among other things, the maintenance of work-life balance, coordination, and synchronization with the actions planned within the Gender Equality Plan for WMU framework.	(+/-) 24. Working conditions	3Q2026	Employee Affairs Department Department of Communication and Marketing, Rector's Plenipotentiaries or Equal Treatment	(I) Information posted on the website/intranet (T) All WMU employees have access to information regarding regulations and procedures related to, among other things, remote work, flexible working hours, and work-life balance.
A15. Conducting an informational campaign on the applicable legal regulations at the university regarding gender equality and regulations concerning the prevention of	(+/-) 27. Gender balance (+/-) 34. Complains/ appeals	4Q2025	Rector's Plenipotentiaries or Equal Treatment Equality Treatment Team Employee Affairs Department	(I) Information posted on the website/intranet (T) All WMU employees have access to information regarding regulations and procedures related to equality issues.

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undesirable phenomena – such as mobbing and unequal treatment – as well as procedures for reporting such incidents, aligned with the informational campaign under the Gender Equality Plan for WMU			Department of Communication and Marketing	
A16. Development of a guide to academic career paths at WMU.	(+/-) 28. Career development(+/-) 39. Access to research training and continuous development	1Q2026	Employee Affairs Department Project Management Centre Discipline Council Offices Doctoral School	(I) Guide published on the intranet and the university's website (T) WMU employees (from R1 to R4) and doctoral students at every stage of their academic career are provided with access to information about opportunities for scientific and professional development.
A17. Standardisation of the rules regarding the financing of professional development.	(+/-) 28. Career development (+/-) 39. Access to research training and continuous development (+/-) 40. Supervision	2Q2026	Financial Division Project Management Centre Employee Affairs Department Public Procurement	(I) Development of a compendium on the opportunities and sources of funding (internal and external) for various forms of scientific and professional development for academic staff and doctoral students. (T) WMU employees (from R1 to R4) and doctoral students at every

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
				stage of their academic career are provided with access to information regarding the availability of funding for scientific and professional development.
A18. Improvement of communication/dissemination of knowledge regarding access to and opportunities for professional development, sources of professional development funding, training regulations, procedures for internships, and other activities supporting the professional development of researchers	(+/-) 28. Career development (+/-) 39. Access to research training and continuous development (+/-) 40. Supervision	1Q2026	Project Management Centre Employee Affairs Department Financial Division Department of Communication and Marketing IT Centre	(I) A tab on the intranet/website containing necessary information, links, and contacts to relevant units, including a compendium of funding sources (I) Regular mailing to WMU employees and doctoral students (T) WMU employees have access to information regarding opportunities for scientific and professional development at every stage of their academic career.
A19. Creation and implementation of an internal university training platform.	(+/-) 28. Career development (+/-) 39. Access to research training and continuous development (+/-) 40. Supervision	3Q2025 r	IT Centre Centre for Quality Culture in Education Employee Affairs Department	(I) Access to the platform for WMU employees (T) Increased accessibility and optimization of time
A20. Training for unit managers/promoters/scientific mentors in communication, providing feedback, coaching	(+/-) 28. Career development (+/-) 40. Supervision	4Q2026	Employee Affairs Department Discipline Council Offices Doctoral School	(I) Training in the form of webinars/online presentations on the training platform and intranet – required for those assuming the

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and mentoring, team management, and onboarding new employees according to best practices in supporting young researchers. Creation of a buddy system for young/beginning researchers starting their work.			Unit Managers	role of unit head/promoter/scientific mentor (I2) Appointment by the unit manager of a person at the beginning of each academic year to serve as a “buddy” for the entire year (I3) Certificate of completion of the training provided to DSP/personnel records (T1, T2, and T3) Ensuring an optimal level of unit and team management, including consistent levels of support/onboarding for all early-career researchers starting their career at WMU.

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan.

The development and implementation of the OTM-R procedure is one of the key actions planned within the framework of the HR Strategy for Researchers at Wroclaw Medical University (WMU), approved by the Senate of WMU on 27th November 2024 and introduced by the Rector's Order No. 274/XVI R/2024 of 17th December 2024. The OTM-R procedure will be an integral part of the broader HR Policy, which is being developed by the HR Team, actively participating in the application process for the HR Excellence in Research award.

The goal of the HR Policy is to define, design, and promote a human resources management model that emphasizes the key role of employees at the University. The principles adopted in the Policy will apply to all university employees and will support the personal and professional development of all staff, creating a satisfying and safe work environment.

The OTM-R procedure will relate to the recruitment process for academic staff, which differs from the recruitment of non-academic employees primarily in that it is more strongly regulated by national legislation.

