

**Human Resources Strategy for
implementation of the European Charter
for Researchers
and the Code for the Recruitment of Researchers
and Action Plan 2026-2028**

Lublin University of Technology

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1. Introduction

The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers are the main documents that set out good practice in the recruitment and employment of researchers in academic universities and research institutes.

The European Charter for Researchers contains rights and obligations to which researchers, their employing institutions, and research funding organizations are subject. These concern, among other things, the creation of appropriate working conditions, the facilitation of research career development (including research mentorship for young researchers), and the expansion of research mobility. *The Code of Conduct for the Recruitment of Researchers* describes the principles for the recruitment of researchers, compliance which ensures equal treatment of all researchers, transparency, information on competition procedures, as well as non-discrimination (e.g., views, age, background, gender, or language, etc.). The Code also states the opportunities for professional development at all career stages and discusses the recruitment process.

Taking into consideration the benefits of practical usage of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers rules, the European Commission recognizes the institutions that have implemented the principles expressed in these documents by entitling them to use the 'HR Excellence in Research' award.

Human Resources Strategy implementation is the process of linking the human resource function with the strategic objectives of the University to improve performance in all educational and research areas. Adopting the HR strategy that is concerned with the University's larger mission and goals has multiple advantages and benefits for all of us participating in the European and international scientific success.

In 2017, the European Commission awarded the Lublin University of Technology the distinction of HR Excellence in Research.

The 2020 Interim Assessment carried out by representatives of the European Commission confirmed that the Lublin University of Technology strongly endeavors the implementation of the principles stated in the Charter and the Code.

In 2023, the internal review summarizing the implementation of the HRS4Excellence Strategy for the period 2020–2023 and the action plan for 2023–2026 was submitted to the European Commission, which was formally approved, confirming that the file is compliant with the rules detailed in the HRS4R guidelines and ready for assessment by independent peer reviewers.

In December 2023, the new **Council** Recommendation on a European framework to attract and retain research, innovation, and entrepreneurial talents in Europe and the new Charter for Researchers was published; therefore, LUT, implementing the Action Plan prepared in June 2023, started preparation to transfer activities into the new Charter.

The action planned in this strategy shall ensure that the process is continued, enabling further development of Lublin University of Technology.

2. LUT's structure and general information

Lublin University of Technology (LUT) was established in 1953 and with about 6800 students (graduated, post-graduated and doctoral, including 716 international) and over 1,300 staff and faculty (including 597 researchers, of which 43 is full professors), is the middle size Polish university, but the largest technological university in the South-East region and has been a major education center and an advisory unit in the city of Lublin and the region for seven decades. As the hub of technical science, its value and rank are systematically growing. The university actively participates in social and economic life, thus playing an important role in integrating and creating culture. Its scientific and educational activities significantly contribute to the development of the region.

LUT maintains close partnerships with institutions and scientific communities in Poland and all over the world (over 240 bilateral agreements), which is the framework for joint research projects, coupled with visitations and accompanying lectures, internships, and conferences.

At present, there are six Faculties at the Lublin University of Technology:

1. Mechanical Engineering,
2. Electrical Engineering and Computer Science,
3. Civil Engineering and Architecture,
4. Environmental Engineering and Energy,
5. Management,
6. Mathematics and Information Technology,

and twelve interfaculty units:

1. Foreign Languages Department,
2. Physical Education and Sport Department,
3. Centre of Scientific and Technical Information,
4. IT Centre,
5. Centre for Innovation and Technology Transfer,
6. Patent Attorneys Office,
7. LUT's Projects Office,
8. Scientific Research and International Cooperation Office,
9. Office of International Education,
10. LUT's Career Office,
11. Communications and Marketing Centre,
12. LUT Doctoral School.

The executive functions of the university are carried out by the University Senate and the Rector. The University Senate determines the rules by which the university is to be governed, establishes graduation requirements, chooses the fields and direction of scientific research, and also makes decisions on the university's development and services. The Senate is chaired by the Rector. The faculties are led by the Deans.

Several committees have been established by the Senate and Rector to help in legal duties, such as education, research, career development, finances, and university development.

