HR Excellence in Research

Action Plan

Action Plan

Case number

2025PL350714

Name Organisation under review

VIZJA University, Warsaw, Poland

Organisation’s contact details

Okopowa 59, Warsaw, mazovian, 01-043, Poland

Submission date to the European Commission

27/10/2026

1. Organisational Information

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, doctoral candidates either full-time or part-time involved in research *	174
Of whom are international (i.e. foreign nationality) *	54
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	52

STAFF & STUDENTS	FTE
Of whom are R3 or R4 = established or leading researchers with a large degree of autonomy (e.g. holding the status of principal investigator or professor) *	62
Of whom are R2 = recognised researcher (e.g. postdoctoral researcher, junior researcher) *	97
Of whom are R1 = first stage researcher (e.g. doctoral candidate, research apprentice) *	15
Total number of students (if relevant) *	20387
Total number of staff (including management, administrative, teaching, and research staff) *	414

RESEARCH FUNDING (figures for the most recent fiscal year)	€
Total annual organisational budget	782482,64
Annual organisational direct government funding (designated for research)	585197,88
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	189505,67
Annual funding from private, non-government sources, designated for research	7779,09

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

VIZJA University, established in 2001, is a private, research-active university based in Warsaw, Poland. It combines practice-oriented education with research in social sciences, economics, management, psychology and related disciplines. Ranked first among Polish non-public universities and 21st nationally in the QS Europe University Rankings 2026, VIZJA also placed sixth among private universities in Perspektywy 2026. Its international academic community benefits from Polish- and English-taught programmes, modern infrastructure and international partnerships. In QS Europe 2026, VIZJA also ranked 82nd for International Students and 169th for Citations per Paper, highlighting its international reach and research visibility.

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 European Charter for Researchers at your organisation.

Note: Click on the name of each of the four thematic headings of the European Charter for Researchers to open the editor and provide your answer.

Ethics, integrity, gender, and open science*

Strengths and Weaknesses (max. 800 words)

Strengths

- VIZJA University has established a framework for ethical and responsible research conduct, supported by its Code of Ethics, Code of Good Practices in Research and research-integrity procedures.
- The University Statute protects academic freedom, including researchers' autonomy in choosing research topics, developing projects and participating in research programmes, within applicable legal and ethical requirements. Institutional rules prohibit discrimination.
- The Legal Department at VU supports researchers by offering expert guidance on the principles and rules governing intellectual property.
- The Research Service Office provides oversight of grants and support for the implementation and management of research projects. This includes administrative and financial coordination, which is closely managed by project officers within the service.
- Institutional financial controls, internal approval procedures and grant-specific reporting and audit arrangements support accountable management of research expenditure.
- The University's Occupational Health and Safety Office issues internal protocols in accordance with national regulations to promote a safe working environment. Researchers receive safety training from designated Occupational Health and Safety staff, ensuring that they are informed and equipped with the knowledge and skills to maintain safe practices in their research activities.
- Institutional arrangements for collecting and disseminating research outputs include a designated research repository.
- Research ethics and professional responsibility are supported by established institutional codes, procedures and oversight mechanisms.
- The Institutional Openness Policy, adopted in June 2025, establishes rules for Open Access, research data management, repository use and coordination of Open Science activities.

Weaknesses

- Researcher-oriented training and communication on research integrity, plagiarism prevention, Open Science, non-discrimination and grant-related procedures are not yet sufficiently coordinated and tailored to different career stages and international staff.
- English-language access to selected employment, occupational safety and intellectual-property guidance remains incomplete.
- Information on the Legal Department's intellectual-property and contract-law support is not consistently communicated to researchers, particularly new staff.
- Implementation of the Institutional Openness Policy is not yet sufficiently supported by consistent practical guidance, training and monitoring for Open Access, data management, repositories and licensing. Institutional arrangements for eligible Open Access publication costs remain insufficiently transparent.
- Institutional support for knowledge transfer, research exploitation and commercialisation, including cooperation with external partners and monitoring of outcomes, remains insufficiently systematic.
- Environmental sustainability is not yet systematically embedded in research-support procedures, operational guidance and institutional monitoring.

Researchers assessment, recruitment, and progression*

Strengths and Weaknesses (max. 800 words)

Strengths

- The University has established open-competition procedures for academic and research recruitment under its internal regulations.
- Recruitment regulations incorporate transparency, non-discrimination, equal-opportunity principles and role-appropriate quality standards.
- Vacancies are advertised via multiple channels: the VU website, national academic job portals and the Euraxess platform, depending on the post.
- Recruitment notices and selection procedures specify relevant eligibility requirements, documentation and assessment criteria, with formal procedures for selection and publication of outcomes.
- Selection committees, formally approved by the Rector, comprise members with relevant expertise.
- VU applies a wide-ranging set of recruitment criteria, using both quantitative and qualitative indicators to evaluate professional achievements and personal attributes.
- The University incorporates international recruitment and academic internationalisation into its institutional staffing priorities.
- Postdoctoral hiring follows clear national / institutional guidelines: contract lengths for Polish postdocs are set internally, while fellowships for international researchers follow the rules of the particular grant or competition.
- Recruitment and selection are supported by established institutional regulations, qualified selection committees and assessment criteria addressing candidates' qualifications and achievements.

Weaknesses

- Recruitment notices and supporting documentation are not consistently available in both Polish and English or systematically disseminated through international channels. Information on career development, working conditions, remuneration arrangements and work-life balance is not consistently included in vacancy announcements.
- The OTM-R framework is not yet fully formalised and consistently applied in relation to inclusive selection criteria, career breaks and non-linear career paths, selection-committee composition and feedback to unsuccessful candidates.

Working conditions and practices*

Strengths and Weaknesses (max. 800 words)

Strengths

- The University provides research infrastructure, specialist facilities, access to scientific databases and institutional support services.
- Professional-development activities include training in teaching and mentoring competencies.
- Support mechanisms exist for researchers relocating from outside Warsaw or abroad; additionally, children of VU staff receive reduced tuition at TE VIZJA kindergartens, schools and university programmes.
- The University offers flexible working arrangements and a range of employee benefits and support services, including selected family-related benefits.
- Institutional regulations support equal opportunities, non-discrimination and work-life balance.
- Researchers participate in institutional governance and representative bodies.

Weaknesses

- Access to certain specialised research facilities, remote digital resources and analytical tools is not yet sufficiently consistent across researchers' discipline-specific needs.
- Professional training opportunities are not yet sufficiently diversified and coordinated in areas such as project management, research impact and science communication.
- The complaints and appeals procedure lacks an internal mediation phase, making early, informal conflict resolution more difficult.
- The transparency and communication of remuneration principles require further improvement.

Research careers and talent development*

Strengths and Weaknesses (max. 800 words)

Strengths

- Researchers participate in University governance bodies, including the Senate and relevant scientific decision-making structures.
- Defined institutional procedures regulate the initiation, implementation and approval of research projects.
- The University offers researcher-development activities through existing institutional units, the Center of Scientific Excellence, research-support structures and relevant academic units, including doctoral seminars and research-funding information sessions.
- Established supervision and mentoring arrangements support early-career researchers, with experienced researchers contributing as supervisors, mentors, team leaders and project coordinators.
- Institutional research-support services and professional-development opportunities support the acquisition of research and career-related competencies.

Weaknesses

- The combination of teaching, research, project-management and administrative responsibilities can constrain the time available for research and mentoring; workload allocation and administrative processes are not yet sufficiently streamlined.
- Researcher career-development arrangements are not yet consolidated into a formally adopted, readily accessible University-wide Researcher Career Development Framework covering R1–R4. Career advice, individual development planning, mobility and mentoring support remain insufficiently integrated and visible across career stages.
- Information on career development, funding, mentoring, mobility, training and research-support services remains fragmented across institutional communication channels.
- Researcher-specific Continuous Professional Development activities are not yet sufficiently coordinated, systematically informed by training-needs assessment or differentiated by R1–R4 career stage, despite the existing Center of Scientific Excellence.

3. Actions

The Action Plan and HR Excellence in Research strategy must be published in an easily accessible location of the organisation’s website.