For several years, WMU has been utilizing best practices and recommendations contained in the Charter and the Code. It should be noted, however, that the actions of the HR Team, especially in the area of recruitment processes, tools, and solutions in this area, have largely focused on non-academic staff.

The recruitment process for academic staff at the University is also governed by internal procedures, such as the Regulations for the Conduct of Competitive Procedures for Academic Staff at the Wrocław Medical University (Annex No. 8 to the WMU Statute) and the criteria established in the Rector's Order No. 254/XVI R/2021 regarding the criteria that an academic staff member must meet in order to apply for a position at WMU.

The prepared OTM-R checklist highlights areas that need improvement in recruitment procedures, which were identified in the gap analysis. These include, among others:

- Training for members of recruitment committees on considering the full scope of candidates' experience, career breaks, deviations from chronological order, and mobility as valuable contributions to professional development.
- Standardization of the application process (e.g., announcement templates, informational clauses).
- Standardization of the feedback process to candidates.
- Development of a quality control system for OTM-R. These actions are part of the Action Plan and are outlined in the HR Strategy for Researchers at the Wrocław Medical University. The development and implementation of the OTM-R procedure as part of the HR Policy will allow for further improvement of working conditions and recruitment processes. The coordinator for these activities will be the Personnel Department in cooperation with the Team for the Implementation of the Principles of the European Charter for Researchers and the Code of Conduct for Recruitment of Researchers, the Monitoring Group, and the relevant departments.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL: N/A

4. IMPLEMENTATION

General overview of the expected implementation process:

The implementation, monitoring, and oversight of the HR Strategy for Researchers at the Wroclaw Medical University (Rector's Order No. 274/XVI R/2024 of 17th December 2024) will involve the following teams:

1. At the strategic level: The Steering Committee, appointed by Rector's Order No. 281/XVI R/2024 of 18th December 2024 which includes Rector's authorities at WMU, the chairpersons of scientific discipline councils, and the directors of administrative units. The Steering Committee will make key strategic decisions and report progress directly to the Rector of WMU. The Chairperson of the Steering Committee is the Vice-Rector for Academic Staff Development, and the Deputy Chairperson is the Vice-Rector for Research.
2. At the strategic-operational level: The Team for the Implementation of the Principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, appointed by Rector's Order No. 208/XVI R/2023 of 11th December 2023, which includes representatives of the University administrative authorities and administrative staff, as well as researchers from all levels (R1-R4) and doctoral students. The Implementation Team was responsible for conducting the Gap Analysis and creating the Action Plan, which forms an integral part of the HR Strategy for Researchers at WMU. The further tasks of the Team will include, among others, the implementation of the HR Strategy at WMU and participation in the development and implementation of the OTM-R procedure.
3. At the operational level: The Monitoring Group, appointed by Rector's Order No. 281/XVI R/2024 of 18th December 2024, which includes representatives of researchers from each level (R1-R4), representing each of the three scientific disciplines (medical, health sciences, and pharmacy).

The main task of the Monitoring Group will be to evaluate the effects of implementing the HR Strategy at the operational level and to support the Implementation Team in developing the OTM-R procedure. A quality assessment system for the OTM-R system will be created. Progress verification will be carried out using the system of indicators outlined in the Action Plan.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group regularly oversee progress?	The working groups (G1 – G4) that have been working on individual tasks within the Implementation Team will continue to provide substantive support to the units responsible for implementing the respective tasks. The designated coordinators for each working group will be responsible for operational contact with the representatives of the relevant organizational units. All employees of the university, as well as existing teams and committees, have been tasked with collaborating with the Implementation Team to enable the optimal