The Rector established the Committee on Scientific Conduct and Ethics, with several special representatives, such as:

Rector's representative for equality,
Rector's representative for industry 4.0 and 5.0,
Rector's representative for IT security,
Rector's representative for social responsibility,
Rector's representative for the project development,
Rector's representative for internationalization,
Rector's representative for open access,
Rector's representative for the evaluation of research units,
Rector's representative for the POL-on system,
Rector's representative for educational quality,
Rector's representative for persons with disabilities,
Rector's representative for the protection of classified information,
Rector's representative for certification and accreditation.

The present and constantly evolving system of organizing and managing scientific research is oriented towards creating optimal conditions for conducting research and the development of faculty members.

Research at LUT is performed within the 7 disciplines:

1. Mechanical Engineering,
2. Automation, Electronics, Electrical Engineering and Space Technologies,
3. Technical Informatics and Telecommunications,
4. Environmental Engineering, Mining and Power Engineering,
5. Management and Quality Sciences,
6. Architecture and Urban Planning,
7. Civil Engineering, Geodesy and Transport.

Two of these achieved the highest rank in evaluation performed in 2023 by state bodies (A+), three achieved category A, and one – B+, which means all of them have the authority to issue a doctor's degree.

All Disciplines are organized into one multidisciplinary Doctoral School.

In the year 2025, employees of the Lublin University of Technology carried out 32 research projects worth nearly 13 million PLN. Our scientists published a total of 775 original scientific papers in 2025, and the number of citations in 2025 of the entire scientific output from the Scopus database was 18 600.

Faculty members are appointed as specific experts for the authority levels, boards, and public opinion bodies.

The university's staff and students have helped to establish its reputation as one of the best and most popular in the region. It has an excellent academic reputation, which is reflected in the successful employment record of its graduates.

LUT achieved 1st place in the country in terms of the number of patents granted by the Patent Office of the Republic of Poland patents for inventions and protection rights for utility models. Employees of the Lublin University of Technology received a total of 115 decisions on patent granting in 2025.

LUT's TOP 2% in ranking compiled from Stanford University and the publishing house Elsevier and SciTech Strategies, states an assessment of scientific careers. There are 23 employees of Lublin University of Technology among 200,000 nominees in 2025, representatives of Mechanical Engineering, Construction and Architecture, and Management (field: research achievements in 2021).

Lublin University of Technology strives to be an innovative research university with an established international position. Its strategic goals for the years 2025-2032 correspond to the principles of the European Charter for Researchers.

These goals include: (I) increasing the degree of internationalization of its academic staff and doctoral candidates enrolled at the LUT doctoral school by supporting research teams comprising both researchers with an established international reputation as well as those at the beginning of their career paths. This objective is achieved by quality-enhancing programmes comprising travel, conference and internship grants; (II) enhancing the significance of interdisciplinary research by developing collaboration between disciplines and fields of science at the Lublin University of Technology; (III) developing systematic support for creators of groundbreaking know-how, inventions filed with foreign patent offices, and founders of technology companies (such as spin-offs and spin-outs); (IV) active cooperation and integration of all staff, PhD students and undergraduates through the implementation of onboarding and mentoring programmes as well as Individual Career Development Plans. The university aims to be a welcoming and comfortable working environment, equipped with the modern infrastructure necessary to carry out its tasks, and to create a system of incentives and support for young researchers as they build their academic careers, as well as an environment that promotes a healthy work-life balance.

The implementation of actions envisioned in *the HR Strategy for Researchers* should contribute towards the achievement of these goals, improvement of the quality of the work environment, and research conducted at the university.

3. Implementation TIMELINE

Lublin University of Technology officially started implementing the principles of the *European Charter for Researchers* and *The Code of Conduct for the Recruitment of Researcher* by signing the *declaration of commitment* in September 2015.

