**Internal Review 2020-2022 of the Human Resources Strategy for Researchers**



4 Noveber 2022

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# **ORGANISATIONAL INFORMATION**

**Case number:**  2019PL370571

Name Organisation under review: **Poznań University of Economics and Business**

Organisation’s contact details: prof. dr hab. Maciej Żukowski, Rector, Al. Niepodległości 10, 61-875 Poznań, [rektor@ue.poznan.pl](mailto:rektor@ue.poznan.pl), tel. 48 61 856 91 50

Web-link to published version of organisation’s HR Strategy and Action Plan: <http://ue.poznan.pl/pl/uniwersytet,c13/certyfikaty-i-akredytacje,c83/nagrody-i-wyroznienia,c9086/logo-hr-excellence-in-research,a59675.html>

Web-link to organisational recruitment policy (OTM-R principles):

OTM-R Policy is included in HRS4R Strategy of PUEB

**Submission date to the European Commission: 7.10.2022**

Web-link to published version of organisation’s HR Strategy and Action Plan:

<http://ue.poznan.pl/pl/uniwersytet,c13/certyfikaty-i-akredytacje,c83/nagrody-i-wyroznienia,c9086/logo-hr-excellence-in-research,a59675.html>

**Organisational Information**

|  |  |
| --- | --- |
| ***STAFF & STUDENTS*** | ***FTE*** |
| *Total researchers = staff, fellowship holders, bursary holders, PhD. Students either full-time or part-time involved in research* | *473 staff + 53* |
| *Of whom are international (i.e. foreign nationality)* | *4 staff + 7* |
| *Of whom are externally funded (i.e. for whom the organisation is host organisation)* | *1* |
| *Of whom are women* | *242 staff*  *+ 21* |
| *Of whom are stage R3 or R4****[[1]](#footnote-2)*** *= Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor* | *202* |
| *Of whom are stage R2 = in most organisations corresponding with postdoctoral level* | *206* |
| *Of whom are stage R1 = in most organisations corresponding with doctoral level* | *66* |
| *Total number of students (if relevant)* | *7431* |
| *Total number of staff (including management, administrative, teaching and research staff)* | *861* |
| ***RESEARCH FUNDING (figures for most recent fiscal year)*** | ***€*** |
| *Total annual organisational budget* | 30 291 472 |
| *Annual organisational direct government funding (block funding, used for teaching, research, infrastructure…)* | 21 692 964 |
| *Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)* | 1 988 937 |
| *Annual funding from private, non-government sources, designated for research* | 190 488 |

### **1.1. Organization profile**

**Poznań University of Economics and Business**, founded in 1926, is one of Poland’s top business schools. It owes its reputation to teaching excellence and leadership in economic research. As one of the oldest universities of its kind in Poland, it specialises in the formation of business leaders, highly qualified managers, economic experts and employees of public and local government services. The broad range of courses on offer includes 22 fields of study and over 30 specialisations, taught by more than 400 academics, including around 140 professors.

# **2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE**

### **2.1. Ethical and professional aspects**

Academic freedom is guaranteed at PUEB by national legislation and internal regulations. The SWOT analysis conducted while drafting the University’s Strategy highlighted, in the strengths section, the organisational culture based on openness and mutual assistance, the implementation of a revised formula for periodic teacher appraisal, as well as numerous activities undertaken by the University with respect to equal treatment and diversity management.

In 2021, a system of supportive class observations and teaching consultations with a focus on supporting the teaching process was implemented. Periodic appraisals are carried out in a transparent manner, according to homogeneous criteria communicated well in advance; in addition, the composition of appraisal committees is established independently of the existing administrative structures of the University. The periodic evaluation of doctoral students is carried out by a committee of experts, based on the Individual Research Plan presented in advance.

Below you will find a selection of measures taken in this area:

– Introduction of an internal anti-mobbing policy.

– Appointment of Rector’s Plenipotentiary for Equal Treatment.

– Introduction of the Gender Equality Plan 2022–2025.

– Implementation of the Code of Good Practice in the Conduct of Harassment Cases.

– Signing the Diversity Charter in 2022.

– Financial support for research under the RETURN programme for individuals returning to work after parental leave.

– Debates in Polish and in English to promote handbooks on how to respond to sexual harassment in the place of work and/or study.