Please provide the web link(s) to the organisation's action plan / strategy for the implementation of the principles of the European Charter for Researchers. Multiple links must be comma-separated.

https://vizja.pl/wp-content/uploads/hr-excellence-direct/Action_plan_VU_07_07_2025.pdf, https://vizja.pl/en/hr-excellence-in-research/, https://vizja.pl/hr-excellence-in-research/ (https://vizja.pl/wp-content/uploads/hr-excellence-direct/Action_plan_VU_07_07_2025.pdf, https://vizja.pl/en/hr-excellence-in-research/, https://vizja.pl/hr-excellence-in-research/)

Please fill in the list of all individual actions to be undertaken in your organisation's HR Excellence in Research strategy to address the weaknesses or strengths identified in the gap analysis. It is recommended that the listed actions are concise but detailed enough for the assessors to determine the level of ambition, engagement, and planning for the implementation process. Please ensure that you provide a detailed plan, with precise and quantifiable KPIs, not just an enumeration of the institution's action.

Note: Choose one or more of the principles automatically retrieved from the gap analysis with their ratings.

Proposed actions

Action 1	GAP Principle(s)	Timing (at least by year's quarter/semester)
Enhancing the transparency, accessibility and international reach of recruitment. Ensure that all vacancies for research and research-and-teaching positions are published simultaneously in Polish and English using a standardized OTM-R-compliant vacancy template. Research vacancies should be actively promoted through appropriate national and international channels, including EURAXESS where applicable. Vacancy notices should clearly describe eligibility and selection criteria, working conditions, career stage, professional-development opportunities, mobility opportunities, work-life balance arrangements and, where possible, salary range or principles governing remuneration.	(+/-) 10. RECRUITMENT (+/-) 11. SELECTION	Q4 2025 (in progress/delayed); revised completion date: Q1 2027

Responsible Unit	Indicator(s) / Target(s)
Lead: Rector's Office; HR Department; IT Department – VIZJA University.	100% of new research vacancies published simultaneously in PL/EN; 100% use the standardized OTM-R template; 100% of relevant research vacancies advertised through EURAXESS or an equivalent international channel; ≥95% of audited vacancy notices contain all required information. International applicant numbers and shares monitored annually. Outcome: ≥85% of surveyed candidates assess vacancy information as clear and sufficient to make an informed application decision; accessibility monitored for international candidates where sample size permits. The ≥30% year-on-year increase in international applicants remains an aspirational target subject to labor-market conditions. Beneficiaries Prospective R1–R4 researchers; international applicants; candidates unfamiliar with the Polish academic system.

Proposed actions

Action 2	GAP Principle(s)	Timing (at least by year's quarter/semester)
Comprehensive revision and communication of the University HR Policy. Review the HR Policy against the European Charter for Researchers and HRS4R requirements, including researcher status and recognition, recruitment, career development, promotion, equality, mobility, remuneration, work-life balance, complaints, professional development and support for international researchers. Ensure that key HR regulations and procedures are available in Polish and English through a clearly identifiable central online repository. The revised HR Policy will provide the overarching institutional framework for the more specific recruitment measures implemented under Actions 5 and 16. Review the existing periodic researcher-appraisal arrangements to ensure that assessment criteria appropriately recognise diverse research-related contributions, including research quality, publications and other outputs, research leadership, grant activity, teaching, supervision and mentoring, collaboration, mobility, knowledge transfer and relevant societal engagement. Clarify the relationship between appraisal outcomes, individual career-development discussions and the Researcher Career Development Framework, while maintaining compliance with applicable national and institutional regulations.	(+/-) 6. THE RESEARCHER (++) 9. RESEARCHERS' ASSESSMENT (+/-) 13. WORKING CONDITIONS, FUNDING AND SALARIES (++) 15. CONTRACTUAL AND LEGAL OBLIGATIONS	Q4 2025 (in progress/delayed); revised completion date: Q3 2027

Responsible Unit	Indicator(s) / Target(s)
Lead: HR Department; Rector's Office – VIZJA University.	Revised HR Policy formally approved; 100% of key HR policies/procedures available in PL/EN; central HR policy repository established; annual review of validity, consistency and accessibility. Outcome: ≥90% of researchers know where to find relevant HR information; ≥85% of international researchers report that essential institutional HR information and support are accessible in English and that they know where to obtain assistance. Findings from the OTM-R monitoring under Action 5 and the recruitment-quality and candidate-experience monitoring under Action 16 will inform the annual review of the HR Policy where relevant. As part of the continuous quality enhancement of the existing researcher-appraisal system, review the periodic appraisal arrangements to ensure that the assessment criteria continue to recognize diverse research-related contributions (new ministerial rules expected); revised guidance communicated to all relevant researchers and evaluators; documented linkage between appraisal outcomes and available career-development support; researcher understanding of appraisal criteria monitored through the HRS4R monitoring system. Beneficiaries All R1–R4 researchers; international researchers; newly appointed researchers; supervisors/managers as users of HR policies.

Proposed actions

Action 3	GAP Principle(s)	Timing (at least by year's quarter/semester)
Protecting research time and improving workload balance. Introduce a transparent institutional workload-allocation model recognizing research, teaching, project management, mentoring and administrative responsibilities. Establish clear rules for teaching-load reductions for Principal Investigators and key project staff, reduce excessive administrative burdens where feasible, and maintain a transparent incentive and award system recognizing research achievements. As an additional measure to reduce the administrative and organisational workload of research and research-and-teaching staff, VIZJA University is developing an AI-based assistant to support the administration of student professional internships. In the initial pilot phase, the assistant will serve as a first point of contact for students, respond to routine internship-related enquiries and support selected administrative workflow steps that currently require staff involvement. The pilot is planned for Q4 2026 and will be coordinated by the Vice-Rector for Research in cooperation with internship coordinators. The initiative aims to reduce repetitive administrative tasks and release staff capacity for research activities, while maintaining appropriate human oversight, data protection and the possibility of referral to a responsible staff member. Following evaluation of the pilot, the University will consider extending AI-assisted administrative support to other routine organisational processes that place a substantial workload on researchers, subject to demonstrated benefits, technical feasibility and applicable legal and institutional requirements.	(+/-) 13. WORKING CONDITIONS, FUNDING AND SALARIES	Q1 2026 (in progress/delayed); revised completion date: Q1 2027 AI assistant pilot launch: Q4 2026. Initial operational monitoring and post-pilot evaluation: Q1 2027, subject to the actual deployment date. Any subsequent extension to other administrative processes will require a separate decision based on documented pilot results.

Responsible Unit	Indicator(s) / Target(s)
Lead: Rector; Rector's Office; HR Department – VIZJA University. Partner/Supporting Unit: VIZJA University Science Federation (FNUV), where coordination with the Federation's scientific policy is required. AI assistant pilot: Vice-Rector for Science, in cooperation with internship coordinators. Technical, data-protection and administrative support to be assigned to the relevant University units as appropriate.	Institutional workload-allocation framework adopted; transparent eligibility criteria established; organizational duties reduced for eligible researchers; teaching-load reduction of at least 25% for eligible PIs/key project staff, subject to University regulations; research award scheme implemented. Outcome: ≥80% positive assessment of research/teaching/administrative balance; annual workload analysis by career stage; R1–R2 beneficiaries report improved ability to protect time for research in follow-up monitoring. AI-based internship administration assistant pilot launched in Q4 2026, subject to completion of the required technical, organisational and data-protection checks. Pilot monitoring to include the number and proportion of routine student enquiries handled by the assistant, the number of administrative workflow steps supported, cases requiring referral to staff, and estimated staff time saved compared with the pre-implementation baseline. A post-pilot evaluation will assess reliability, user experience, staff workload reduction, data-protection compliance and the continued availability of human support. Outcome: documented evidence of reduced repetitive administrative workload for participating staff and an evidence-based decision on whether to extend the solution to other administrative processes involving researchers. Beneficiaries R1–R4 researchers with combined research/teaching duties; PIs and key project staff; particular attention to R1–R2 researchers requiring protected research time.

Proposed actions

Action 4	GAP Principle(s)	Timing (at least by year's quarter/semester)
Strengthening research integrity, responsible research conduct and Open Science competencies. Update the Code of Good Practice in Research and introduce a structured bilingual training program covering research integrity, plagiarism, authorship, conflicts of interest, research data management, Open Science, data protection, financial accountability, responsible use of AI in research and responsible dissemination of research results.	(++) 1. ETHICS AND RESEARCH INTEGRITY (+/-) 3. OPEN SCIENCE (++) 15. CONTRACTUAL AND LEGAL OBLIGATIONS (+/-) 16. DISSEMINATION AND EXPLOITATION OF RESULTS	Q1–Q2 2026 (in progress/delayed); revised completion date: Q1 2027

Responsible Unit	Indicator(s) / Target(s)
Lead: Vice-Rector for Research; University Ethics Committee; Research Support Office – VIZJA University. Partner/Supporting Unit: VIZJA University Science Federation (FNUV), including the Doctoral School of FNUV where doctoral researchers are concerned.	Updated Code adopted and published in PL/EN; structured training program launched; ≥95% completion within the defined target group during the first 12 months; average satisfaction ≥4/5; ≥90% successful completion of a short knowledge assessment. Outcome: ≥80% of participants report increased confidence in applying research-integrity/Open Science requirements in their work; results reviewed by career stage and international-researcher status where feasible; content reviewed annually. Beneficiaries R1–R4 researchers; doctoral researchers/R1; PIs; supervisors; international researchers and newly appointed researchers.