Stage I – preparatory

September 2015 – declaration in favor of the rules of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers was signed by the Rector of Lublin University of Technology

November 2015 - appointment of the Team for the Implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers at the Lublin University of Technology (Rector's Ordinance No. 66/2015)

January 2016 – June 2016 GAP Analysis and review and adaptation of internal regulations

September 2016 – February 2017 development of HR Strategy and Action Plan for 2016-2022. **March 2017** – HR Strategy sent to EC

18 July 2017 - European Commission awards Lublin University of Technology the HR Excellence in Research logo

Stage II - implementation of 2016-2022

October 2017 - extension of the activities of the LUT's European Charter Team (Rector's Ordinance No. 43/2017), implementation activities undertaken

January 2018 - implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers at the LUT (Ordinance No. 1/2018)

November 2018 - introduction of the OTM-R policy, the process of the research recruitment and research and teaching staff in the competitive procedure at the Lublin University of Technology according to the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers principles (Rector's Ordinance No. R-53/2018), and implementation of the Guide defining the principles and procedures for recruitment

May 2019 –December 2019 - Internal self-evaluation

April 2020 - Internal Review Report and OTM-R (Open, Transparent and Merit-based Recruitment of Researchers at the LUT) submitted to EC (Euraxess)

Stage III - renewal phase

August 2020 - approval of Internal Review Report and OTM-R by the EURAXESS Rights Team of the European Commission

December 2020 - renewal of the activities of the LUT's European Charter Team (Rector's Ordinance No. 108/2020)

December 2021 - update of the Guide to the procedure for recruitment of research as well as research and teaching staff carried out in a competitive procedure at the Lublin University of Technology (Rector's Ordinance No. R-133/2021)

November 2022 - implementation of the Gender Equality Plan at the Lublin University of Technology (Rector Ordinance No. R-96/2022) and appointment of the Rector's Representative for Equality and the Team for implementation and monitoring of the Gender Equality Plan for the Lublin University of Technology (Rector's Ordinance No. R-97/2022)

March 2023 - introduction of the Career Development Strategy for research as well as research and teaching staff of the Lublin University of Technology (Rector's Ordinance No. R-18/2023)

June 2023 – presentation of the updated HR Strategy to the Senate

July 2023 – Report submission to the European Commission - internal review summarizing the implementation of the HRS4Excellence Strategy for the period 2020–2023 and the action plan for 2023–2026

August 2023 – Formal approval of the report (administrative eligibility check of internal review, confirmation that the file is **compliant** with the rules detailed in the HRS4R guidelines, and ready for assessment by independent peer reviewers

December 2023 - Council Recommendation on a European framework to attract and retain research, innovation, and entrepreneurial talents in Europe and a new Charter for Researchers published

May 2026 – representatives of the European Commission visited LUT to assess the process of HR Excellence in research (Site-Visit)

June 2026 – HR Award Renewal EC consensus outcome

August 2026 - submission of Internal Review for Renewal Assessment and new Action Plan 2026-2028, based on 20 points of the New Charter for Researchers and recommendations from assessors.

4. ACTION PLAN for 2026-2028

4.1. Preparation process

Plan was prepared by the Charter Implementation Panel appointed by the rector and comprises scientists from each faculty and representing various groups of researchers (from professors to doctoral students), as well as staff from the HR Department.

The members of the Panel have been overseeing the implementation progress following the adopted HR strategy since 2017 and university operating rules, as well as recommending changes to the documents in the event of new legislation.

The activity of the Implementation Panel is supervised by a Steering Committee, gathering representatives of university authorities, which oversees the entire implementation and development process.

The university's organizational units are obligated to support the HR implementation Panel's activities in this regard.

Annual Questionnaires referring to principle of the Charter within the research community help to control the progress of implementation, as well as check the support of the university research community.

In December 2023, the new Charter was accepted by Parliament, but according to the EC instructions, LUT continued the implementation of the plan based on 40 principles till 2025. The preparations for the development of the Action Plan for 2026-2028, based on the new Charter and 20 principles, began at the end of 2025.

The Panel for implementation of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers at the Lublin University of Technology started to analyze the questionnaire outcomes, review of updated University regulations, the results of competitions for the recruitment of researchers, data from university disciplinary committees, data on compliance with personal data protection and intellectual property protection, data on staff mobility and competence development. An additional source of information was the University's annual review of the researchers' career development, accomplishments, and international mobility, which was prepared each March and presented to the Senate.

A series of consultations were held, not only among those appointed to work on HR Excellence in Research, but also during the meetings of the discipline councils, to ensure that the actions were inclusive and covered the broadest group of researchers.

In May 2026, after assessors' site visit and assessment, we received recommendations, so in the current plan, all mandatory recommendations are included, and the new Action Plan for years 2026-2028 has been finalized. All actions in the current version of the plan refer to both Charters – released in 2005 and new one, published in 2023.