<https://ue.poznan.pl/pl/aktualnosci,c16/aktualnosci,c15/debata-molestowa-nie,a91844.html?fbclid=IwAR2khKyVuIA9IAf4B-F6dJRzYBLcuOJkLDQhgkqGfynKqVEAgN0APXB_Udc>

<https://ue.poznan.pl/pl/aktualnosci,c16/aktualnosci,c15/debata-molestowa-nie,a91844.html?fbclid=IwAR2khKyVuIA9IAf4B-F6dJRzYBLcuOJkLDQhgkqGfynKqVEAgN0APXB_Udc>**.**

* Implementation of the Cultural Diversity project, addressed to people working and studying at eight public universities in Poznań, which included: lectures, workshops, discussions, social media events and the development of a report on the directions of anti-discrimination policy for the academic community of Poznań.

Adherence to ethics, accountability and sustainable development of the academic community is supported by the PUEB Rector’s Plenipotentiary for University Social Responsibility and the PUEB Rector’s Committee for Social Responsibility. Their activities served as the basis for the PRME report, which outlines the key achievements in this area:

* Setting PUEB Sustainable Development Goals in accordance with the UN List of Sustainable Development Goals.
* Undertaking international research and development projects related to USR issues.
* Executing individual research grants dedicated to the issues above.
* Introducing cyclical research projects related to PUEB’s social responsibility, i.e. PUEB’s Volunteer Map (Empathy Map) and PUEB’s Stakeholder Map.
* Incorporating the issue of social responsibility within the scope of thesis assessment reporting.
* Holding open lectures, seminars and other events related to USR.

In July 2020, the Personal Data Protection Policy was implemented together with procedures governing the handling of personal data breaches, the exercise of the rights of persons whose personal data is processed at PUEB, and the instruction for the management of IT systems used to process personal data (Rector’s Regulation No. 58/2020).

In June 2022, an academic tutoring programme was launched in which twelve tutors are now actively involved. This programme will be developed in collaboration with the School of Academic Tutors, Collegium Wratislaviense, a national leader in this area.

The lack of an effective staff incentive system including the lack of explicit rules on burdening staff with additional work that does not involve additional remuneration remains a challenge. In addition, in this area, the SWOT analysis identified excessive levels of bureaucracy and limited operational flexibility, as well as problems in terms of communication. The issues of concern are addressed in the 2022-2027 Action Plan.

### **2.2. Recruitment and selection**

Our University enjoys a strong position in terms of human resources. It ranked first among business schools in Perspektywy list in 2021 and 2022 in terms of “development of own staff” (9th of 96 university-type HEIs in 2021 and 10th in 2022) or “number of staff with the highest qualifications” (12th of all university-type HEIs in 2021 and 10th in 2022). This list is the sole ranking of HEIs in Poland and, thanks to its cyclical nature, methodological consistency and ability to evolve, it has turned into a mirror in which university-type, non-public and vocational HEIs view themselves every year. The ranking is IREG Approved, a quality certificate awarded by IREG Observatory on Academic Ranking and Excellence.

The process of recruiting academic staff at PUEB is carried out in accordance with the legislation in force and the criteria outlined in the OTM-R. The list of positions and the fundamental formal criteria for employment in each position and group are defined in the PUEB Statutes.

<https://ue.poznan.pl/pl/uniwersytet,c13/uregulowania-wewnetrzne,c30/statut,c13827/>

Detailed recruitment procedures are regulated by Rector’s Regulation on the Guidelines for the Policy on the Employment of Academic Staff at PUEB.

<https://ue.poznan.pl/pl/uniwersytet,c13/uregulowania-wewnetrzne,c30/zarzadzenia-rektora,c77/zarzadzenie-nr-109-2020,a96902.html>

The guidelines specify the recruitment procedure, requirements and competencies for specific positions in particular groups of academic teachers, as well as the scale and description of behaviours.

All job offers at PUEB are announced by the Rector on the basis of a request submitted by the head of an organisational unit. Such requests will in future be made electronically. The recruitment committee includes the spokesperson for teaching competences employed in the Professional Competence Development Team of the HR Division.

Job offers are published in Polish and English, with a minimum application deadline of 30 days. Publication of job offers on the HR Division website is managed by specialists.

Contents of the job offer in Polish:

<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>

Contents of the job offer in English:

<https://euraxess.ec.europa.eu/>

During the application period, candidates submit their applications to the HR Division by e-mail at rekrutacja-dsp@ue.poznan.pl. Upon expiry of the application deadline, the selection committee holds interviews with shortlisted candidates who meet the job requirements.

The results of the selection are published by the HR Division on the PUEB BIP website and also sent to pracawnauce@mein.gov.pl, where the designated persons from the Ministry of Education and Science publish the information on the Ministry’s website.

<https://bip.ue.poznan.pl/59/101/oferty-dla-nauczycieli-akademickich.html>

Employment of an applicant occurs once the necessary employment formalities have been completed; in particular, after the applicant undergoes an initial health check and receives a medical certificate stating that there are no contraindications to work in a particular position.