Proposed actions

Action 5	GAP Principle(s)	Timing (at least by year's quarter/semester)
Full implementation and systematic monitoring of OTM-R. Update and consistently apply the University's Open, Transparent and Merit-Based Recruitment policy. Recruitment and assessment criteria should reflect a broad concept of merit, considering research quality and impact, experience, potential, creativity, independence, teamwork, supervision, mobility, knowledge transfer and relevant professional achievements. Career breaks, parental leave, non-academic experience and non-linear career paths should not in themselves disadvantage candidates. This action operationalizes the recruitment-related provisions of the revised HR Policy under Action 2, while Action 16 provides the corresponding candidate-feedback and recruitment-quality monitoring mechanism. Introduce annual monitoring of gender representation across relevant research career stages, recruitment outcomes, promotion processes and research leadership roles, using available institutional HR data and appropriate confidentiality safeguards. The findings will inform the review of equal-opportunity measures and identify areas requiring further institutional attention.	(+/-) 4. GENDER EQUALITY (++) 5. EMBRACING DIVERSITY (++) 9. RESEARCHERS' ASSESSMENT (+/-) 10. RECRUITMENT (+/-) 11. SELECTION (+/-) 17. VALUING DIVERSE RESEARCH CAREERS	Q1–Q3 2026 for policy implementation; annual OTM-R and gender-equality monitoring thereafter, with the first consolidated monitoring summary by Q2 2027

Responsible Unit	Indicator(s) / Target(s)
Lead: Rector's Office; HR Department; Center of Scientific Excellence – VIZJA University.	Updated OTM-R policy published in PL/EN; 100% of recruitment processes covered by an OTM-R checklist; 100% of assessment forms include appropriate qualitative and quantitative criteria; 100% of newly appointed selection-committee members receive OTM-R guidance/training; explicit provision for fair treatment of career breaks and non-linear careers; diversity of committees monitored; annual audit. Outcome: ≥85% of surveyed candidates assess recruitment as transparent and fair; candidate experience monitored for international candidates and, where feasible, other relevant groups. Findings from the annual audit and from Action 16 candidate-experience monitoring will be used, where relevant, to identify corrective or improvement measures within the OTM-R framework. Annual gender-equality monitoring summary covering recruitment, career progression and relevant leadership roles; identified disparities reviewed and, where justified, followed by documented improvement measures. Beneficiaries Applicants for R1–R4 positions; international applicants; candidates with career breaks or non-linear careers; selection committees.

Proposed actions

Action 6	GAP Principle(s)	Timing (at least by year's quarter/semester)
Establishing an accessible, confidential mediation and conflict-resolution system. Introduce a formal internal mediation procedure as an early-stage option within the complaints and conflict-resolution framework, defining confidential reporting channels, response timelines, mediation principles, protection against retaliation and access to neutral, appropriately trained mediators.	(+/-) 13. WORKING CONDITIONS, FUNDING AND SALARIES (++) 15. CONTRACTUAL AND LEGAL OBLIGATIONS	Q1 2026 (in progress/delayed); revised completion date: Q2 2027

Responsible Unit	Indicator(s) / Target(s)
Lead: Legal Department; HR Department – VIZJA University. Partner/Supporting Unit: Doctoral School of the VIZJA University Science Federation (FNUV), for matters involving doctoral researchers and supervision.	Mediation procedure formally adopted and available in PL/EN; at least 2 trained mediators; 100% of staff have access to information on complaint/mediation channels; acknowledgement within ≤10 working days; mediation offered in suitable cases. Outcome: ≥80% of users positively assess accessibility, confidentiality and procedural fairness; awareness monitored among early-career and international researchers where feasible. Beneficiaries All R1–R4 researchers; international researchers; early-career researchers; supervisors/managers.

Proposed actions

Action 7	GAP Principle(s)	Timing (at least by year's quarter/semester)
Expanding remote access to digital research resources and research information services. Improve remote access to databases, e-books, journals and other research resources; expand virtual reference, scanning and interlibrary-loan services; prepare discipline-specific research guides; and regularly assess researchers' needs concerning databases and analytical tools.	(+/-) 13. WORKING CONDITIONS, FUNDING AND SALARIES	Q2 2026 (in progress/delayed); revised completion date: Q1 2027

Responsible Unit	Indicator(s) / Target(s)
Lead: University Library; IT Department – VIZJA University. Partner/Supporting Unit: VIZJA University Science Federation (FNUV), where shared research resources or access arrangements apply.	Remote access available for 100% of key subscribed electronic resources; ≥20% increase in remote use compared with the 2024 baseline; annual researcher needs assessment; at least 4 specialist database/research-information training sessions annually. Outcome: ≥85% of surveyed users report that remote access enables them to obtain the research resources required for their work without unnecessary on-campus access; satisfaction ≥4/5; results monitored by career stage and international-researcher status where feasible. Beneficiaries R1–R4 researchers; researchers working remotely/off campus; international researchers; R1–R2 researchers requiring research-information support.

Proposed actions

Action 8	GAP Principle(s)	Timing (at least by year's quarter/semester)
Strengthening public engagement, science communication and responsible dissemination. Increase researcher participation in science-outreach and public-engagement activities and provide practical support and training in communicating research beyond disciplinary audiences, engaging with society and applying environmentally responsible practices in research. Undertake a baseline review of environmentally sustainable research practices, including the use of research infrastructure, digital research resources, research-related travel and resource-efficient project implementation. Based on the review, develop practical guidance for researchers and research-support units on integrating proportionate sustainability considerations into research planning and delivery, taking account of disciplinary differences and applicable legal and funding requirements.	(-/+) 8. SUSTAINABILITY OF RESEARCH (+/-) 16. DISSEMINATION AND EXPLOITATION OF RESULTS	Q2-Q3 2027

Responsible Unit	Indicator(s) / Target(s)
Lead: Research Support Office; Vice-Rector for Development; Marketing Department – VIZJA University. Partner/Supporting Unit: VIZJA University Science Federation (FNUV).	≥10% increase in researchers involved in public-engagement activities; participation monitored by career stage; at least 2 science-communication/public-engagement training activities annually; ≥80% of the defined target group familiarized with the MSCA Green Charter; annual monitoring of activity reach. Outcome: ≥75% of trained participants report increased confidence in communicating research to non-specialist audiences and identify at least one practical application of the training. Sustainable research-practices baseline review completed by Q2 2027; practical sustainability guidance issued by Q3 2027; at least one dedicated sustainability question included in the first relevant Researcher Pulse Survey; annual review of implementation barriers and feasible improvement measures. Beneficiaries R1–R4 researchers, with tailored support for researchers with limited experience in science communication and public engagement

Proposed actions

Action 9	GAP Principle(s)	Timing (at least by year's quarter/semester)
Integrating researcher mobility into career development. Develop coordinated information and support for national, international, intersectoral and virtual mobility. Mobility experience should be appropriately recognized as an element of researcher development and career progression.	(++) 7. FREE CIRCULATION OF RESEARCHERS (+/-) 12. CAREER PROGRESSION (+/-) 17. VALUING DIVERSE RESEARCH CAREERS	Q4 2026

Responsible Unit	Indicator(s) / Target(s)
Lead: International Cooperation/Erasmus Office; Research Support Office – VIZJA University. Partner/Supporting Unit: Doctoral School of the VIZJA University Science Federation (FNUV), for doctoral-researcher mobility.	≥10% increase in researcher mobility compared with 2024; at least 2 mobility information campaigns/sessions annually; central information on mobility opportunities available; mobility monitored by career stage, gender and incoming/outgoing status. Outcome: ≥80% of participants report a positive contribution to professional development; ≥75% report that available institutional information/support was sufficient to plan or undertake mobility. Beneficiaries R1–R4 researchers, with particular emphasis on R1–R2; incoming and outgoing internationally mobile researchers.