The actions set down in the plan are aligned with the goals of the *Excellence Initiative - Research University* program, which is intended to improve the quality of research, and the Lublin University

of Technology is applying. All initiatives and Actions are in line with the university's mission and vision formulated in the Strategy of Lublin University of Technology.

4.2. LUT's Policy to implement Human Resources Strategy

Implementation of Human Resources Strategy at LUT should concentrate on four main aspects:

- monitoring the already adopted procedures and practices,
- improving the already existing procedures and practices,
- introducing new actions, which result from evaluation of existing procedures and university plan for future development,
- improving the involvement of research community in the implementation process.

The initial strategy, prepared in 2016 focused on 10 actions, resulting from GAP analysis. Those Actions were monitored and updated in the following years but are considered completed at this moment.

Based on the outcomes of regular monitoring implementation process, improvements in OTM-R policy were introduced and monitored. Gender Equivalent Policy was implemented. Career Development Strategy document was developed and implemented by University Senate.

Continuing monitoring and evaluation of the university practices and procedures, current development of Charter implementation at LUT, as well as new ideas included in the new Charter published in 2023 showed the need to implement 12 new actions (and number of sub-actions).

4.2.1. Actions to be implemented in 2026-2028

No	Action	Charter 2005 Principle	Charter 2023 Principle
Charter 2005 – Ethical and professional aspects/Charter 2023 –Ethics, Integrity, Gender and Open Science			
1	Promoting research ethics among researchers and doctoral students	2. Ethical principles	I.1. Ethics & research integrity
2	Developing the University's system for sharing publications and research results	8. Dissemination & Exploitation of Results	I.3. Open science; III.16 Dissemination & Exploitation of Results
3	Taking steps to improve promotion opportunities for women	27. Gender balance	I.4 Gender Equality
4	Improving quality and accessibility of information about LUT to attract researchers from outside the region, including foreigners	15. Transparency (Code)	I.5. Embracing Diversity
5	Supporting the mobility of researchers and doctoral students & international networking	29. Value of mobility	I.5. Embracing Diversity I.7. Free Circulation of Researchers
Charter 2005 – Recruitment and section (Code)/Charter 2023 – Researcher's Assessment, Recruitment and Progression			
6	Developing a new quality-based evaluation system for researchers	11. Evaluation and appraisal system	II.1. Researcher's Assessment
7	Updating OTM-R procedures	14. Selection (code)	II.2. Recruitment II.3. Selection
8	Implementation of a coherent academic career development model	28. Career development	II.2. Career Progression IV.1. Valuing Diverse Research Careers
Charter 2005- Working conditions/Charter 2023 – Working Conditions and Practices			
9	Improving information policy regarding funding opportunities and research availability	24. Working conditions 26. Funding & salaries	III.1. Working Conditions, Funding & Salaries
10	Promotion of academic entrepreneurship and intellectual property rights	5. Contractual & legal obligations	III.3. Contractual & Legal Obligations
Charter 2005 – Training and development/Charter 2023 – Research Careers and Talent Development			
11	Implementation of a support system for young researchers within the academic career development model,	28. Career development	II. Career Progression IV.4. Supervision & Mentoring
12	Launching a competency development program for the research and teaching staff	39. Access to research training and continuous development	IV.5. Continuous Professional Development

4.2.2. ACTION PLAN for 2026-2028 - actions, activities and indicators

Action 1: Promoting research ethics among researchers and doctoral students

Activities to be carried out within this action:

1.1. Preparation of training materials for doctoral students and early-career researchers (R1/R2) on academic ethics and career development

Responsible unit: Vice-Rector for Science

Implementing units: Director of Doctoral School; Head of Departments

Indicators/targets: number of materials prepared, number of people trained

Planned implementation timeframe: Q3 2027

Action 2: Developing the University's system for sharing publications and research results

Activities to be carried out within this action:

2.1 Development/Creation of an internal repository for published manuscripts and those under embargo

Responsible unit: Centre of Scientific and Technical Information

Implementing units: Centre of Scientific and Technical Information

Indicators/targets: number of new items in the repository

Planned implementation timeframe: Q4 2027

2.2. Training on Open Access, Open Data, and research data management Information campaigns (e.g., newsletters, websites, webinars) on the benefits of Open Science

