

**Internal reviev Of the Human Resources Strategy in researchers 2017-2022**

**Ocena okresowa 2017-2022, odnowienie wyróżnienia HR Excellence in Research**



7 października 2022

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| **Obszar** | **l.p** | **Obecny status** | **Obszar** | **l.p** | **Obecny status** |
| **Rekrutacja** | **A1** | **completed** | **System motywacyjny** | **A19** | **extended** |
| **A2** | **completed** | **A20** | **completed** |
| **A3** | **completed** | **A21** | **completed** |
| **A4** | **completed** | **A22** | **completed** |
| **A5** | **completed** | **A23** | **completed** |
| **A6** | **completed** | **A24** | **completed** |
| **Ocena pracowników** | **A7** | **completed** | **A25** | **completed** |
| **A8** | **completed** | **A26** | **completed** |
| **A9** | **completed** | **Rozwój pracowników** | **A27** | **completed** |
| **A10** | **completed** | **A28** | **completed** |
| **A11** | **completed** | **A29** | **completed** |
| **A12** | **completed** | **A30** | **completed** |
| **Ścieżki karier** | **A13** | **completed** | **A31** | **completed** |
| **A14** | **completed** | **Warunki pracy** | **A32** | **completed** |
| **A15** | **extended** | **A33** | **completed** |
| **A16** | **completed** | **A34** | **In progress** |
| **A17** | **extended** | **Nowe działania z 2019 r.** | **A39** | **completed** |
| **A18** | **completed** | **A40** | **completed** |
| **A35** | **completed** | **A41** | **extended** |
| **A36** | **completed** | **A42** | **completed** |
| **A37** | **completed** | **A43** | **extended** |
| **A38** | **completed** | **A44** | **completed** |
| **A45** | **completed** |

Link:

(EN) [https://ue.poznan.pl/en/hr-excellence-in-research-na-uep,a106566.html](https://ue.poznan.pl/en/hr-excellence-in-research-na-uep%2Ca106566.html)

(PL) [https://ue.poznan.pl/pl/hr-excellence-in-research-na-uep,a106566.html](https://ue.poznan.pl/pl/hr-excellence-in-research-na-uep%2Ca106566.html)

# **Recruitment**

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| **l.p.** | **GAP Principle (s)** | **Proposed Actions** | **Responsible unit** | **Timing**  | **Indicator (s)/ Target (s)** | **Remarks** | **Current status** |
| A1 | 12. Recruitment15. Transparency 16. Judging merit  | Standardisation of the assessment criteria and adopting an on-line application procedure (e-Rekrutacja). The portal will allow for the calculation of the score-based quantitative criteria of recruitment. | Directors of Institutes, HR Division, IT Centre | II quarter 2020 | applied e-recruitment portal | E-recruitment portal has been prepared, needed to be tested, the proposal of the score - based quantitive criteria of recruitment will be consulted, due to organisational changes planned from October 2019 the tool will be implemented in the new organisational structure. | In progress |
| *The roll-out of the portal was abandoned due to the introduction of new IT systems to support recruitment processes. A specialist employed in the Professional Competence Development Team participates in recruitment processes ensuring standardisation of processes in the area of teaching competences. Guidelines for Academic Staff Employment have been developed and implemented, detailing the requirements for hiring for positions in the various academic staff groups. Action Plan 2022-2027 envisages the standardisation of the work of recruitment committees.* | *completed* |
| A2 | 12. Recruitment15. Transparency 25. Stability andpermanence of employment | Translation of the PUEB ordinances and resolutions related to recruitment into English and publication of the English-language version on the University website and on the e-Rekrutacja portal. | HR Division,MarketingDivision | I quarter 2019 | published on the PUEBwebsite | Translation of the PUEB ordinances and resolutions related to recruitment into English is published on PUEB website, link to the ordinances will be added on e- recruitment portal once the tool is completedhttp://ue.poznan.pl/pl/uniwersytet,c13/certyfikaty-iakredytacje,c83/nagrody-i-wyroznienia,c9086/logo-hr-excellence-inresearch,a59675.html | completed |
| *Recruitment regulations are posted on the University’s website in both Polish and English, in addition, all job offers are published in both languages.**Link to the English version of the recruitment regulations: https://ue.poznan.pl/en/otm-r,a106567.html**Link to job offers in English:* *https://ue.poznan.pl/pl/uniwersytet,c13/oferty-pracy-na-uep,c36/oferty-dla-nauczycieli-akademickich,c13336/**https://bazaogloszen.nauka.gov.pl/**https://bip.ue.poznan.pl/59/101/oferty-dla-nauczycieli-akademickich.html/**https://euraxess.ec.europa.eu/* | *completed* |
| A3 | 12. Recruitment15. Transparency  | HR specialists included into recruitment commissions for scientific posts | HR Division,Directors of Institutes,Department Managers,Professional Competencies Development Team | II quarter 2020 | HR Specialist support in each recruitment processs | As HR Specialists are currently involved in the process of organisational changes following the new Act on Higher Education and Science, this action was extended. However, once the e- recruitment portal is introduced and new Professional Competencies Development Team is appointed, they should be trained, and included into recruitment processes for researches. | extended |
| *The specialist employed in the Professional Competence Development Team is involved in recruitment processes and reviews applications for promotion with respect to teaching competences.* | *completed* |
| A4 | 12. Recruitment13. Recruitment (15. Transparency  | Prolonging the recruitment period to two months. | HR Division,Office of Legal Counsel | IV quarter 2019 | 30 - day period in each job advertisement | Due to the new Law on Higher Education and Science 30- day period for job advertisement is required, having analysed the recruitment processes in last year there is no need to extend this period due to internal need of filling in the vacancies, however the whole process of recruitment, selection and hiring the candidates may last 2 months. Currently 30- day period is recommended and will be implemented in each recruitment process from October 2019. | In progress |
| *The 30-day deadline for publishing job offers is in line with national regulations applicable to all universities in Poland (Article 119 of the Law on Higher Education and Science).**The entire recruitment process takes approximately 2 months (60 days). Certainly, there are times when it ends sooner, but these are isolated cases. An employee is hired after they have undergone an initial health check and received a medical certificate stating that there are no contraindications to working in a particular position.* | *completed* |
| A5 | 15. Transparency  | Transparency of competitions in terms of the working conditions and thepossible career paths. | HR Division,Directors of Institutes,Departments Managers | IV quarter 2020 | applied e-recruitment portal, HR Specialist support in each recruitment process | This goal will be fully gained when the other actions in the area of recruitment are implemented. | In progress |
| *The roll-out of the e-recruitment portal has been abandoned, the support of HR specialists in the recruitment process has been provided, and in addition, applications for further employment or promotion are reviewed by HR specialists based on the Guidelines for the Academic Policy Employment of PUEB Personnel.* | *completed* |
| A6 | 12. Recruitment18. Recognition of mobilityexperience  | The mobility criterion included in the score-based assessment for the internal and external recruitment process. | HR Division,Directors of Institutes,Departments Managers | II quarter 2020 | applied in each recruitment process | The proposal of the score - based quantitive criteria of recruitment has been prepared and will be consulted and implemented in new organisational structure in e-recruitment portal. | In progress |
| *Following an analysis of PUEB’s current situation, the roll-out of the e-recruitment portal was abandoned.**The mobility criterion has been incorporated into the external and internal recruitment processes in the Guidelines on Academic Staff Employment. It constitutes one of the appraised criteria in the hiring process (see 7.1.2., participation in international research activities), while its broad wording does not discriminate against any form of mobility.* | *completed* |