Proposed actions

Action 10	GAP Principle(s)	Timing (at least by year's quarter/semester)
ACTION 10. Establishing a structured Continuous Professional Development and Research Skills Development Program. Develop, through the Center of Scientific Excellence and other relevant University units, an annual CPD and research-skills development program based on regular training-needs assessment and differentiated according to researchers' career stages. The program will include, as appropriate, grant proposal development and research funding acquisition, advanced and emerging research methods, quantitative and qualitative research methods, data analysis and digital research tools, responsible use of AI in research, use of specialist research infrastructure and equipment, research project management, research impact, Open Science and research data management, academic writing and publishing, science communication, leadership, mentoring, entrepreneurship, and commercialization. Particular attention will be given to the development needs of R1–R2 researchers and to ensuring accessibility for international researchers. The design and periodic review of the CPD and research-skills program will take into account development needs identified through the career-development and IDP mechanisms established under Action 13, where appropriate and in a manner consistent with confidentiality requirements. The annual CPD and research-skills offer will also be aligned with the R1–R4 development pathways and competency expectations set out in the Researcher Career Development Framework established under Action 11.	(+/-) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT	Q4 2026 and annually therafter

Responsible Unit	Indicator(s) / Target(s)
Lead: Center of Scientific Excellence; Research Support Office; relevant laboratories/research units; HR Department – VIZJA University. Partner/Supporting Unit: Doctoral School of the VIZJA University Science Federation (FNUV); relevant FNUV scientific bodies where appropriate.	Annual research-training needs assessment; at least 8 CPD/research-skills modules annually; participation monitored by R1–R4 and international-researcher status; ≥80% of participants rate the relevance of training to their research needs at ≥4/5. Outcome: ≥70% of participants report applying at least one acquired competency in their research, teaching, project management, or career development within 3–6 months; grant-development participants are monitored for subsequent submission of external funding applications; participants in methods, tools, or infrastructure training report increased confidence in applying the relevant method, tool, or equipment in their research. Subgroup reporting will be used only where sample sizes permit meaningful interpretation and protection of anonymity. Aggregated development needs emerging from Action 13 will, where appropriate and consistent with confidentiality requirements, inform the annual research-training needs assessment and subsequent adjustment of the CPD/research-skills offer. Beneficiaries R1–R4 researchers, with particular emphasis on R1–R2 researchers; international researchers; prospective and early-career PIs. Training pathways will be differentiated according to career stage, disciplinary needs, and prior research experience.

Proposed actions

Action 11	GAP Principle(s)	Timing (at least by year's quarter/semester)
Establishing, publishing and implementing a University-wide Researcher Career Development Framework (R1–R4) and strengthening mentoring. Consolidate existing career-development arrangements into a coherent Researcher Career Development Framework for R1–R4 researchers. The Framework will define the R1–R4 profiles used by VIZJA University and explain their relationship—without automatic equivalence—to academic positions and qualifications. For each career stage, it will describe expected levels of research independence and responsibility, typical roles in research groups and projects, opportunities to develop Principal Investigator and research-leadership responsibilities, supervision and mentoring arrangements, professional networking and peer exchange, participation in internal, national, international and intersectoral research networks, mobility, Continuous Professional Development, research-skills development, career advice, promotion and academic advancement, and relevant academic and non-academic career options. The Framework will clearly distinguish the responsibilities of VIZJA University as employer from the statutory scientific-governance and doctoral-education responsibilities of the VIZJA University Science Federation (FNUV). The Framework will be published in Polish and English through a dedicated 'Research Careers at VIZJA' section of the planned Research at VIZJA portal (https://badania.vizja.pl/). Building on and modernising the existing research-support website (https://wsparcie.vizja.pl/), the portal will serve as an integrated entry point to relevant policies, procedures, research funding opportunities, career-development information, mobility, mentoring, CPD and institutional research-support services. The content will be structured to support researchers across R1–R4 career stages, with clearly assigned responsibilities for regular updates and information accuracy. Researcher Career Development Framework: https://vizja.pl/en/wp-content/uploads/hr_excellence/site_2/Researcher_Career_Development_Framework.pdf Implementation will be coordinated with Actions 9, 10, 13, 15 and 17 and integrated into the Operational Plan for Research, Development and Innovation 2027–2028. The University already has mentoring and supervisory practices that are positively perceived by researchers. Action 11 is therefore not intended to establish mentoring from the outset, but to further formalize, broaden and integrate existing mentoring arrangements within the coherent R1–R4 career-development framework.	(+/-) 12. CAREER PROGRESSION (+/-) 18. CAREER DEVELOPMENT AND ADVICE (+/-) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT (++) 20. SUPERVISION AND MENTORING	Q4 2026

Proposed actions

	Responsible Unit	Indicator(s) / Target(s)
	Lead: Vice-Rector for Research – VIZJA University. Supporting Units – VIZJA University: HR Department; Center of Scientific Excellence; Research Support Office; Career Counseling and Guidance Centre; International Cooperation/Erasmus Office; relevant academic units. Partner/Supporting Entities within their statutory competences: VIZJA University Science Federation (FNUV); Doctoral School of the VIZJA University Science Federation (FNUV); relevant FNUV scientific bodies where appropriate.	Researcher Career Development Framework formally adopted and available in PL/EN; Dedicated bilingual 'Research Careers at VIZJA' section established within the new Research at VIZJA portal (https://badania.vizja.pl/); current career-development policies, R1–R4 pathways and relevant researcher-support services accessible through the portal; designated content owners and update procedures established; researcher awareness and perceived usefulness of the portal assessed in the first post-implementation HRS4R monitoring cycle; R1–R4 profiles and progression pathways documented, including research-group/project roles, research independence, PI/leadership opportunities, supervision/mentoring, professional networking and peer-exchange opportunities, mobility, career advice and CPD; responsibilities of VIZJA University and FNUV clearly distinguished; relevant current policies, regulations and support services linked from the Framework/webpage; Operational Plan 2027–2028 adopted; at least 5 active mentors participating in the formalized mentoring arrangements during the initial implementation phase. The 2025 Internal Analysis, in which relevant mentoring/supervision items reached 94% positive assessment, provides the institution-wide perception baseline for existing mentoring and supervision arrangements. A separate participant-level baseline for the formalized mentoring component of Action 11 will be established during the first implementation cycle, as the future mentor/mentee satisfaction indicator is not directly equivalent to the institution-wide survey measure. Outcome: ≥85% researcher awareness of career-development opportunities in the first monitoring cycle after implementation; ≥80% mentor/mentee satisfaction and ≥70% of mentees reporting development of at least one relevant competency. Use and awareness will be monitored by R1–R4 and, where confidentiality permits, international/domestic researcher status. Subgroup reporting will be used only where sample sizes permit meaningful interpretation and protection of anonymity. The published Researcher Career Development Framework will include a clear explanation of researcher status, relevant institutional responsibilities and available support arrangements across R1–R4, with links to applicable HR regulations and support services. The clarity and accessibility of this information will be assessed through the first post-implementation researcher monitoring cycle. Beneficiaries All R1–R4 researchers, with differentiated career pathways; international researchers; mentors and supervisors

Proposed actions

Action 12	GAP Principle(s)	Timing (at least by year's quarter/semester)
ACTION 12. Establishing systematic communication of research results with high scientific and societal relevance. Create a recurring institutional mechanism for identifying and presenting relevant research results through public events, the University website, media, social media and accessible science-communication formats. As part of this action, develop the public-facing research-presentation functions of the planned Research at VIZJA portal (https://badania.vizja.pl/), building on the existing research-support website (https://wsparcie.vizja.pl/). The portal will provide structured information on the University's research potential, researcher profiles, scientific achievements, ongoing and completed research projects, and selected research outputs. Its content will support research visibility, scientific collaboration, public engagement and communication with external partners, including businesses and public institutions. Regular content updates will be coordinated with the relevant academic and research-support units.	(+/-) 16. DISSEMINATION AND EXPLOITATION OF RESULTS	Q4 2026 and annually thereafter

Responsible Unit	Indicator(s) / Target(s)
Lead: Vice-Rector for Development; Marketing Department; Research Support Office – VIZJA University. Partner/Supporting Unit: VIZJA University Science Federation (FNUV). Portal-related implementation: in cooperation with the University's IT services and relevant academic units, within their assigned institutional responsibilities.	At least 4 public-facing research communication outputs annually; at least 1 major dissemination event per year; ≥200 participants where applicable; ≥20 documented media/social-media communication outputs annually; researcher participation monitored year-on-year. Outcome: ≥75% of participating researchers report that institutional support improved their ability to reach non-academic audiences; reach/engagement evidence documented for major outputs. Public-facing research-presentation section established within the Research at VIZJA portal; standardised researcher-profile and research-achievement presentation templates developed; procedures and responsibilities for content verification and updating established; number of published researcher profiles, research projects and scientific achievements monitored; portal reach and engagement reviewed annually, with relevant findings used to improve external research communication. Beneficiaries R1–R4 researchers; research teams; PIs/project leaders producing results of high scientific or societal relevance.