Responsible unit: Centre of Scientific and Technical Information

Implementing units: Centre of Scientific and Technical Information

Indicators /targets: number of information campaigns

Planned implementation timeframe: Q4 2027

Action 3: Taking steps to improve promotion opportunities for women

Activities to be carried out within this action:

3.1. Preparing a report on barriers (survey among staff and supervisors) to career advancement—particularly from R2 to R3—including a comparison of career paths for women and men at LUT

Responsible unit: GEP Implementation Team

Implementing units: GEP Implementation Team

Indicators /targets: diagnosis report

Planned implementation timeframe: Q2 2027

3.2. Preparing information campaign to promote achievements of female researchers ("Politechnika jest Kobietą" – University of Technology is a woman) – campaign to inspire females to study engineering and focus on research carrier.

Responsible unit: Rector's representative for equality

Implementing units: Rector's representative for equality, Communications and Marketing Centre, deans

Indicators /targets: number of posts

Planned implementation timeframe: Q3 2026 – 2028

3.3. *Supplementing annual research activity reports with gender breakdown of researchers employed, promoted, receiving grants, participating in mobility projects etc.*

Responsible unit: Vice-Rector for Science

Implementing units: Scientific Research and International Cooperation Office, LUT's Projects Office

Indicators/targets: number of promotions for women and men (Ph.D., habilitation, full professor, project coordinators, mobility)

Planned implementation timeframe: Q3 2027 - 2028

Action 4: Improving quality and accessibility of information about LUT to attract researchers from outside the region, including foreigners

Activities to be carried out within this action:

4.1. *Updating the English version of the University's website and its continuous monitoring*

Responsible unit: Communications and Marketing Centre

Implementing units: Communications and Marketing Centre, Office of International Education, head of departments

Indicators/targets: updated website/ number of website updates per year

Planned implementation timeframe: Q4 2026 - 2028

4.2. *Expanding and updating the "Welcome Point" tab with information useful for newly hired researchers*

Responsible unit: Office of International Education, HR Department

Implementing units: Office of International Education,

Indicators/targets: updated website/ number of website updates per year

Planned implementation timeframe: Q1 2027 - 2028

4.3. *Preparing information summaries for candidates and newly hired employees in English*

Responsible unit: HR Department

Implementing units: HR Department

Indicators/targets: number of international candidates

Planned implementation timeframe: Q4 2026 - 2028

Action 5: Supporting the mobility of researchers and doctoral students & international networking

Activities to be carried out within this action:

5.1. *Supporting publications by international teams (co-founded as open access)*

Responsible unit: Vice-Rector for Science

Implementing units: Scientific Research and International Cooperation Office, LUT's Projects Office,

Indicators /targets: number of publications in international teams

Planned implementation timeframe: Q3 2027 - 2028

5.2. *Supporting industrial internships (helping young researchers obtain professional qualifications—diverse career paths—recognition of academia-industry mobility)*

Responsible unit: Vice-Rector for Science

Implementing units: Scientific Research and International Cooperation Office, LUT's Projects Office

Indicators /targets: number of internships

Planned implementation timeframe: Q3 2027 - 2028

5.3. Developing a grant program for outstanding research teams led by R3/R4 researchers—aimed at increasing the internationalization of scientific research. (The program's goal is to strengthen R3/R4 collaboration through the development of international partnerships, an increase in the number of joint projects and publications, and greater participation in prestigious research programs)

Responsible unit: Vice-Rector for Science

Implementing units: Scientific Research and International Cooperation Office, LUT's Projects Office

Indicators /targets: number of grants

Planned implementation timeframe: Q4 2027

5.4. Continuation of the "Building Bridges" Program—a program of short-term visits by distinguished scientists (The goal is to strengthen international collaboration among R2, R3, and R4 researchers through short-term visits by distinguished scientists, initiate joint research, publications, and projects, and development of global collaboration networks)

Responsible unit: Vice- Rector for Science

Implementing units: LUT's Projects Office

Indicators /targets: number of visits by researchers from abroad

Planned implementation timeframe: Q1 2027 – 2028

5.5. Including data on mobility and internships, broken down by gender (F/M) and seniority (R1/R2/R3/R4), in the reports of the Vice-Rector for Science

Responsible unit: Vice-Rector for Science

Implementing units: Scientific Research and International Cooperation Office, GEP Implementation Team

Indicators /targets: number of internships

Planned implementation timeframe: Q1 2027 – 2028

Action 6: Developing a new quality-based evaluation system for researchers

Activities to be carried out within this action:

6.1. Incorporation of new criteria and evaluation forms for researchers into the new HR policy being developed for the entire LUT. The reform will be consistent with the principles of the European CoARA coalition and the DORA declaration.