# **Employee evaluation**

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| **l.p** | **GAP Principle (s)** | **Proposed Actions** | **Responsible unit** | **Timing** | **Indicator (s)/ Target (s)** | **Remarks** | **Current status** |
| A7 | 8. Dissemination,exploitation of results11. Evaluation/ appraisal systems | Development and implementation of the model of evaluation of the employees’ achievements in line with their career paths, including the evaluation of department heads by their subordinates in the area of scientific development and teaching | HR Division,Rector, the Commissions for the Research StaffAppraisal,Departments Managers,Directors of Institutes | II quarter 2019 IV quarter 2020 | the model of evaluation of the employees’ achievements introduced, the evaluation of department heads by their subordinates introduced | The new appraisal system has been prepared and currently the new rules and criteria are consulted with the Senate`s commissions and trade unions, however due to many other changes such as organisational structure and the new evaluation rules for all researchers, imposed by new Act on Higher Education and Science, the evaluation of department heads by their subordinates is planned to be introduced in the next step. | *In progress* |
|  |  | *The new evaluation system has been implemented based on the identified needs and changing legal regulations. In 2021, the work of employees in the group of research, research and teaching and teaching staff was assessed for the first time. For the first time, employees were able to enter their training proposals and conclusions regarding professional development in their questionnaires. This process included an assessment of the organizational performance**Due to cultural as well as organisational considerations, a decision was made not to introduce direct evaluation of heads of department by subordinates. Instead, a score-based objective evaluation of academic development and teaching was provided.* *https://ue.poznan.pl/en/hr-excellence-in-research-na-uep,a106566.html* | *completed* |
| A8 | 11. Evaluation/ appraisal systems37. Supervision and managerial duties | Incorporation of the criterion of supporting the employees' internationalisation into the assessment of the department heads. | HR Division,The Commissions for the Research Staff Appraisal,Departments Managers,Directors of Institutes | IV quarter 2020 | the criterion of supporting the employees' internationalisation included into the assessment of the department headsthe assessment of the department heads implemented | the criterion of supporting the employees' internationalisation included into the assessment of the department heads the assessment of the department heads implemented | extended |
| *The new appraisal system has been implemented based on identified needs as well as changing legislation. In 2021, performance appraisals were carried out for the first time for employees representing research staff, research and teaching staff, as well as teaching staff. Due to cultural as well as organisational considerations, a decision was made not to introduce direct evaluation of heads of department by subordinates. Instead, an objective, score-based assessment of each employee’s internationalisation was provided.*  | *completed* |
| A9 | 11. Evaluation/ appraisal systems29. Value of mobility | The change in the criteria and procedures of the staff appraisal in terms of enhancing the aspects of mobility and team work.mobilności i pracy zespołowej | HR Division,Rector, the Faculty Commissions for the Research Staff Appraisa | II quarter 2019 | the aspects of mobility and team work included in appraisal criteria | In the prepared evaluation system the aspects of mobility and team work are planned to be implemented; the new criteria are currently consulted with the Senate`s commissions and trade unions.. | In progress |
| *The existing staff appraisal system takes into account aspects of mobility and teamwork. In accordance with the principles introduced, co-publishing in high-impact journals is promoted. In the appraisal process, a higher score is also given for conducting projects funded by the European Research Council, or EURATOM, the European Institute of Innovation and Technology or the European Research Fund for Coal and Steel.* *Points for certified teaching trips, e.g. within the framework of Erasmus, CEEPUS, or lecturing at the invitation of a foreign university or other institution, as well as additional activities of an international nature, have been integrated into the performance appraisal.* | *completed* |
| A10 | 8. Dissemination, exploitation of results11. Evaluation/ appraisal systems | Incorporation of the criterion of the dissemination of research findings into the staff appraisal. | HR Division,Rector, the Faculty Commissions for the Research Staff Appraisal, | II quarter 2019 | the score based appraisal system implemented | In the prepared evaluation system the score based appraisal is planned in area of scientific publication and articles, the Hirsh index and others are planned to be taken into considerations. | In progress |
| *In the existing staff appraisal scheme, a scoring system has been introduced in the area of academic publications, and the Hirsch index aspect is also taken into account. The appraisal committee can award up to 20 points for the number of citations or a high H index.* | *completed* |
| A11 | 11. Evaluation/ appraisal systems38. Continuing Professional Development | incorporation of the participation in development training courses in the Staff appraisal or making it an obligatory criterion for promotion to a higher position | HR Division,Rector, the Faculty Commissions for the Research Staff Appraisal, | II quarter 2019 | the participation in development training courses included in the staff appraisal | The participation in development training is planned to be taken into consideration in the new appraisal system, which is currently consulted with the Senate`s commissions and trade unions.. | In progress |
| *Taking part in professional development training is taken into account in the employee appraisal scheme currently in place. It is necessary to specify the courses, training sessions, conferences and other forms of professional competence development in which the appraised person participated in the period subject to appraisal, stating the subject of the training and the organiser. This information forms the basis for the evaluation of activity in the area of improving professional competences.* | *completed* |
| A12 | 11. Evaluation/ appraisal systems | Enhancement of the role of the organisational work and teaching in the Staff appraisal. | HR Division,Rector, the Faculty Commissions for the Research Staff Appraisal | II quarter 2019 | the organisational work and teaching included in the staff appraisal. | In the new appraisal system the score based evaluation is planned in three main areas of responsibilities: scientific work, teaching and organisational work. All of them need to be positively evaluated.. | In progress |
| *In the employee appraisal scheme in place, the teacher is required to demonstrate active participation in organisational work at the University and to undertake, during the appraisal period, activity in promoting the University and research at local, national and international levels. The assessment of activity in the organisational area is a component of the performance appraisal.Assessment of teaching is an important part of the evaluation process and is based on the results of student surveys and the hospitalization process. An important component is also the assessment of the teaching competences of employees* | *completed* |