	<p>completion of each phase of the work and tasks. A work schedule will be developed for the Monitoring Group and the Steering Committee. A member of the Implementation Team will ensure proper communication between the individual units and inform the Monitoring Group about progress in implementing the approved plan. Meetings of the Implementation Team will be held as needed, but no less than three times a year. The Monitoring Group will meet according to a set schedule, at least three times a year. The Steering Committee will meet at least once a year to review the report from the Monitoring Group on the implementation process.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>The Implementation Team consists of representatives from all levels of researchers (R1-R4), doctoral students, administrative staff, and representatives from the administrative authorities of WMU. The Monitoring Group consists of representatives from researchers at levels R1-R4. The Steering Committee consists of the university's rectoral authorities, chairs of scientific councils, and directors of administrative units responsible for project management, commercialization and technology transfer, and legal services at the university. All meetings of the Implementation Team (including those of individual Working Groups within the Team) and the Monitoring Group will be conducted in an open format. Information regarding the topics, locations, and times of meetings will be published in advance on the website dedicated to the implementation of the HR strategy for Researchers and sent by email to all employees. To facilitate communication with the Implementation Team, an email address will be created where feedback and questions related to the implementation of the HR strategy can be submitted. Progress reports will be available on the website dedicated to HR Excellence in Research. The information campaign regarding the HR Excellence in Research Award began even before the declaration of support for the principles of the Charter and Code was submitted, in connection with the fact that obtaining the award was included as one of the tasks in the strategy "WMU in the Light of Scientific Excellence 2024-2026", which aims to prepare the university for gaining the status of a research university. Information regarding the HR Excellence in Research Award, the application process, and the benefits of having this distinction were presented during an open debate on WMU's application for the status of a research university on 4th December 2023. The information campaign was also conducted to encourage employees and doctoral students to take part in a survey examining opinions on the degree of implementation of the principles of the Charter and Code at the University. Two years after the survey, it will be repeated (April - May 2026) taking into account the evaluation of the changes made in connection with the implementation of the HR strategy. After analyzing the survey results, an open meeting/public debate will be organized to present the status of the process implementation to the academic</p>

	community. A broader information campaign for the entire WMU community to disseminate the provisions of the HR Strategy for researcher has been planned for early 2025.
How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.	The full implementation of the principles of the Charter and the Code is one of the operational goals planned within the WMU Strategy for 2021-2028 in the area of scientific activity development, aiming to influence the progress of medicine. Achieving the HR Excellence in Research distinction is also one of the tasks outlined in the strategy "WMU in the Light of Scientific Excellence 2024-2026," which aims to prepare the university for gaining the status of a research university. The OTM-R procedure, which is one of the key tasks indicated in the HR Strategy, will be an integral part of the broader HR Policy, the principles of which will cover all WMU employees. Relevant internal legal acts will be amended as needed to align their provisions with the objectives outlined in the HR Strategy for Researchers at WMU.
How will you ensure that the proposed actions are implemented?	The planned actions will be implemented according to the established schedule. In case of delays in their execution, the Monitoring Group, which supervises the work schedule of the Implementation Team, will conduct an analysis of the factors affecting the implementation process, identify risks, and formulate observations and recommendations for the Implementation Team regarding possible next steps. The Implementation Team will make decisions on taking appropriate corrective actions. Individuals with the required expertise in a given field will be selected to carry out the tasks. If the corrective actions are at the strategic level, the Implementation Team will need to obtain approval from the Steering Committee.
How will you monitor progress (timeline)?	The ongoing work of the working groups within the Implementation Team will be reflected in short-term reports submitted by the coordinators of the teams to the head of the Team. Before each meeting of the Monitoring Group, the Implementation Team will present the Group with a summary of the reports from the work and, if necessary, an update on the implementation schedule of the HR Strategy for researchers. If there is a need to make changes to the planned actions in the HR Strategy at the strategic level, the Implementation Team will submit recommendations for changes to the Steering Committee. For changes in the implementation plan at the substantive or organizational level, decisions will be made by the Implementation Team after receiving approval or based on recommendations from the Monitoring Group. The Monitoring Group will submit an annual report to the Steering Committee, particularly including a report on the progress of the Implementation Team's work and the risks identified in the implementation of the principles of the Charter and the Code. The Steering Committee will submit an annual report to the rector with the results of the monitoring process and any recommendations.

	<p>If necessary, the Implementation Team and the Monitoring Group, in collaboration with the Steering Committee, will work to increase support for the actions being implemented, for example by including an external expert in the work of the Team or expanding the Team's membership.</p>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>According to the work schedule outlined in the Action Plan, the administrative units of the University and individuals holding specific roles responsible for the implementation of each task will be required to provide the Implementation Team with relevant documentation, including updated internal legal acts, summaries of completed actions (e.g., informational activities, training sessions, including training schedules, attendance lists, etc.). The Implementation Team, along with the Steering Committee and the Monitoring Group, will prepare a synthetic report on the implementation of the Action Plan, including the achieved indicators by the end of the implementation process, before the next assessment. The report will be based on partial reports submitted by the Implementation Team and the Monitoring Group during the two-year period of the Strategy implementation, as well as the results of a survey, which will be repeated among researchers and PhD students. The survey will include an evaluation of the changes that have been implemented and the progress made in the HR Strategy implementation. Additionally, the report will include conclusions from the discussions during the planned open meeting/public debate dedicated to presenting the academic community with the status of the implementation process.</p>