Responsible unit: Rector

Implementing units: Rector

Indicators /targets: Rector's ordinance with new criteria and evaluation forms

Planned implementation timeframe: Q4 2027

Action 7: Updating OTM-R procedures

Updating recruitment procedure by the following activities: :

7.1. Introducing procedures to avoid conflicts of interest and an anti-discrimination policy

Responsible unit: Charter Implementation Panel

Implementing units: HR Department

Indicators /targets: new procedure ready (incl. COI declaration template)

Planned implementation timeframe: Q4 2026

7.2. Preparation of training materials for potential members of Selection Committees (vs. conflict of interest, bias, discrimination, merit-based assessment)

Responsible unit: Charter Implementation Panel

Implementing units: Heads of Departments

Indicators /targets: training materials ready/ number of committee members trained

Planned implementation timeframe: Q4 2026 - 2028

7.3. Recommendations for job postings, including, where possible, not requiring knowledge of Polish when recruiting new employees

Responsible unit: Charter Implementation Panel

Implementing units: Heads of Departments

Indicators /targets: number of research positions opened

Planned implementation timeframe: Q4 2026 - 2028

Action 8: Implementation of a coherent academic career development model

Activities to be carried out within this action:

8.1. Process Analysis – Timing - “LUT Career Compass”- the system will integrate currently disparate tools: Individual Career Development Plans (IPRK), HRS4R initiatives, and programs under the “Lublin University of Technology – Scientific Excellence” strategy.

Responsible unit: Rector

Implementing units: HR Department, heads of departments

Indicators /targets: Rector’s ordinance / system implemented

Planned implementation timeframe: Q3 2027

8.2. Implementation of a coherent academic career development model covering all stages of the career path for academic and research-teaching staff. This initiative involves a comprehensive reform of the periodic evaluation system for academic faculty and the rules for promotion, transforming the evaluation from a formal tally of points, functions, and indicators into a tool for professional development. The reform will be consistent with the principles of the European CoARA coalition and the DORA declaration.

Responsible unit: Rector

Implementing units: HR Department, heads of departments

Indicators /targets: draft of new evaluation guideline

Planned implementation timeframe: Q3 2027

Action 9: Improving information policy with regard to funding opportunities and research availability

Activities to be carried out within this action:

9.1 Conducting periodic surveys of researchers’ needs regarding working conditions, access to infrastructure, and opportunities for professional development

Responsible unit: Vice-Rector for Digitalization and Commercialization

Implementing units: Centre for Innovation and Technology Transfer

Indicators /targets: survey reports

Planned implementation timeframe: Q1 2027 - 2028

9.2. Providing a new supporting system for (early-career) researchers seeking pathways to carry out their research

Responsible unit: Rector

Implementing units: Rector’s office

Indicators /targets: Internal guidelines regarding the professional advancement of research and research-teaching staff developed

Planned implementation timeframe: Q2 2027

9.3. Development of tool for navigating internal regulations and procedures

Responsible unit: Vice-Rector for Digitalization and Commercialization

Implementing units: IT Department

Indicators /targets: tool released

Planned implementation timeframe: Q2 2027

Action 10: Promotion of academic entrepreneurship and intellectual property rights

Activity to be carried out within this action:

10.1. Organizing training sessions on intellectual property, data protection, confidentiality, and project responsibilities

Responsible unit: Vice-Rector for Digitalization and Commercialization

Implementing units: Centre for Innovation and Technology Transfer, Patent Attorney Office

Indicators /targets: number of training sessions

Planned implementation timeframe: Q4 2027 - 2028

Action 11: Implementation of a support system for young researchers within the academic career development model

Activities to be carried out within this action:

11.1. Development and Implementation of the PL R1-R2 Young Researchers Development Strategy

Responsible unit: Vice-Rector for Science

Implementing units: HR Department, Heads of Department, Director of Doctoral School