# **Career paths**

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| **l.p)** | **GAP Principle (s** | **Proposed Actions** | **Responsible Unit** | **Timing** | **Indicator (s)/ Target (s)** | **Remarks** | **Current status** |
| A13 | 28. Career development30. Access to career advice | Establishment of career paths at PUEB in a participatory manner, particularly for the staff with a PhD degree. | Professional Competencies Development Team | IV quarter 2020 | the rules for career paths developed | The action has been extended due to the employee turnover and the organisational changes in HR Division (fusion of three teams – HR Team, Remuneration Team and Social Affairs Team) and is planned after appointing Professional Competencies Development Team. | extended |
| *The Guidelines for the employment policy of PUEB academic teachers were developed and implemented, which precisely specify the requirements for their employment in positions in three groups: research, research and teaching and teaching, which results from the Law on Higher Education and Science. Taking into account the guidelines, every scientist is aware of the requirements that they should meet at the next levels of their professional career.**Due to the questions that arise, the Action Plan for 2022-2027 plans to visualize career paths and clarify what documents and in what form should be attached to the promotion application. In order to increase transparency, it is also planned to describe and place the legislative path of the promotion proposal on the University's website in the Professional Development tab.* | *completed* |
| A14 | 28. Career development30. Access to career advice | After consultations with employees, development of a professional development system on the basis of professional counselling and psychological support. | HR Division,International Relations Office | I quarter 2018 |  | Having analysed the current situation of PUEB and employees` needs it was decided to modify this action and offer professional coaching and handling the stress e-learning module as the new actions. | completed |
| A15 | 7. Good practice in research | The creation of a digital repository of the PUEB Publishing House. | PUEBLibrary, the PUEBPublishing House, IT Centre,  | IV quarter 2021 | the digital repository of the PUEB Publishing House implemented | The new information system for PUEB Library has been just implemented (Omega Psir), one of its functions is the digital repository, however this part will be steadily developed within the project of Integrated Development Program of PUEB Information System, co- funded by EU funds, after buying the storage server dedicated to this project. | In progress |
| *Q4 2022* | *Number of digitised publications of PUEB Publishing House>0**Number of digitised doctoral dissertations>0* | *At PUEB, a new Omega Psir IT system has been implemented. This library database, in addition to presenting the achievements, awards and publications of researchers, enables the creation of a digital repository, which will be further developed as part of the Integrated Programme for the Development of Poznań University of Economics and Business, co-financed by the European Social Fund under the Knowledge Education Development 2014 - 2020 programme. Work is currently underway to implement the repository. Employees will be able to deposit complete texts of their publications in open access in Q4 2022. In addition, digitised publications of the PUEB Publishing House and doctoral dissertations defended at PUEB will be placed in the repository.* | *extended* |
| A16 | 15. Transparency 30. Access to career advice | An online guidebook on career paths at PUEB, in relation to the scientific degrees. | ProfessionalCompetencies Development Team,Marketing Division | II quarter 2021 | an online guidebook on career paths publishedon PUEB website | The action has been extended due to the employee turnover and the other organisational changes in HR Division (fusion of three teams – HR Team, Remuneration Team and Social Affairs Team) and is planned after appointing Professional Competencies Development Team. | extended |
| *The Guidelines for Academic Staff Employment at PUEB were drafted and implemented, in which the requirements for specific positions in relation to academic degrees were carefully defined. Due to legal changes, the range of available positions was expanded and promotion opportunities were identified.* *Based on the guidelines, each researcher is able to determine what requirements they should meet at the next levels of their career. In view of the questions that arise, the 2022-2027 Action Plan intends to visualise the career paths and to clarify what documents and in what form should be attached to the promotion application. To increase transparency, it is also planned to describe and post the legislative path of a promotion application on the University's website under Professional Development.**Link to the Guidelines: https://ue.poznan.pl/en/otm-r,a106567.html* | *completed* |
| A17 | 25. Stability and permanence of employment | The establishment of the onboarding procedure. | HR Division,Marketing Division | II quarter 2019 | the guidelines for new employees implemented, the checklist for the superiors responsible for induction | The guidelines for new employees are prepared and published on the PUEB website, the checklist for the superiors is planned to be implemented.. | In progress |
| *Q4 2023* | *A New Employee Handbook has been published on the PUEB website**link:* [*https://ue.poznan.pl/en/otm-r,a106567.html*](https://ue.poznan.pl/en/otm-r%2Ca106567.html)*Each new employee will be provided with a handbook to help them find their way around the current legislation, policies and important instructions. In addition, the handbook will be revised annually and expanded to include new relevant topics. An onboarding system for new employees will be gradually implemented. As of October 2022, continuous training for new employees including an introduction to the operation of IT systems and procedures is set to be provided.*  | *extended* |
| A18 | 38. Continuing Professional Development | Supporting scientific internships for the PUEB staff in companies and institutions | Appointmentof a Team for the Development ofCompetencies, as a part of the Human Resources Division | III quarter 2018 |  | Having analysed the current situation of PUEB, particularly decreasing subsidiary for PUEB (following the decreasing number of students) it was decided to resigned from this action. | completed |