Proposed actions

Action 13	GAP Principle(s)	Timing (at least by year's quarter/semester)
ACTION 13. Introducing Individual Development Plans and professional career-advice services for researchers. Establish a systematic career-support program based on IDPs, confidential individual consultations, periodic career-development discussions and support for academic and non-academic career paths. IDPs should be systematically offered to R1–R2 researchers, with equivalent voluntary support available to R3–R4. Individual Development Plans and career-development consultations will also be used, where appropriate, to identify individual development needs and guide researchers towards relevant CPD and research-skills opportunities provided under Action 10. IDPs will be aligned with the R1–R4 development pathways described in the Researcher Career Development Framework under Action 11. For doctoral candidates, the IDP will remain a career-development instrument complementary to, and distinct from, the formal Individual Research Plan required within the Federation Doctoral School framework.	(+/-) 12. CAREER PROGRESSION (+/-) 18. CAREER DEVELOPMENT AND ADVICE	Q4 2026

Responsible Unit	Indicator(s) / Target(s)
Lead: Research Support Office; HR Department – VIZJA University. Partner/Supporting Unit: Doctoral School of the VIZJA University Science Federation (FNUV), for doctoral researchers.	100% of R1–R2 researchers offered an IDP; ≥80% have a current IDP following implementation; at least 30 individual career-advice consultations annually; ≥85% of users rate the service ≥4/5; positive assessment of access to career advice increases from the 2025 baseline of 78% to ≥88%; negative responses <5%. Outcome: ≥75% of users report that career advice/IDP helped them identify at least one concrete next career-development step; outcomes monitored for R1–R2, R3–R4 and international researchers where sample sizes permit. Development needs and referrals to relevant Action 10 opportunities will be monitored only in aggregated form and in a manner consistent with confidentiality requirements. Beneficiaries R1–R2 as the primary target group; R3–R4 through voluntary equivalent support; international researchers; researchers considering academic and non-academic career paths.

Proposed actions

Action 14	GAP Principle(s)	Timing (at least by year's quarter/semester)
ACTION 14. Establishing integrated support for intellectual property, technology transfer and commercialization. Develop a comprehensive system supporting intellectual and industrial property, identification of commercially relevant research results, invention disclosure, technology transfer, commercialization and cooperation with industry. Monitor non-patent knowledge-transfer outcomes alongside formal commercialization results, including documented research-based services, applied research collaborations, expert contributions, industry or public-sector uptake of research findings and other verifiable forms of external use of research outputs, where relevant to disciplinary profiles.	(++) 15. CONTRACTUAL AND LEGAL OBLIGATIONS (+/-) 16. DISSEMINATION AND EXPLOITATION OF RESULTS (+/-) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT	Q4 2026

Responsible Unit	Indicator(s) / Target(s)
Lead/Coordinating Bodies: VIZJA University Science Federation (FNUV), in the scope of commercialization of scientific results; Technology Transfer Office / Research Support Office – VIZJA University, in the scope of operational implementation. Supporting Units: Legal Department; Vice-Rector for Research; Vice-Rector for Development – VIZJA University.	Technology-transfer function operational; commercialization strategy adopted; at least 4 IP/commercialization training activities annually; ≥1 patent application, licensing agreement or comparable commercialization result annually; ≥3 new formalized industry collaborations annually; ≥80% awareness of IP/technology-transfer support; standard response time ≤10 working days. Outcome: ≥75% of users report that support clarified or advanced a concrete IP, commercialization or industry-collaboration pathway; participation/outcomes monitored by career stage. Annual register of documented knowledge-transfer outcomes, distinguishing formal commercialization results from other verified forms of external research uptake; annual review of the effectiveness of institutional support and barriers reported by researchers. Beneficiaries R1–R4 researchers involved in potentially exploitable research; PIs; research teams; early-career researchers requiring IP/commercialization competencies.

Proposed actions

Action 15	GAP Principle(s)	Timing (at least by year's quarter/semester)
Expanding postdoctoral mobility and international career opportunities. Provide systematic information and individual support concerning international postdoctoral positions, fellowships, MSCA Postdoctoral Fellowships, research visits and other mobility and funding opportunities.	(++) 7. FREE CIRCULATION OF RESEARCHERS (+/-) 12. CAREER PROGRESSION (+/-) 17. VALUING DIVERSE RESEARCH CAREERS	Q2 2027

Responsible Unit	Indicator(s) / Target(s)
Lead: International Cooperation Office; Research Support Office – VIZJA University. Partner/Supporting Unit: Doctoral School of the VIZJA University Science Federation (FNUV).	At least 2 dedicated information sessions annually; central information source updated at least quarterly; ≥10 applications annually for international postdoctoral/fellowship opportunities; application success rate monitored; at least 5 individual application-support consultations annually. Outcome: ≥80% of users report that support improved their ability to identify and/or prepare a suitable international career or fellowship opportunity; participation monitored for R1/R2 and international researchers. Beneficiaries R1–R2 as primary beneficiaries; researchers seeking postdoctoral opportunities; international and internationally mobile researchers.

Proposed actions

Action 16	GAP Principle(s)	Timing (at least by year's quarter/semester)
Implementing a recruitment quality and candidate-experience feedback system. Establish a standardized mechanism for candidate feedback and systematic monitoring of recruitment quality, including structured feedback templates, monitoring of recruitment timelines and a candidate-experience survey covering transparency, fairness, information quality and timeliness. This action complements Actions 2 and 5 by providing a systematic feedback and quality-assurance mechanism for assessing the practical implementation and candidate experience of the University's recruitment framework.	(+/-) 10. RECRUITMENT (+/-) 11. SELECTION	Q2 2027

Responsible Unit	Indicator(s) / Target(s)
Lead: HR Department; IT Department; Rector's Office – VIZJA University.	100% of applicable recruitment processes covered by the candidate-feedback standard; ≥95% of candidates receive feedback within 30 days; annual OTM-R/candidate-experience report; ≥90% of completed recruitment processes reviewed. Outcome: average candidate assessment of transparency/fairness ≥4/5; ≥85% report that feedback was clear and useful; results monitored for international candidates where subgroup size permits. Findings from the annual OTM-R/candidate-experience report will be fed back into the review and improvement of the OTM-R arrangements under Action 5 and, where relevant, the recruitment-related provisions of the HR Policy under Action 2. Beneficiaries Applicants for R1–R4 positions; international applicants; unsuccessful candidates; recruitment/selection committees.

Proposed actions

Action 17	GAP Principle(s)	Timing (at least by year's quarter/semester)
Strengthening research capacity through protected research time, grant support, methodological support and incentives. Increase the capacity of R1–R2 researchers to conduct research, publish, prepare competitive grant applications, and progress toward greater research independence through targeted workload adjustments, grant-development support, methodological support, mentoring, peer learning, access to expertise concerning research tools and infrastructure, and transparent research incentives. The Center of Scientific Excellence will provide targeted research-capacity support for R1–R2 researchers, including grant-development workshops and consultations, methodological support, peer learning, and access to expertise concerning research tools and infrastructure. Coordinate implementation with Actions 3, 10, and 21. Support under this Action will be aligned with the R1–R4 progression pathways, research-independence expectations and research-leadership opportunities described in the Researcher Career Development Framework under Action 11.	(+/-) 12. CAREER PROGRESSION (+/-) 13. WORKING CONDITIONS, FUNDING AND SALARIES (+/-) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT	Q2 2027

Responsible Unit	Indicator(s) / Target(s)
Lead: Rector; Vice-Rector for Research; Center of Scientific Excellence; Research Support Office; relevant laboratories/research units; HR Department – VIZJA University. Partner/Supporting Unit: VIZJA University Science Federation (FNUV), where coordination with the Federation's scientific policy and research governance is required.	Teaching workload reduced by approximately 10% for eligible R1–R2 researchers according to transparent criteria; ≥15% increase in external grant applications compared with the 2024 baseline; annual monitoring of grant submissions and success rates; research outputs and progression into PI/project-lead roles monitored. Outcome: ≥75% of participating R1–R2 researchers report improved capacity to prepare grant applications and conduct research; participants receiving methodological or research-tool support report increased confidence in applying relevant methods or tools; evidence of practical use of Center of Scientific Excellence support is collected through follow-up feedback and, where applicable, subsequent grant submissions, research outputs, or project-lead responsibilities. Results are monitored by career stage and international-researcher status where sample sizes permit meaningful interpretation and protection of anonymity. Workload adjustments under this Action will be coordinated with the institutional workload-allocation framework established under Action 3. Eligibility, applicable reductions and rules for researchers qualifying under both Actions will be defined consistently, avoiding unintended duplication or cumulative entitlements unless expressly permitted by University regulations. Beneficiaries R1–R2 researchers as primary beneficiaries; early-career PIs and prospective PIs; international early-career researchers, with support adapted where language or familiarity with national and European research-funding systems may affect access.