The above demonstrates that the recruitment procedures at the University follow clearly defined, standardised rules, adapted to the OTM-R criteria. It should also be noted that as a result of adjusting to the new Law on Higher Education and Science, one of the fundamental changes introduced at PUEB was to overhaul the system for educating doctoral students and preparing them for research work. A Doctoral School was established and recruitment procedures were standardised.

All the changes to the law and the University’s internal environment made it necessary to revise the established priorities, and, consequently, some of the action in the 2017‒2022 Action Plan have not been implemented, e.g. the IT tool for submitting applications (e-recruitment) has not yet been rolled out.

### **2.3. Working conditions**

The area of working conditions and social security was indicated by employees as requiring improvement, which made it a subject of special interest in the HRS4R. The measures undertaken in this area and the results achieved underpin the remaining areas and translate into PUEB’s external reputation.

Measures to reduce excessive bureaucracy are among the most important to be implemented by PUEB. The first step aimed at cutting red tape was the launch of a search engine for internal legal acts, which makes it easier to work with documents and find the necessary regulations.

Since 2019, we have been implementing an Integrated IT System that streamlines administrative and financial-accounting processes, enables remote case processing and facilitates remote working. With the introduction of the XPRIMER system, we have reduced the paper-based workflow of personnel forms. We have eliminated the need to print out and sign many documents, such as course credit reports and periodic performance reports for students. The flow of university documents, e.g. requisitions or civil law contracts, has been digitised and simplified.

Employees are kept informed about the state of affairs at the University and the most important issues by a monthly email newsletter from the PUEB Rector. The rules of internal communication have been compiled into a single document, which will be shared with the staff of our University in the autumn.

Changes to the rules for granting paid study leave to academic staff were introduced in a Regulation issued by the PUEB Rector.

<https://ue.poznan.pl/pl/uniwersytet,c13/uregulowania-wewnetrzne,c30/zarzadzenia-rektora,c77/zarzadzenie-nr-79-2019,a91649.html>.

Academic staff, after 10 years of full-time employment at the University (until they reach the age of 65), are entitled to a medical leave of absence, with the principles for applying for such leave governed by the PUEB Work Regulations

<https://ue.poznan.pl/pl/uniwersytet,c13/uregulowania-wewnetrzne,c30/zarzadzenia-rektora,c77/zarzadzenie-nr-17-2019,a82854.html>.

Pursuant to a Regulation of the PUEB Rector, new Rules and Regulations for granting Rector’s awards to academic staff were introduced at the University. The awards were first granted according to the new procedure in 2021 for accomplishments that took place in the calendar year 2020

<https://ue.poznan.pl/pl/uniwersytet,c13/uregulowania-wewnetrzne,c30/zarzadzenia-rektora,c77/zarzadzenie-nr-80-2019,a91657.html>.

Due to the coronavirus pandemic, teacher appraisals were held not in 2020, but in autumn 2021. Once the process was completed, based on the development and training needs identified for the first time, the preparation of a teacher training plan for 2023‒2027 began.

Legislative changes have enabled more favourable conditions of employment to be offered to academic staff. Thus, the initial period of employment at PUEB as a research assistant was extended to 4 years. In most cases, even before the end of the said 4-year period, employees fulfil the requirements set for promotion to the position of an assistant professor with an indefinite employment contract. New to the University are the posts of University Professor for those with a doctoral degree with outstanding achievements.

The rules on termination of employment have also changed. Currently, this may occur after a negative periodic appraisal, and in the case of receiving two consecutive negative appraisals, the Rector terminates the employment relationship with an academic staff member by notice at the end of a semester.

The method of determining teaching loads has been improved. When reviewing new study programmes and changes to existing programmes, the PUEB Curriculum Board assesses the feasibility of teaching so that no large discrepancies in staff teaching loads arise. The work regulations also specify the teaching load and specific provisions for any reduction.

<https://ue.poznan.pl/pl/uniwersytet,c13/uregulowania-wewnetrzne,c30/uchwaly-senatu,c3601/uchwaly-senatu-w-roku-akademickim-2020-2021,c14517/uchwala-nr-88-z-dnia-30-kwietnia-2021-roku,a99896.html>.

In 2021 PUEB was among the winners of the 3rd edition of the *Responsible and Friendly Employer* programme. We are the only university recognised by the jury of all editions of this event for the introduction of Employee Capital Plans (PPK) and the high percentage of employees who have opted to use the PPK.

Based on a survey of PUEB employees in 2018, a non-wage benefits policy has been developed.