# **Motivational system**

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| **l.p)** | **GAP Principle (s** | **Proposed Actions** | **Responsible Unit** | **Timing** | **Indicator (s)/ Target (s)** | **Remarks** | **Current status** |
| A19 | 26. Funding and salaries | A review of the salary system and the preparation of the catalogue of motivational tools related to scientific achievements, objectives defined by the inter nationalisation strategy, as well as the teaching and organizational activity. | HR Division,Rector,Deans/ Directors ofInstitutes | I quarter 2021 | salary review applied | Due to the decreasing subsidiary for PUEB (following the decreasingnumber of students) there was not possibility to plan the additional budget for the incentive system related to achievements in previous years. However, such an action is planned to be introduced after first new appraisal in Autumn 2020. Moreover, at the beginning of 2019 the lowest salary levels were increased following the new Act on Higher Education and Science. | extended |
| *Q2 and Q4 2022 and continuous action thereafter* | *Annual employee satisfaction survey with respect to the incentive system in place**Baseline measurement: taken in the Changing PUEB Together survey.* *An employee incentive system including non-financial motivators will have been developed by Q2 2023 along with a communication process.**Rector's awards and discretionary bonuses for administrative staff* | *As set out in the PUEB Strategy 2021-2024, Action 2.3.* *Due to challenges and the difficult geopolitical situation, the action has been postponed and will be implemented from 2023 onwards.**Job satisfaction was measured in the Changing PUEB Together survey; the questionnaire was completed by 251 respondents (29%). The mean score for UEP staff was 6.12, with a median score of 7.00. The academic teachers group is more satisfied than the administrative staff, the mean and median were 6.45 and 7.00, respectively.**It is noteworthy that the highest job satisfaction at PUEB is experienced by employees with the longest tenure (mean 6.97, median 7.00).* | *extended* |
| A20 | 18. Recognition of mobility experience 26. Funding and salaries 29. Value of mobility | Improvement of the transparency of granting the Rector’s Rewards to researchers.. | HR Division,Rector, the Rector’sCommission for theRector’s Rewards forAcademic Teachers, | I quarter 2018 | the internal Rector`s Resolution published | The internal Rector`s Resolution was published and regulated the proces of Rector`s Rewards awarding in 2018 for the first timeLink: [http://ue.poznan.pl/pl/wspolpraca,c10/zamowienia-publiczne,c115/bip,c3586/regulacje-prawne,c3589/wewnetrzne-akty-prawne,c3599/uchwaly-senatu,c3601/uchwaly-senatu-w-roku-akademickim-2017-2018,a67529.html](http://ue.poznan.pl/pl/wspolpraca%2Cc10/zamowienia-publiczne%2Cc115/bip%2Cc3586/regulacje-prawne%2Cc3589/wewnetrzne-akty-prawne%2Cc3599/uchwaly-senatu%2Cc3601/uchwaly-senatu-w-roku-akademickim-2017-2018%2Ca67529.html) | completed |
| A21 | 24. Working conditions  | A periodical analysis of the employees’ needs related to the fringe benefits. | HR Division | IV quarter 2018 | the survey related to the fringe benefits | The first survey related to the fringe benefits was processed in December 2018. Following the results the offer of the social fund benefits for employees will be manager.*Based on the findings, a comprehensive offer of fringe benefits for PUEB employees was drawn up and continued until January 2022. A further survey exploring the needs of employees was conducted in January 2022. Based on this, the fringe benefits offered will be reviewed.* | completed |
| A22 | 24. Working conditions29. Value of mobility | The analysis of the conditions for sabbaticals as a tool of increasing the mobility of the research staff. | HR Division,Rector,Research Office,International Relations Office | I quarter 2018 | the internal Rector regulation published | The internal Rector`s Resolution was published and regulated the proces of sabbatical leaves in 2018 for the first time.Link: [http://ue.poznan.pl/pl/uniwersytet,c13/uregulowania-wewnetrzne,c30/komunikaty-rektora,c141/komunikat-nr-7-2018,a72472.html](http://ue.poznan.pl/pl/uniwersytet%2Cc13/uregulowania-wewnetrzne%2Cc30/komunikaty-rektora%2Cc141/komunikat-nr-7-2018%2Ca72472.html) | completed |
| A23 | 23. Research environment | Peer-mentoring scholarships for groups of young researchers and post-docs, for creating scientific networks (seminars, guest speakers). | The SenateCommission for Scientific Research,HR Division | I quarter 2018 |  | Having analysed the current situation of PUEB, particularly decreasing subsidiary for PUEB (following the decreasing number of students), it was decided not to appoint the peer-mentoring scholarships. However, many foreign guests are invited at PUEB to give lectures and make research network. Moreover, in the new role of Directors of Institute it is planned to include networking plan supporting for young researchers and post-docs.. | completed |
| A24 | 34. Complains/ appeals | A survey into the employees’ professional burnout, as part of the job satisfaction survey Introduction of the post of a shop steward – an independent and commonly trusted person who will represent employees with complaints. | Competencies Development Team, HR Division | II quarter 2021 | the engagement survey conducted | The number of organizational changes at the University in 2017-2018 and the necessity of developing and adapting internal procedures to the new Law on Higher Education and Science led to the decision to postpone conducting a study of occupational burnout of employees as part of the satisfaction survey at that time. Moreover, having analysed the role of current employees representing bodies: PUEB Rector’s Plenipotentiary for Equal Treatment – dr hab. Baha Kalinowska-Sufinowicz, PUEB Rector’sPlenipotentiary for University Social Responsibility – dr hab. inż. Magdalena Kaźmierczak, two trade unions representatives: The Polish Teachers Association at PUEB, The Polish Teachers Association at PUEB and two social labour inspectors, it was decided not to appoint the additional shop steward function. On the other hand, in order to strengthen internal communication, an "Ideas Box" has been introduced, which is available both on-line [http://ue.poznan.pl/pl/pracownicy,c359/skrzynka-pomyslow,a54404.html](http://ue.poznan.pl/pl/pracownicy%2Cc359/skrzynka-pomyslow%2Ca54404.html), as well as non-virtual space in the form of small green boxes placed in places most frequented by employees and students. | extended |
| *The satisfaction survey was conducted in February and March 2022. A link to an electronic questionnaire was sent to 870 employees. 251 respondents (29%) completed the questionnaire. The questionnaire consisted of four parts: a section on information flow and operational flexibility, a section on an incentive-based employment policy and remuneration system, an overall satisfaction rating (one question) and a demographic data form.* *The survey consisted of closed questions as well as a number of open-ended questions allowing respondents to articulate their exact concerns and make suggestions for changes in the way the University operates. The survey was anonymous.**Link:* *https://ue.poznan.pl/en/hr-excellence-in-research-na-uep,a106566.html**In addition, an internal anti-mobbing policy was introduced at PUEB (Regulation No. 14/2010 of 17.03.2010) and the institution of the Rector's Plenipotentiary for Equal Treatment was established (Regulation No. 102/2016 of 22.12.2016, Regulation No. 90/2020 of 15.10.2020)**A Gender Equality Plan 2022-2025 has been put in place (Regulation No. 4/2022),* *as well as the Code of Good Practice for Handling Harassment Cases (Regulation No. 11/2022)**https://ue.poznan.pl/en/wybrane-przyklady-wdrozenia-strategii-hr-dla-badaczy,a106568.html* | *completed* |
| A25 | 34. Complains/ appeals | Informing all the PUEB employees about the course of action to be taken in conflict situations | The Rector’sThe Rector’s Commission for the Social Responsibility of PUEB,Marketing Division, HR Division | III quarter 2019 | the new internal Rector` s Resolutions published, all employees informed, | Due to the fact that the PUEB Rector’s Resolution No. 14/2010 of 17March 2010 on the internal anti-mobbing policy at PUEB does not include the full catalogue of behaviors and conflict situations, the new procedurę for counteracting mobbing, harassment and discrimination at the moment is being developed. After that the information action will be undertaken. | In progress |
| *A number of measures have been adopted to improve equal treatment and diversity management issues, such as:* * *Internal Anti-Mobbing Policy at PUEB (Regulation No. 14/2010 of 17.03.2010)*
* *the institution of the Rector’s Plenipotentiary for Equal Treatment has been established (Regulation No. 102/2016 of 22.12.2016, Regulation No. 90/2020 of 15.10.2020)*
* *Gender Equality Plan for PUEB for 2022-2025 (Regulation No. 4/2022 of the PUEB Rector of 18.01.2022)*
* *Code of Good Practice for Handling Harassment Cases (Regulation No. 11/2022 of the PUEB Rector of 22.02.2022)*
* *2022 - signing of the Diversity Charter by Poznań University of Economics and Business*
* *A guide on responding to behaviour that constitutes sexual harassment in the place of work and study has been introduced.*