Proposed actions

Action 18	GAP Principle(s)	Timing (at least by year's quarter/semester)
Introducing systematic monitoring of researcher remuneration competitiveness and transparency. Establish periodic benchmarking of R1–R4 remuneration against comparable higher-education institutions and relevant labor-market benchmarks. Review transparency of salary-setting rules, supplements, project-related remuneration, incentives and awards.	(+/-) 13. WORKING CONDITIONS, FUNDING AND SALARIES	Q4 2026–Q2 2027; annually thereafter

Responsible Unit	Indicator(s) / Target(s)
Lead: HR Department; Chief Financial Officer; Rector's Office – VIZJA University.	First remuneration benchmarking report by Q2 2027; annual update thereafter; 100% of R1–R4 categories included; accessible information on remuneration principles published internally. Outcome: positive assessment ≥85% in the next comparable survey; neutral responses reduced from the 2025 baseline of 18% to ≤10%; understanding of remuneration principles monitored across career stages and among international researchers where feasible. Beneficiaries All R1–R4 researchers; international researchers, particularly where remuneration rules and comparability require clearer communication.

Proposed actions

Action 19	GAP Principle(s)	Timing (at least by year's quarter/semester)
Strengthening researcher representation and participation in University governance. Review mechanisms for R1–R4 representation in relevant consultative, advisory and decision-making structures. Establish a regular mechanism for consultation with the research community and ensure transparent information on nomination, representation and feedback mechanisms.	(+/-) 13. WORKING CONDITIONS, FUNDING AND SALARIES	Q4 2026–Q1 2027

Responsible Unit	Indicator(s) / Target(s)
Lead: Rector; Rector's Office; Research Council; HRS4R Working Group – VIZJA University. Partner/Supporting Unit: relevant bodies of the VIZJA University Science Federation (FNUV), where consultation concerns scientific governance within the Federation's competence.	Institutional review completed; at least 2 structured researcher consultations annually; transparent information on nomination/participation mechanisms published; R1–R4 and international-researcher representation reviewed in relevant bodies; positive assessment increases from the 2025 baseline of 84% to ≥90%. Outcome: ≥80% of participants in consultation processes report that they had a meaningful opportunity to contribute and received information on how researcher input was considered. Beneficiaries R1–R4 researchers, ensuring representation across career stages; international researchers.

Proposed actions

Action 20	GAP Principle(s)	Timing (at least by year's quarter/semester)
Implementing and further developing the Institutional Open Science and Open Access Framework. Building on the Institutional Openness Policy of VIZJA University adopted in June 2025, establish a coordinated implementation framework for Open Science covering Open Access to publications, research data management, Data Management Plans, repository use, FAIR-oriented research-data practices, appropriate open licensing, and practical support for researchers applying Open Science requirements in externally funded research. Develop clear institutional guidance for implementing the principle "as open as possible, as closed as necessary", including legitimate restrictions related to intellectual property, commercialization, personal-data protection, confidentiality and other legal or contractual obligations. Strengthen the role and visibility of the Open Access Coordinator and establish coordinated support involving the University Library, Research Support Office and other relevant units. Within available resources, establish transparent criteria for institutional support or co-funding of eligible Open Access publication costs. Promote appropriate broader Open Science practices, including early sharing of research outputs, reproducibility and, where relevant to the research methodology, citizen science and societal engagement. Coordinate implementation with Actions 4, 8, 10, 17 and 22.	(+/-) 3. OPEN SCIENCE (-/+) 8. SUSTAINABILITY OF RESEARCH (+/-) 16. DISSEMINATION AND EXPLOITATION OF RESULTS	Q1–Q3 2027

Responsible Unit	Indicator(s) / Target(s)
Lead: Vice-Rector for Research; University Library; Research Support Office; Chief Financial Officer – VIZJA University. Institutional Partner: VIZJA University Science Federation (FNUV), to ensure consistency with the Federation's scientific policy and research-governance framework.	Institutional Openness Policy operationalized through documented implementation procedures and guidance; responsibilities of the Open Access Coordinator and relevant support units clearly communicated; practical PL/EN guidance on Open Access, RDM, DMPs, repositories, FAIR principles, licensing and "as open as possible, as closed as necessary" available to researchers; transparent Open Access support/co-funding rules communicated; at least 4 Open Science/RDM training or support activities annually; ≥80% researcher awareness of available Open Science guidance and support; annual monitoring of eligible publications made openly accessible, repository deposits and Data Management Plans; annual Open Access/Open Science implementation report prepared in accordance with the Institutional Openness Policy and used to identify improvement measures. Outcome: ≥75% of users of Open Science/RDM support report increased ability to apply OA/RDM/FAIR requirements in practice; uptake monitored by R1–R4 and, where confidentiality permits, international/domestic researcher. Beneficiaries R1–R4 researchers; PIs; R1–R2 requiring RDM/Open Access support; researchers working on externally funded projects.

Proposed actions

Action 21	GAP Principle(s)	Timing (at least by year's quarter/semester)
Improving access to research infrastructure and streamlining research-related procurement. Map University research infrastructure and establish transparent procedures for access to laboratories, equipment and specialist facilities. Review procurement workflows for reagents, research materials, software and specialist research services to eliminate avoidable delays while maintaining legal and financial compliance.	(+/-) 13. WORKING CONDITIONS, FUNDING AND SALARIES (++) 15. CONTRACTUAL AND LEGAL OBLIGATIONS	Q4 2026–Q2 2027

Responsible Unit	Indicator(s) / Target(s)
Lead: Vice-Rector for Research; Research Support Office; Procurement/Administration Unit; Laboratory Managers – VIZJA University. Partner/Supporting Unit: VIZJA University Science Federation (FNUV), where shared research infrastructure or access arrangements apply.	Central catalog of key research infrastructure established; access procedures published for 100% of key laboratories/shared facilities; baseline median procurement time established; median processing time for eligible research purchases reduced by ≥20%. Outcome: ≥85% positive assessment of infrastructure access and administrative support; ≥75% of users report that revised access/procurement arrangements reduced avoidable barriers to research; results monitored by career stage where feasible. Beneficiaries Researchers using laboratories, equipment or specialist facilities; PIs/project teams; R1–R2 researchers who may have less established access pathways.

Proposed actions

Action 22	GAP Principle(s)	Timing (at least by year's quarter/semester)
Establishing an HRS4R monitoring, communication and Researcher Pulse Survey system. Create a permanent mechanism for monitoring Action Plan implementation and communicating progress to the research community. Maintain a KPI dashboard, conduct periodic reviews and introduce a recurring short researcher survey focusing on priority areas identified in the 2025 Internal Analysis.	(++) 1. ETHICS AND RESEARCH INTEGRITY (++) 2. FREEDOM OF SCIENTIFIC RESEARCH (+/-) 3. OPEN SCIENCE (+/-) 4. GENDER EQUALITY (++) 5. EMBRACING DIVERSITY (+/-) 6. THE RESEARCHER (++) 7. FREE CIRCULATION OF RESEARCHERS (-/+) 8. SUSTAINABILITY OF RESEARCH (++) 9. RESEARCHERS' ASSESSMENT (+/-) 10. RECRUITMENT (+/-) 11. SELECTION (+/-) 12. CAREER PROGRESSION (+/-) 13. WORKING CONDITIONS, FUNDING AND SALARIES (++) 14. STABILITY OF EMPLOYMENT (++) 15. CONTRACTUAL AND LEGAL OBLIGATIONS (+/-) 16. DISSEMINATION AND EXPLOITATION OF RESULTS (+/-) 17. VALUING DIVERSE RESEARCH CAREERS (+/-) 18. CAREER DEVELOPMENT AND ADVICE (+/-) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT (++) 20. SUPERVISION AND MENTORING	Q4 2026 onward; first pulse survey by Q2 2027