Indicators /targets: strategy document published

Planned implementation timeframe: Q4 2026

11.2. Development of a scientific mentoring program ("LUT Mentor") in collaboration with the Mentor Academy, which prepares experienced staff for the role of mentors through a series of training sessions

Responsible unit: Vice-Rector for Science

Implementing units: Heads of Research Discipline Board

Indicators /targets: number of mentees, number of mentors

Planned implementation timeframe: Q1 2027 – 2028

11.3. Introduction of the Buddy-Mentors system—welcoming new researchers by senior colleagues

Responsible unit: Rector

Implementing units: Heads of Departments

Indicators /targets: number of mentees, number of mentors

Planned implementation timeframe: Q1 2027 – 2028

Action 12: Launching a competency development program for the research and teaching staff

Activities to be carried out within this action:

12.1. "LUT Researcher Academy"—launch of a permanent competency development program for LUT research and research-teaching staff, integrating training projects carried out at LUT

Responsible unit: Rector

Implementing units: HR Department, Scientific Research and International Cooperation Office

Indicators /targets: Launch of the Academy

Planned implementation timeframe: Q4 2027

12.2. English language training

Responsible unit: Foreign Languages Department

Implementing units: Foreign Languages Department

Indicators /targets: number of trainees

Planned implementation timeframe: Q1 2027 – 2028

12.3. Polish language training for foreigners

Responsible unit: Foreign Languages Department

Implementing units: Foreign Languages Department

Indicators /targets: number of trainees

Planned implementation timeframe: Q1 2027 - 2028

5. GANTT chart

Action	Activity	2026		2027				2028			
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
A.1. Promoting research ethics among researchers and doctoral students	A.1.1					x					
A.2. Developing the University's system for sharing publications and research results	A. 2.1.						x				
	A.2.2.						x				
A.3. Taking steps to improve promotion opportunities for women	A.3.1				x						
	A.3.2.	x	x	x	x	x	x	x	x	x	x
	A.3.3.					x	x	x	x	x	x
A.4. Improving quality and accessibility of information about LUT to attract researchers from outside the region, including foreigners	A.4.1.		x	x	x	x	x	x	x	x	x
	A.4.2.			x	x	x	x	x	x	x	x
	A.4.3.		x	x	x	x	x	x	x	x	x
A.5. Supporting the mobility of researchers and doctoral students & international networking	A.5.1.					x	x	x	x	x	x
	A.5.2.					x	x	x	x	x	x
	A.5.3.						x				
	A.5.4.			x	x	x	x	x	x	x	x
	A.5.5.			x	x	x	x	x	x	x	x
A.6. Developing a new quality-based evaluation system for researchers	A.6.1.						x				
A.7. Updating OTM-R procedures	A.7.1.		x								
	A.7.2.		x	x	x	x	x	x	x	x	x
	A.7.3.		x	x	x	x	x	x	x	x	x
A.8. Implementation of a coherent academic career development model	A.8.1.				x						
	A.8.2.				x						
A.9. Improving information policy regarding funding opportunities and research availability	A.9.1.			x	x	x	x	x	x	x	x
	A.9.2.				x						
	A.9.3.				x						
A.10. Promotion of academic entrepreneurship and intellectual property rights	A.10.1.						x	x	x	x	x
A.11. Implementation of a support system for young researchers within the academic career development model,	A.11.1.		x								
	A.11.2.			x	x	x	x	x	x	x	x
	A.11.3.			x	x	x	x	x	x	x	x
A.12. Launching a competency development program for the research and teaching staff	A.12.1.						x				
	A.12.2.			x	x	x	x	x	x	x	x
	A.12.3.			x	x	x	x	x	x	x	x

6. Conclusions

The actions set down in the plan are aligned with the goals of the *Excellence Initiative - Research University* program, which is intended to improve the quality of research, and the Lublin University of Technology is applying. All initiatives and Actions are in line with the university's mission and vision formulated in the Strategy of Lublin University of Technology.

Lublin University of Technology pursues to become the most innovative research technical university of the Eastern European border. Its main goals that reflect the principles laid down in *the Charter* are, among others: "Competent research staff, world-class research and robust cooperation with the environment". The implementation of *the HR Strategy for Researchers* is crucial activity undertaken towards the improvement of working environment and research.