https://ue.poznan.pl/en/wybrane-przyklady-wdrozenia-strategii-hr-dla-badaczy,a106568.html | *completed* |
| A26 | 30. Access to career advice | Ambassadors of internationalisation – mentoring for the development of international relations. | The SenateCommission for Scientific ResearchAnd International Relations,the Human Resources Division, the Deans | IV quarter 2017 |  | The proposal of the role and responsibilities for Ambassadors ofinternationalisation were prepared, however, after analysing the role and engagement of potential ambassadors it was decided not to appoint such an additional role, instead of this the support of international possibility of career development can be realised through consultation and mentoring carried out by the Professional Competencies Development Team. | completed |

# **Employee development**

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| **l.p** | **GAP Principle (s)** | **Proposed Actions** | **Responsible Unit** | **Timing** | **Indicator (s)/ Target (s)** | **Remarks** | **Current status** |
| A27 | 39. Access to researchtraining and continuous development | Establishment of the training budget for scientific development.  | ResearchOffice, HR Division,Chancellor,Burse | IV quarter 2018 | he budget accepted in yearly plan | The training budget for scientific development is planned in the project: “Economical science in face of new economy” funded by Ministry of Science and Higher Education within the program “ Regional Initiatives ofExcellence”. The trainings in scope of the economic publications` preparation and the application for external funding for researches are planned in 2019. Following the needs the budget should be also planned in next years..*Efforts are currently underway to introduce standardised rules and regulations governing remuneration for project work.* | completed |
| A28 | 39. Access to researchtraining and continuous development | The creation of an information portal servicing the training system (information base on training courses, schedules, online enrollment,opinion polls). | IT Centre,HR Division,MarketingDivision | IV quarter 2021 | yearly plan of trainings for researches published | The action is partly completed, all researches are informed about the trainings that are organised and have the possibility to enroll on line, however, the yearly plan will be established for each year and published once the new IT system with employee portal is implemented. | In progress |
| *A dedicated professional development tab has been placed on the University’s website, where everyone will be able to find out about the training on offer and plan their development over a minimum of one year. Currently, the information is only available in Polish, while translation and availability in English is planned for 2023.* *Link: https://ue.poznan.pl/pl/pracownicy,c359/sprawy-pracownicze,c7108/rozwoj-zawodowy,c15256/nauczyciele-akademiccy,c15258/**The University has a new IT tool, which was introduced as part of the roll-out of the Integrated IT System (ZSI) at the University, which enables clear and transparent allocation of training budgets, and the generation of closed and open training lists. This Xprimer module will be fully operational in January 2023.* | *completed* |
| A29 | 31. Intellectual Property Rights39. Access to research training and continuous development | Including the following areas into the scientific development package: copyright, intellectual property protection, reporting research progress, introduction of new products and services; implementation and commercialisation of research findings. | ResearchOffice, HR Division,Office of Legal Counsel | IV quarter 2020 | 50 employees trained yearly | There were 8 trainings/ workshops organised in 2018 concerning the application running and reporting of research projects funded by both domestic and foreign institutions. The action will be continued in next years in the area of other defined modules.. | In progress |
| *Despite the challenging times and constraints of the pandemic, several training courses were held in 2021:**- Personal Branding Online or how to effectively build a researcher’s personal brand online**- Good practices in RID research design - a total of 41 participants were trained.**In 2022 up to June, the training sessions included:**- How to prepare your own application for research funding**- Good practices in RID research design**- How to choose a journal so you don’t fall prey to predatory publishers**- Coffee with a project - a total of 100 people have already been trained.**Training on these topics is organised periodically.* | *completed* |
| A30 | 24. Working conditions | The development of a training module or an e-learning course in the principles of protection against IT threats. | HR Division,IT Centre,Data ProtectionSuperviso | II quarter 2019 | e-learning course available on Moodle platform, Data Protection Policy implemented | The e-learning course concerning the principles of protection against IT threats was bought in 2018, however due to the technical issues and employees turnover in IT Centre at this time it is planned to be installed in II quarter 2019. Following the new Data Protection Policy implementation in May 2018, the trainings for all employees concerning data protectionwere organised. Protecting data in IT systems is part of this. Morever, the Rector`s Commission on Teleinformatic Security is appointed at PUEB. | In progress |
| *An e-learning course on IT security was launched on the Moodle platform in 2019, explaining the basic principles of cybersecurity in a straightforward way.* *Link to the course:* [*https://moodle.ue.poznan.pl/course/view.php?id=8092*](https://moodle.ue.poznan.pl/course/view.php?id=8092)*After logging in at https://moodle.ue.poznan.pl (NIU and password), select the BIT (IT Security) course from My Courses tab.**This course is available to all PUEB employees. So far, 120 members of staff have taken this course.**Moreover, in 2022, the Data Protection Officer conducted another mandatory training session, where the key requirements of the GDPR and the principles that have been adopted at PUEB in this respect were reiterated. This training is repeated each calendar year.* | *completed* |
| A31 | 38. Continuing ProfessionalDevelopment | The development of a model of shaping scientific competencies, based on the practices of the leading European universities, as well as its comprehensive implementation on condition of obtaining external funding,or setting up a consortium with other universities | ProfessionalCompetencies Development Team | IV quarter 2021 |  | The base of competencies proposal has been prepared, however, the implementation of this is dependent on external funding and Professional Competencies Development Team appointment. | new |
| *A competency database was prepared and implemented together with the PUEB Academic Staff Employment Policy Guidelines (Rector’s Regulation 109/2020). For each position, the competencies that a person should possess in order to be eligible for employment or promotion are defined. The required level of competence is described in Annex 4 of these Guidelines.**Link:* *https://ue.poznan.pl/en/otm-r,a106567.html**Annex 5, on the other hand, provides a scale and description of behaviours for each level of competence.**Based on the training needs reported during the performance appraisal, an introduction of continuous training for researchers on professional development is planned. A dedicated professional development tab has been set up on the University’s website, where everyone will be able to find out about the training on offer and plan their development over a minimum period of one year. Currently, the information is only available in Polish, while translation and availability in English is planned for 2023.* *Link:* [*https://ue.poznan.pl/pl/pracownicy,c359/sprawy-pracownicze,c7108/rozwoj-zawodowy,c15256/nauczyciele-akademiccy,c15258/*](https://ue.poznan.pl/pl/pracownicy%2Cc359/sprawy-pracownicze%2Cc7108/rozwoj-zawodowy%2Cc15256/nauczyciele-akademiccy%2Cc15258/)*The University’s permanent offer also includes the University’s Teacher Training Course for Junior PUEB Staff. Its primary objective is to prepare PUEB’s junior staff to deliver classes, develop their competences in the area of academic teaching, become familiar with theories and mechanics of learning, strategies and methods of teaching and assessing students’ competences. The aim is to develop the ability to design and teach in accordance with the latest educational theories, as well as to acquire relevant social competences essential for class management.* *The course is mainly intended for junior academics (Doctoral School students, assistants and junior assistant professors) embarking on their teaching career. The Course is also open to experienced academic teachers who see the need to improve their teaching skills. In addition, a course for teachers with extensive teaching experience is being developed to introduce changes in teaching and the use of new technologies.**As of 2019, a total of 48 trainees have taken part in the course.* | *completed* |