### **2.4. Training and development \*(Award Renewal, max 500 words)**

**Version eng. (max 500 words):**

The measures adopted in the 2017‒2022 Action Plan concerning training and professional development have only partially been implemented, with further action required. In January 2020, the Professional Competence Development Team responsible for the implementation of activities listed in this area was appointed, which carries out its tasks in a team of three (1.75 FTE).

The focus groups held in 2019 identified a range of measures to be implemented. A large proportion of the comments was related to performance appraisal. The pandemic has delayed academic staff appraisals, however, we still managed to address virtually all the concerns voiced by our teachers. Since 1 January 2021 we have changed the way the teaching process is assessed, introducing a balance between student-led and supervisor-led assessment, as well as launching a supportive class observation model, coordinated by an expert methodologist. The performance appraisal system in place takes into account mobility, teamwork, staff participation in development training and involvement in organisational work, as well as activities undertaken to promote the University and research at local, national and international levels. Moreover, a scoring system has been introduced with regard to academic publications. The manner in which the appraisal is carried out is independent of the staff’s day-to-day work relationships and reporting lines.

A *New Employee Handbook* has been published on the PUEB website, which introduces the new recruits, concisely and clearly, to the way the University operates. New employees are introduced to their responsibilities by department heads. What remains to be done is the preparation of a checklist for supervisors, providing regular training in this area and the extension of on-boarding to include further dimensions, for instance in the area of teaching.

In the past few years several training courses were delivered. As many as 67 training sessions on unique topics were conducted, respectively, with 1146 attendees. During this period, training sessions were held on topics such as building a personal brand as a researcher, preparing research funding applications and publishing in journals.

In 2021, academic staff were given the opportunity to report their training needs, on the basis of which continuous training for academics is planned. Work is also underway to define the rules under which staff will be able to benefit from various forms of competence development. It is necessary to establish a centralized way of reporting on the training and other forms of competence development, as currently the counselling and training offer is dispersed among PUEB units. Thanks to the “central register”, supervisors will have, at their disposal, comprehensive information on the ways in which an employee has undertaken competence development, and the Professional Competence Development Team in the HR Department will be able to build a comprehensive competence development system at the University. For the record, the participation of academic staff in most training and other development activities is voluntary.

In 2022, a tab dedicated to professional development appeared on the University's website, where everyone can learn about the training offered and plan their development in the perspective of the academic year. The information posted there is available in Polish, while the translation and availability in English is planned for 2023

<https://ue.poznan.pl/pl/pracownicy,c359/sprawy-pracownicze,c7108/rozwoj-zawodowy,c15256/>.

Despite the measures taken, we still lack individualised counselling for academic career development, which is particularly challenging for those at the beginning of their careers.

A prepared competency database has been implemented, together with the Guidelines for the PUEB Academic Staff Employment Policy, which define competencies and include a description of the behaviours desired at a given level of professional development.

### **2.5. Have any of the priorities for the short- and medium term changed?**

In 2022, five years since the introduction of the Human Resources Strategy for Researchers (HRS4R) and the attainment of the HR Excellence Award by PUEB, due to the organisational changes introduced in line with the new policy for the development of science and education in Poland, the drafting of a new strategy for the University’s operations, the new pandemic reality and the implementation of new IT systems, an in-depth review of the Action Plan was required. PUEB’s mission, values and vision were simplified and clarified, so that every employee, doctoral student and undergraduate could identify with them. In addition, this ties with the Long-Term Material and Financial Plan for 2021‒2024, which aims to balance the University’s operating costs with revenue. At the same time, it is designed to facilitate full implementation of the adopted strategy.

Three new strategic objectives for PUEB have been identified, which include, among others, measures aimed at supporting the individual potential of teachers, undergraduates and doctoral students, introducing an incentive-based employment policy and remuneration system, increasing the flexibility of operations, cutting red tape and improving internal communication.

Having reviewed the outcome of all the actions taken, the HR Strategy Implementation Project Team revised the action plan, suspending or withdrawing some of the measures, while for some of the planned tasks the execution dates and the units responsible for their implementation were also changed. Due to the pandemic and shift in priorities, it was necessary to postpone the execution deadlines of the actions from 2020 and 2021 until 2022‒2023.