Proposed actions

	Responsible Unit	Indicator(s) / Target(s)
	Lead: HRS4R Working Group and Steering Committee of VIZJA University; Research Support Office. Institutional cooperation: designated representatives of the VIZJA University Science Federation (FNUV) for actions falling within the Federation's statutory competences.	Dashboard covers 100% of Action Plan actions and KPIs; implementation reviewed at least quarterly; at least 2 HRS4R progress communications annually; Researcher Pulse Survey conducted annually or at an agreed monitoring interval; target response rate ≥60%; baseline, target and trend recorded for each priority indicator; annual corrective-action report where targets are not met. Outcome monitoring: where methodologically appropriate and consistent with confidentiality, data are disaggregated by career stage (R1–R4) and international/domestic researcher status to identify differences in access, awareness, participation and perceived effectiveness. Subgroup results are reported only where response numbers protect anonymity and support meaningful interpretation. The HRS4R monitoring dashboard will maintain an explicit traceability link between each priority gap identified in the GAP Analysis, the corresponding Action Plan measure, the responsible unit, the implementation milestone, the evidence of completion and the relevant outcome indicator. Any material changes to scope, timing or implementation classification will be documented and reviewed for consistency across the HRS4R documents. Beneficiaries All R1–R4 researchers and international researchers as explicitly monitored beneficiary groups, subject to confidentiality and minimum subgroup-size safeguards.

Unselected principles:

The establishment of an open recruitment policy is a key element in the strategy for the implementation of the principles of the European Charter for Researchers. Please also indicate how your organisation will use the OTM-R toolkit and how you intend to implement / are implementing the principles of OTM-R. It is helpful to include a brief commentary demonstrating this implementation even if there is some overlap with the actions listed above. If this is the case, please link the OTM-R checklist with the overall action plan (max. 1000 words).*

As part of its commitment to obtaining the Human Resources Strategy for Researchers (HRS4R) certification, VIZJA University (VU) has conducted a thorough evaluation of the alignment between its internal recruitment policies and the principles outlined in the Open, Transparent, and Merit-Based Recruitment (OTM-R) framework. This analysis has demonstrated that VU already implements the majority of OTM-R principles or comparable practices in its procedures for recruiting and selecting researchers. Consequently, obtaining HRS4R certification does not require fundamental changes to the University's human resources management policies, but rather reinforces and formalizes existing standards within the broader institutional strategy.

Nevertheless, the HRS4R documentation process was a valuable opportunity to review internal procedures and make a number of valuable changes. The corrective actions were intended to strengthen the future direction of HR practices for R&D, ensuring that they aligned even more closely with OTM-R guidelines.

To support the effective implementation of the OTM-R principles, the VU has included several targeted actions in its institutional Action Plan. These include:

• Revising recruitment and internal assessment criteria to explicitly include elements such as professional mobility and non-standard career paths;

• Updating the University's specific procedures and regulations governing research activities to reflect best practices and international standards;

• Developing a dedicated R&D strategy to be integrated as a component of the University’s overall strategic framework.

This coordinated approach ensures that both the strategic vision and the operational planning of VU are fully aligned with OTM-R principles. Through these measures, the University demonstrates its ongoing commitment to fostering a transparent, inclusive, and excellence-driven research environment.

If your organisation already has a recruitment strategy which implements the principles of OTM-R, please provide the web link where this strategy can be found on your organisation's website. Multiple links must be comma-separated.

URL: https://vizja.pl/wp-content/uploads/hr-excellence-direct/OTMR_z_zalacznikami.pdf (https://vizja.pl/wp-content/uploads/hr-excellence-direct/OTMR_z_zalacznikami.pdf)

4. Implementation

General overview of the expected overall implementation process of the action plan (max. 1000 words).

VIZJA University will implement its Rector-approved HRS4R Action Plan through the existing institutional governance and research-support structures, with strategic oversight by the Steering Committee and coordination by the HRS4R Working Group. The current composition of these bodies is documented in the Process Description, including researcher participation in the Working Group across career stages and disciplines. The Steering Committee oversees strategic coherence and reviews implementation findings; the Working Group coordinates monitoring, consultations, evidence collection, and proposals for corrective action. Operational delivery remains with the lead units assigned to each action in the Action Plan, in cooperation with supporting units and, where appropriate, the VIZJA University Science Federation within its statutory competences.

The Action Plan translates the gaps identified through the Internal Analysis and institutional review into 22 actions covering recruitment, researcher assessment and development, working conditions, research integrity, Open Science, equality, participation, and monitoring. Its action-specific tables define responsible units, implementation periods, milestones, indicators, and expected outcomes. The revised completion dates recorded for delayed actions will be used rather than treating their original deadlines as current commitments.

Implementation will distinguish existing arrangements from measures requiring formal approval or operational development. For example, the Institutional Openness Policy was adopted in June 2025, while Action 20 concerns its practical implementation and monitoring; the University-wide Researcher Career Development Framework remains subject to the formalization envisaged by Action 11. The HR Policy revision under Action 2 will provide the overarching institutional HR framework for researchers, linked to the recruitment provisions under Actions 5 and 16.

Action 22 provides the cross-cutting monitoring mechanism: a dashboard covering all Action Plan actions and KPIs, implementation reviews at least quarterly, at least two progress communications annually, an annual or otherwise agreed Researcher Pulse Survey, and an annual corrective-action report where targets are missed. Action 19 establishes at least two structured researcher consultations annually. Findings will be considered by the Working Group and Steering Committee and communicated to responsible units, with significant risks escalated when identified.

Monitoring will compare actual delivery and supporting evidence with the Action Plan's stated milestones and targets. The annual implementation summary will be submitted to the Steering Committee and Vice-Rector for Science. This approach links institutional accountability, meaningful researcher participation, and documented evidence of both completed measures and their effects, while supporting preparation for the next HRS4R assessment.

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

Note: Click on each question of the checklist to open the editor.

How will the implementation committee and/or steering group regularly oversee progress?*

Detailed description and justification (max. 500 words)

The Steering Committee will provide strategic oversight of Action Plan implementation, supported by the HRS4R Working Group and the lead units responsible for individual actions. Their current membership and roles are set out in the Process Description; the Working Group includes researchers from different disciplines and career stages as well as administrative representatives. The Steering Committee's role in reviewing and validating the Gap Analysis and Action Plan provides the foundation for its continuing oversight.

In accordance with Action 22, implementation will be reviewed at least quarterly through an HRS4R dashboard covering 100% of actions and KPIs. Responsible units will provide evidence against the relevant milestones and indicators, enabling the Working Group to identify completed deliverables, pending approvals, delays, and emerging risks. The Working Group will consolidate findings for consideration by the Steering Committee, which will review material deviations and recommend or refer corrective measures to the units or institutional authorities with the relevant decision-making powers. Significant problems need not await the next routine review.

Action 22 also provides for at least two progress communications to the research community annually and an annual corrective-action report where targets are missed. An annual implementation summary will be presented to the Steering Committee and Vice-Rector for Science. Monitoring will respect any additional, action-specific reporting cycles explicitly prescribed by the Action Plan, rather than imposing new reporting frequencies across unrelated areas.

The oversight process will record the link between each priority gap, the corresponding action, its owner, milestone, evidence of completion, and outcome indicator. Material changes to implementation scope, timing, or classification will be documented and checked for consistency across the HRS4R documentation.

How do you intend to involve the research community, your main stakeholders, in the implementation process?*

Detailed description and justification (max. 500 words)

Researchers have contributed to the initial HRS4R process through the University-wide survey undertaken in May 2025, consultations, and the work of the HRS4R governance bodies. The Internal Analysis reports a target population of 153 researchers and a 79% participation rate in the survey. These findings describe researchers' experiences and perceptions; they are not treated as stand-alone evidence of formal institutional compliance. The Process Description also records consultations with academic and administrative stakeholders and researcher membership of the Working Group.

During implementation, participation will combine direct representation, structured consultation, and feedback on the accessibility and effectiveness of specific measures. The Working Group includes researchers from different disciplines and career stages. Under Action 19, the University will organize at least two structured researcher consultations annually, review R1–R4 and international-researcher representation in relevant bodies, and communicate how input has been considered. The action also targets meaningful participation rather than attendance alone.

Action 22 will introduce a recurring Researcher Pulse Survey, first scheduled by Q2 2027, annually or at another agreed monitoring interval. Its findings will be compared with the 2025 baseline where measures are comparable. The target response rate is at least 60%. Where sample sizes permit, findings will be reviewed by career stage and international/domestic researcher status while protecting anonymity. At least two HRS4R progress communications annually will inform researchers of implementation developments.