# **Working conditions**

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| **l.p** | **GAP Principle (s)** | **Proposed Actions** | **Responsible Unit** | **Timing** | **Indicator (s)/ Target (s)** | **Remarks** | **Current status** |
| A32 | 24. Working conditions33. Teaching | The optimalisation of the mandatory teaching hours management.  | Education Division,Program Committee |  III quarter 2021 | program and teaching offer modified by Program Committee | In 2017 the mandatory teaching hours rules were modified and every year the amount of mandatory teaching hours is monitored by Education Division. Following the new Act on Higher Education and Science the new rules are currently being prepared to be introduced from October 2019. In new organisational structure the new organisation unit is planned - Program Committee. The responsibility of this committee will be adjusting the program and teaching offer. | In progress |
| *Pursuant to Art. 87 of the Statutes of the Poznań University of Economics and Business, adopted by Resolution No. 80 (2018/2019) of the PUEB Senate of 26 April 2019 (as amended), a Programme Board has been appointed at the Poznań University of Economics and Business.**As of the academic year 2019/2020, the Programme Board is the unit responsible for reviewing changes to study curricula. When advising on new study curricula and changes to existing curricula, the Board assesses the ability of academic teachers to teach so that no large disproportions are created in teaching loads.* *The teaching loads of academic teachers include all curricular activities conducted in first- and second-cycle programmes and in the Doctoral School, as well as additional activities of academic teachers listed in the Work Regulations of PUEB. The work regulations also specify the number of teaching hours per teaching position and the conditions for the Rector to set an individual number of teaching hours in cases specified in the said regulations.**The head of department is responsible for ensuring that teaching hours in their department are evenly distributed, and the approval of the Vice-Rector for Education and Students is required if a research and teaching staff member exceeds the limit of overtime hours by more than 50% of their assigned teaching load and a teaching staff member by more than 75%.* | *completed* |
| A33 | 26. Funding and salaries | Benchmark administrative practices in supporting of raising funds. | ControllingDivision | March 2018 | benchmark administrative practices in supporting of raising funds prepared | Action completed.. | completed |
| A34 | 24. Working conditions | Reduction in the number of regulations binding at PUEB and simplification of the circulation of documents; an audit identifying the sources of the excessive bureaucracy | InternalAuditor,Legal Counsel Office,Chancellor | III quarter 2021 | The list of particular rationalisms | There are consistent optimalisation activities carried out in order to reduce the bureaucracy, that are implemented in Rector`s Resolutions and Chancellor`s Resolutions (20 Acts). The list of particular rationalisms that enter into force is updated on regular basis at Chancellor`s Office. However, the number of organizational changes at the University in 2017- 2018 and the necessity of developing and adapting internal procedures to the new Law on Higher Education and Science have made us to decide to postpone the internal survey concerning reducing bureaucracy. | In progress |
| *Q4 2023* | *In 2021, a search engine for internal normative acts and notices (referred to as the WAN search engine) was made available, where the following documents can be found:**1) Rector’s Regulations (including those relating to the establishment of postgraduate and training courses);**2) Rector’s Notices;**3) Chancellor’s Regulations;**4) Chancellor’s Notices;**5) Administrative Director’s Regulations;**6) Resolutions of the Senate from the academic year 2016/2017 onwards;**7) Resolutions of the University Council.**The WAN search engine has been placed on the University's website under the internal regulations tab at: http://app.ue.poznan.pl/wan/**All documents have been categorised and annotated - this will enable interested parties to access and review the content of the document being searched for, together with any revisions. If the document has been amended, the tool easily provides access to the acts amending the document. The WAN database contains both current and expired internal normative acts.**Some of the further measures taken include:**- the introduction of customer service: by telephone, e-mail or traditional mail, or on the official social media channels aimed at simplifying procedures, exchanging information by electronic means, reducing unnecessary administrative tasks;**- e-mail newsletters from the Rector to staff on the most important matters concerning the University’s operations. As part of strategic activities, a number of consultations were held with the academic community via special strategic meetings. PUEB employees are regularly informed by email about benefits on offer.**A decision was made to implement an IT system to support management, this being an ERP system implemented by Simple S.A. The roll-out of the system in question is part of the Integrated Development Programme of the Poznań University of Economics and Business co-financed by the European Union from the European Social Fund under POWER 2014-2020.**An Electronic Documentation Workflow was introduced for 57 processes and 7 extensions, and the construction of further processes was planned. EOD allows you to significantly speed up the processing of employee matters and have current information about where they are considered.**The University decided to join the consortium of universities forming the Inter-University Centre for Informatisation (MUCI) and implement the USOS system, the most commonly used by Polish universities and developed by this consortium. For the management of the teaching process, the aforementioned System has been implemented from 1 October 2020, serving first- and second-cycle students and the Doctoral School.* *Work has also begun on identifying the most important processes in PUEB’s organisational units with a view to streamlining them by, among other things, shortening the document flow path, as well as eliminating certain procedures in line with the new PUEB Strategy for 2021-2024. These changes are expected to have a positive impact on the optimisation of internal processes and procedures.* | *in progress* |
| A35 | 24. Working conditions | Implementation of the back-up system, as well as the system of encoding data for the research staff. | IT Centre | II quarter 2019  | Back-up system installed | Dell EMC Avamar software was bought for back-up system induction, however due to the technical issues and employees turnover in IT Centre at this time it is planned to be installed in II quarter 2019. Moreover, every employee gained the access to own net disc, which is protected against loosing data, in opposite to storage on local disc..*Dell EMC Avamar System - has been implemented and is part of the backup infrastructure.**In addition, each employee has access to a network drive, which is protected against data loss by creating secure backups.* | In progress |
| completed |
| A36 | 29. Value of mobility | Creation of the PUEB database of international contacts. | Nternational Relations Office | III quarter 2018 | foreign partners database published on PUEB website | After having analysed the possibilities of supporting researches concerning the need of foreign career development it was decided to prepare the foreign partners database with contacts and website links so that to enable the cooperation in particular area ([http://ue.poznan.pl/pl/wspolpraca,c10/uczelnie-partnerskie,c119/)](http://ue.poznan.pl/pl/wspolpraca%2Cc10/uczelnie-partnerskie%2Cc119/%29%20) Currently PUEB has 173 foreign partners in 43 countries.. | completed |
| A37 | 8. Dissemination,exploitation of results | Dissemination of the staff’s knowledge and achievements through social networks. | Marketing Division, | I quarter 2020 | 3 training modules on theways of engagement insocial media (Facebook,Instagramm, Tweeter)organised | Currently Marketing Division publishes all information about employees` achievements in social media, the support and trainings on the ways of personal engagement in social media activities is planned | In progress |
| *Information on academic advancement is published online (Facebook, LinkedIn) as is information on research papers that have been awarded at least 140 points. In social media, excerpts from media statements are published, in accessible, mainstream language, and we also publish information about the SPV’s major projects such as those undertaken with Żabka, the Police or concerning support for hospitals.**The sharing of research findings is taken into account in the evaluation process conducted by the Ministry of Science and Higher Education and during the periodic internal appraisal of academic staff.* *The evaluation of the quality of research activities covered the period 2017-2021 and was undertaken in two academic disciplines: economics and finance and management and quality sciences. The evaluation focused on three criteria:**In criterion I, publications and patents obtained were reported;**In criterion II, research projects and results of commissioned work were reported;**In criterion III, 4 statements regarding the impact of research activities on the society and the economy were submitted in economics and finance, and 3 in management and quality sciences. The impact statements were drafted in Polish and English.**An application for collecting evidence of impact was also developed: https://app.ue.poznan.pl/OpisWp%c5%82ywu/Account/Login?ReturnUrl=%2fOpisWp%c5%82ywu.**The impact statements of research on society and the economy can be found at:**https://radon.nauka.gov.pl/**impact statements: https://radon.nauka.gov.pl/dane/opisy-wplywu-dzialalnosci-naukowej-na-funkcjonowanie-spoleczenstwa-i-gospodarki**impact statements of our University:*[*https://radon.nauka.gov.pl/dane/opisy-wplywu-dzialalnosci-naukowej-na-funkcjonowanie-spoleczenstwa-i-gospodarki?institutionName=d5afbb30-c241-4c4a-b4c0-ac5660e3d385&pageNumber=1*](https://radon.nauka.gov.pl/dane/opisy-wplywu-dzialalnosci-naukowej-na-funkcjonowanie-spoleczenstwa-i-gospodarki?institutionName=d5afbb30-c241-4c4a-b4c0-ac5660e3d385&pageNumber=1)*In the academic year 2020/2021, the Poznań University of Economics and Business continued to foster external relations. In this challenging time for everyone, most initiatives had to be moved online. The PUEB Partner Club held a series of seminars titled ZOOM on Business. The seminars were addressed to a wide audience: entrepreneurs and managers (not only from Partner Club companies), lecturers and students. The speakers included representatives of the business world. Four such meetings were held:**• Can simplified restructuring save a company from bankruptcy?, Andrzej Głowacki, President of DGA S.A., 20 November 2020;**• The profit imperative – the rise and fall, Prof. dr hab. Piotr Banaszyk, PUEB, and dr hab. Paweł Chudziński, President of Aquanet S.A., 4 December 2020;**• They see you, they hear you, they read you – and they judge you, Ewa Brok, 4 February 2021;**• Alms or investment? Charity or philanthropy? Do good deeds come back?, dr Mariusz Szeib, President of Texet Poland Sp. z o.o., 16 June 2021* *The University’s website has also developed a new page for business. In a new graphic design, it groups together information on all services that PUEB can offer to the business environment. It also presents the University’s offer to external entities in the area of research, provision of research infrastructure and management education. From this page it is easy to access the offer of the Partner Club, the UEP Special Purpose Vehicle or the UEP Alumni Association.* | *completed* |
| A38 | 8. Dissemination,exploitation of results9. Public engagement | Intensification of the communication activity of the PUEB Special Purpose Vehicle, related to the commercialisation of the PUEB research staff’s work and the implementation of the solutions created at the University in the economic practice and by the local self-government units. | Marketing Division,PUEB Knowledge Transfer Company, | IV quarter 2018 | the communication strategy of PUEB Knowledge Transfer Company `s achievements developed | nformation about possibilities of support and achievements of PUEB Knowledge Transfer Company is published in Business Partner Club catalogue, information on PUEB Knowledge Transfer Company activities is issued to new partners, the achievements of of PUEB Knowledge Transfer Company are also published on PUEB website, other marketing actions will be considered. | completed |