Additional action-specific feedback, including candidate experience, training usefulness, mentoring, research-support services, and Open Science guidance, will help assess whether institutional measures are practically accessible and effective. The Working Group and responsible units will use this evidence to identify improvements and, where appropriate, propose documented corrective actions.

How do you proceed with the alignment of organisational policies with the HR Excellence in Research award process? Make sure it is recognised in the organisation’s research strategy as the overarching HR policy.*

Detailed description and justification (max. 500 words)

The University is aligning researcher-related policies and procedures with the European Charter for Researchers through the Rector-approved HRS4R Action Plan and the institutional responsibilities assigned within it. The current University strategy covers the period ending in 2026. HRS4R will be formally recognized as the overarching HR policy for researchers in the University’s next strategy. As that strategy has not yet been adopted, this recognition is a planned commitment rather than an accomplished institutional decision.

Action 2 provides the principal route to institutional alignment. It calls for a comprehensive review and formal approval of the revised University HR Policy, covering researcher recognition, recruitment, assessment, career development, promotion, equality, mobility, remuneration, work-life balance, complaints, professional development, and support for international researchers. The revised HR Policy is intended to provide the overarching institutional HR framework, with essential regulations and procedures available in Polish and English through a central repository. Its revised completion date is Q3 2027.

The policy review will be coordinated with the specific measures in the Action Plan. Actions 1, 5, and 16 address recruitment and OTM-R practice; Action 11 addresses the formalization of an R1–R4 Researcher Career Development Framework; Action 6 addresses mediation; and Action 18 addresses remuneration transparency. The Institutional Openness Policy adopted in June 2025 already provides the regulatory basis for Open Science; Action 20 concerns operational guidance, support, and monitoring rather than drafting a policy from scratch.

The Steering Committee will review the coherence of HRS4R implementation with the University's research-governance and strategic-planning arrangements. Any formal recognition of HRS4R within a University strategy will require the appropriate institutional approval and will be described as completed only once documented. The Action 22 dashboard will track the approval status, delivery milestones, and evidence supporting these changes.

How will you ensure that the proposed actions are implemented?*

Detailed description and justification (max. 500 words)

Implementation responsibility is assigned at action level in the approved Action Plan. Each of its 22 measures identifies lead units, supporting partners where relevant, timing, and measurable targets or expected outcomes. This structure enables the University to connect the HRS4R commitments with the operational responsibilities of its Rector's Office, HR Department, research-support structures, academic units, and other designated bodies.

The Working Group will coordinate implementation monitoring, while the Steering Committee provides strategic oversight. Under Action 22, the monitoring dashboard will cover all actions and KPIs and maintain traceability between identified gaps, planned measures, responsible units, milestones, completion evidence, and outcomes. Reviews will occur at least quarterly, as expressly required by that action. Action-specific monitoring and annual reporting requirements will be followed where stipulated; no additional universal reporting cycle is assumed.

The University will distinguish documentary completion from effective implementation. Adoption of a revised policy, publication of bilingual guidance, or launch of a service will be verified through the corresponding institutional record. The effectiveness of these measures will be assessed through the outcome indicators defined in the Action Plan, including accessibility, participation, understanding, user experience, and practical benefit.

When milestones or targets are missed, the Working Group will document the issue, seek input from the responsible unit, and refer material corrective proposals to the Steering Committee and competent authorities. Action 22 provides for an annual corrective-action report where targets are not met. The annual implementation summary will be submitted to the Steering Committee and Vice-Rector for Science. This combination of assigned ownership, evidence-based monitoring, and review is intended to sustain implementation beyond the preparation of the HRS4R application.

How will you monitor progress (timeline)?*

Detailed description and justification (max. 500 words)

Progress will be monitored against the action-specific implementation periods, revised completion dates, and milestones recorded in the approved Action Plan. The original target dates of delayed actions will not be presented as current deadlines where the plan specifies revised dates. Responsible units will supply evidence of progress, including formal approvals, published procedures, training records, consultation documentation, or service-delivery records as appropriate to the action.

Action 22 establishes the cross-cutting timeline-monitoring mechanism from Q4 2026 onward. Its dashboard will cover 100% of Action Plan actions and KPIs, with implementation reviewed at least quarterly. For each action, the monitoring record will identify the relevant gap, responsible unit, milestone, current status, evidence of completion, and outcome indicator. Material changes to scope or timing will be documented and checked for consistency across the HRS4R documents.

Specific schedules in the Action Plan will also be respected. For example, Action 19 provides for at least two structured researcher consultations annually; Action 22 schedules the first Researcher Pulse Survey by Q2 2027 and at least two progress communications annually. Action 20 provides for annual Open Science implementation reporting under the existing Institutional Openness Policy. Other activities will follow their own stated completion and reporting requirements.

Delays and risks will be reviewed with the responsible units, and corrective measures will be proposed through the Working Group and Steering Committee. The annual corrective-action report envisaged by Action 22 will document missed targets and responses. The annual implementation summary will be presented to the Steering Committee and Vice-Rector for Science. The monitoring approach will avoid imposing additional quarterly or semiannual reporting obligations on areas for which the Action Plan does not prescribe them.

How will you measure progress (indicators) in view of the next assessment?*

Detailed description and justification (max. 500 words)

The next HRS4R assessment will be supported by the indicators, targets, and expected outcomes specified for each of the 22 actions in the approved Action Plan. Action 22 requires a dashboard covering 100% of actions and KPIs, with a traceable link from each priority gap to the relevant measure, owner, milestone, completion evidence, and outcome indicator. Baseline, target, and trend will be recorded for each priority indicator.

Progress will be assessed at two levels. Output evidence will show whether a measure has been formally adopted or delivered, such as an approved policy, bilingual vacancy template, training program, consultation mechanism, or published guidance. Outcome evidence will show whether researchers and other beneficiaries experience improved access, clarity, participation, confidence, or support. The distinction will prevent procedural completion from being mistaken for demonstrated effectiveness.

Examples of the plan's targets include complete dashboard coverage under Action 22; at least two structured researcher consultations annually under Action 19; at least two HRS4R progress communications annually; and a Researcher Pulse Survey with a target response rate of at least 60%. Other measures have action-specific thresholds for training completion, candidate perceptions, accessibility, and researcher satisfaction, which will be assessed against their stated definitions and relevant baselines.

The May 2025 Internal Analysis provides a diagnostic baseline for comparable perception measures but does not itself prove compliance with the Charter. The Pulse Survey, first planned by Q2 2027, and other action-specific evaluations will support follow-up assessment. Where feasible and methodologically sound, results will be examined by R1–R4 career stage and international/domestic researcher status, with safeguards for confidentiality and meaningful subgroup interpretation.

The Working Group will review evidence at least quarterly under Action 22, with findings available to the Steering Committee. Missed targets will be documented in the annual corrective-action report, and an annual implementation summary will be submitted to the Steering Committee and Vice-Rector for Science.

Additional remarks/comments about the proposed implementation process (max. 1000 words)

The HRS4R process is being implemented as a coordinated institutional undertaking rather than as a documentation exercise. The Process Description records the establishment of the Steering Committee and Working Group, their roles in preparing and validating the initial HRS4R documentation, and the involvement of academic and administrative stakeholders. Their current composition, revised in September 2026, includes researchers in the Working Group across disciplines and career stages.

The Internal Analysis combined the May 2025 researcher survey with institutional evidence and consultations. It distinguishes perceived strengths and weaknesses from verified policy and implementation gaps. The approved Action Plan responds through 22 measures, each with designated responsibilities, implementation periods, and indicators. The University will continue to distinguish existing arrangements from planned changes: for example, the Institutional Openness Policy is already adopted, while its coordinated implementation is developed under Action 20; researcher career-development support exists, while the consolidated R1–R4 framework requires further formalization under Action 11.

The Working Group and Steering Committee will use the monitoring and participation mechanisms defined by Actions 19 and 22 to review implementation, consult researchers, communicate progress, and identify corrective measures. The revised HR Policy under Action 2 is intended to consolidate the institutional HR framework for researchers. Formal recognition of HRS4R as the overarching HR policy in an approved research strategy has not yet occurred and will not be claimed prematurely.

The University's objective is to demonstrate progress through auditable evidence and outcomes relevant to researchers, while preserving consistency among the Internal Analysis, Process Description, Action Plan, and subsequent implementation records.