# **New Actions 2019**

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| **l.p** | **GAP Principle (s)** | **Proposed Actions** | **Responsible Unit** | **Timing** | **Indicator (s)/ Target (s)** | **Remarks** | **Current status** |
| A39 | 30. Access to career advice37. Supervision andmanagerial duties | Defining the roles (functions) of Department Managers and Institute Directors. | HR Division,Rector, Legal Counsel Office,, | IV quarter 2019 | the signed job description for all Department Managers and Institute Directors, 90% of managers taking part in managerial skills training |  | new |
| *In the new PUEB Statutes of 2019, Articles 46 and 47 set out in detail the role of the Institute Director:**and the role of the head of department:**Link: https://ue.poznan.pl/pl/uniwersytet,c13/uregulowania-wewnetrzne,c30/statut,c13827/**Those appointed to these roles have many years of professional service and managerial experience.* | *completed*  |
| A40 | 30. Access to career advice40. Supervision | Preparing the formula of development plan for new employee . | DepartmentManagers,Professional Competencies Development Team | IV quarter 2020 | development plan for all new employees |  | new |
| *Heads of departments act as mentors and oversee the development plans of subordinate employees. The development plan is prepared according to the degree of professional development of the new employee and is based on defined needs.*  | *completed* |
| A41 | 30. Access to career advice38. Continuing ProfessionalDevelopment | Preparing the support program including professional coaching for employees who would like to achieve better results . | Professional Competencies Development Team,Department Managers | II quarter 2021 | the number of employees who improved their achievements in personal evaluation to be set |  | new |
| *Q4 2022-2024* | *- The number of proposed training courses, increased by at least 10% from 2022 and consistent between 2023 and 2027,* *- Attendance at training sessions conducted >60%,**- qualitative result of the post-training survey* | *The university offers two teacher training courses to academic staff:* *- University Teacher Training Course for Junior PUEB staff.* *- The University’s Teacher Training Course: Academic Lecturer Development**certifying teaching qualifications for university teaching.**A tutoring program is currently being implemented.**Training courses will be organized to enable blended learning/hybrid instruction (in accordance with global trends and rules for organizing the teaching process online).**As of 2020, individual teaching consultations are being provided, as well as the opportunity to participate in supportive class observation. To date, about 60 staff have benefited from this form of assistance*.  | *extended* |
| A42 | 33. Teaching | Developing and implementing the system of ensuring the quality of teaching by young researchers.. | ProfessionalCompetencies Development Team | I quarter 2022 | ectures and classes running coaching with development feedback – the number of employees to be set |  | new |
| *The PUEB Internal Educational Quality Assurance System (referred to as the WSZJK) is a set of tools and procedures related to the design, implementation, monitoring, evaluation and improvement of the quality of teaching in first- and second-cycle programmes, in the Doctoral School and in postgraduate studies (Resolution No. 9 (2019/2020) of the Senate of the Poznań University of Economics and Business of September 27, 2019).**Link:**Rules for conducting class observation at Poznań University of Economics and Business (Rector’s Regulation 86/2021) have been introduced, and a regular workshop will be launched from September 2022 on how to conduct class observation at the University, where participants will learn about different models for conducting observation.* *The University’s permanent offer also includes the University’s Teacher Training Course for Junior PUEB Staff. Its primary objective is to prepare PUEB’s junior staff to deliver classes, develop their competences in the area of academic teaching, become familiar with theories and mechanics of learning, strategies and methods of teaching and assessing students' competences. The aim is to develop the ability to design and teach in accordance with the latest educational theories, as well as to acquire relevant social competences essential for class management.* *The course is mainly intended for junior academics (Doctoral School students, assistants and junior assistant professors) embarking on their teaching career. The Course is also open to experienced academic teachers who see the need to improve their teaching skills. In addition, a course for teachers with extensive teaching experience is being developed to introduce changes in teaching and the use of new technologies.**In 2020-2021, a total of 46 trainees took part in the course.* *During the COVID-19 pandemic, in 2021, individual methodological consultations on the design and conduct of online classes were held with 19 participants, a training session “How to teach online” attended by 44 staff, as well as 2 supportive class observations. In 2020, the consultations were attended by 14 staff, while the training session attracted 22 academics.**Starting in Q4 2022, the introduction of a fixed schedule of teaching consultations and supportive class observations is planned.* | *completed* |
| A43 | 26. Funding and salaries | Developing and implementing the clear bonus system according to the achievements (in particular in research area). | HR Division,Rector, Legal Counsel Office, | IV quarter 2021 | the periodical bonus calculated according to the achievements |  | new |
| IV quarter 2024 | *As set out in the PUEB Strategy 2021-2024, Action 2.3.* *Due to challenges and the difficult geopolitical situation, the action has been postponed and will be implemented from 2023 onwards.**Job satisfaction was measured in the Changing PUEB Together survey; the questionnaire was completed by 251 respondents (29%). The mean score for UEP staff was 6.12, with a median score of 7.00. The academic teachers group is more satisfied than the administrative staff, the mean and median were 6.45 and 7.00, respectively.**It is noteworthy that the highest job satisfaction at PUEB is experienced by employees with the longest tenure (mean 6.97, median 7.00).* | *extended* |
| A44 | 24. Working conditions | Implementing the new electronic workflow system. | IT Centre,Chancellor | IV quarter 2021 | the number of processes transferred to the new system to be set | . | new |
| *The purpose of implementing the Integrated Information System (ZSI) module is to improve the quality of PUEB management. The roll-out of the ZSI module is carried out as part of the Integrated Development Program of Poznań University of Economics and Business No. WND-POWR.03.05.00-00-Z011/17, co-financed by the European Union under the Operational Program Knowledge Education Development 2014 - 2020 (*[*https://ue.poznan.pl/pl/zintegrowany-program-rozwoju-uniwersytetu-ekonomicznego-w-poznaniu,c12316/*](https://ue.poznan.pl/pl/zintegrowany-program-rozwoju-uniwersytetu-ekonomicznego-w-poznaniu%2Cc12316/)*)**As part of the ZSI module, the University has purchased and is deploying individual components of the integrated IT system. Changes are being made to systems such as student services, finance and accounting, human resources and payroll, fixed assets and inventory, budgeting, project management, etc. Software was also purchased for digitizing the University’s open educational resources.*  | *completed* |
| A45 | 39. Access to researchtraining and continuousdevelopment | Development of moodle platform in scope of e-learning courses and knowledge base, e.g. stress handling e-module, IT threats e-module. | ProfessionalCompetencies Development Team, IT Centre | I quarter 2020 | the number of e-learning courses placed on eplatform |  | new |
| *There has been another increase in the use of the Moodle system mainly due to the obligation to teach remotely at PUEB as of March 2020 due to the threat of the coronavirus. New courses and accounts were created, and the number of teachers who gave tests and exams using the Moodle platform increased. A "Guide for instructors and students" was posted on the platform, describing the capabilities of Moodle, ways to test knowledge and communicate with students, as well as offering step-by-step tutorials on how to, for instance, prepare a quiz.**The platform features instructions for MS Teams, as well as links to external instructions and Microsoft training videos. The e-learning team has developed and successively expanded the list of answers to frequently asked questions available on the platform, and provided the necessary individual support to users on how to use Moodle, MS Teams and Zoom. The following courses were placed on the platform:**"IT Security - Security awareness".**"Supportive education for students with disabilities - Prof. Alfred Błaszczyk".* | *completed* |