### **2.6. Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy?**

The process of implementing the HR Strategy for Researchers (HRS4R) at PUEB coincided with systemic changes in the area of science and higher education in Poland, triggered by amendments to the Law on Higher Education and Science of 20 July 2018 (which took effect on 1 October 2018). The reform, aimed at improving the quality of Polish science and higher education, envisages, among other things, the promotion of the best possible working environment for academics, enabling them to fully realise their potential and develop their careers. Thus, the action plan set out in the Initial Phase and then in the Internal Review had to be integrated with the steps taken by the University authorities to implement the objectives of the reform. The new regulations imposed upon the University the obligation to introduce changes to the existing organisational structure, changes to internal regulations, i.e. the Statutes, the Work Regulations, the Organisational Regulations and others. According to the law introduced in 2018, the PUEB’s funding rules have changed, which also affected the implementation of some activities in the HR Strategy for Researchers (HRS4R), especially those related to funding. In addition, since the beginning of 2020, we have been struggling with the impact of the COVID-19 outbreak. One of the actions taken to combat this threat was to switch from full-time in-person to remote teaching at the University from 11 March 2020, and, in accordance with the guidelines of the Minister of Science and Higher Education of 16 March 2020, to limit the University’s activities and slow down or suspend research. These measures resulted, among others, in the suspension of staff appraisals or the evaluation of academic performance. Such far-ranging restrictions naturally affected the delivery of the HR Strategy for Researchers (HRS4R). The processes planned therein as well as many other activities had to be altered, reorganised or suspended. Hence, the activities planned in 2019 largely had to be adapted to the new reality and shifted to a revised action plan.

### **2.7. Are any strategic decisions under way that may influence the action plan?**

The University responds to internal and external factors and adopts measures that impact the action plan. In April 2021, work was completed on a document defining the University’s development policy for the next 4 years, outlining PUEB’s mission, vision, values and strategic and specific objectives. The strategy was based on a SWOT analysis, a diagnosis of major trends and recommendations from international accreditation organisations, as well as on the expertise and experience of PUEB staff. It was widely consulted with the University community. The PUEB Strategy 2021‒2024 was adopted by the Senate on 26 March 2021. Care was taken to ensure that the provisions of the University’s draft strategic documents included references to the tenets of the European Charter for Researchers, the Code of Conduct for the Recruitment of Researchers (in particular the principles of recruitment in accordance with the OTM-R standard).

As a result of these activities, three strategic goals have been set, with several ambitious specific goals corresponding to them. Furthermore, from 2021 onwards, a number of steps have been envisioned to support the execution of the PUEB Strategy, including the modernisation of PUEB infrastructure, the introduction of digital solutions, the roll-out of a marketing scheme to attract undergraduates and doctoral students, communication with alumni and image-building, as well as conducting an annual survey on the state of affairs of the University among staff, doctoral students and undergraduates.

Furthermore, PUEB is involved in consultations between public HEIs in Poznań on the potential establishment of a federation of Poznań universities. Within the meaning of the Act of 20 July 2018 Law on Higher Education and Science, a federation would ensure that the distinctiveness and identity of the universities is maintained with the simultaneous benefits of cooperation and greater recognition, including internationally. A potential federation of Poznań public universities is an opportunity to conduct interdisciplinary research, create a common, attractive scientific and research offer that is competitive on the national market and increase the recognition on the international stage.

PUEB is an active member of conferences of academic universities in Poland, such as the Conference of Rectors of Academic Schools in Poland and the Conference of Rectors of Economic Universities, and in Europe. The University is guided by the principles formulated in Magna Charta Universitatum and the Forum for Responsible Management Education. PUEB also holds international accreditations from AMBA and IQA CEEMAN. It is also a member of the EFMD and the AACSB. Certain study programmes conducted at PUEB also enjoy additional certificates and accreditations, i.e.:

- the Investment and Real Estate Management course within the MA in Management is CEPI EUR-certified (European Association of Real Estate Professionals—CEPI),

- the Finance course within the BA programme is accredited by the CFA Institute.

The complex political situation in our region of Europe and the ongoing military conflict in the immediate vicinity of Poland generate threats to the implementation of the set priorities that are difficult to quantify at this time, but the academic community recognises this and we are taking action to meet these challenges.

# **ACTIONS**

attachment

OTM-R

**Comments on the implementation of the OTM-R principles (Internal Review for Award Renewal)**

The University has implemented the mandatory changes for all universities resulting from the reform of science and higher education introduced by the Act of 20 July 2018. PUEB’s new Statutes and Work Regulations have been drafted with the requirements for conducting the university’s staff recruitment processes in accordance with the OTM-R principles incorporated into both documents. The Statutes set out the qualification criteria for positions corresponding to levels R1‒R4 of the European Framework of Research Career, described the procedure and conditions for conducting competitions for positions in the group of academic teachers, and defined the rules concerning performance appraisal. At the same time, the new PUEB Development Strategy was prepared, which includes an HR policy supporting the goals of improving research and education quality and, consequently, elevating international significance of University activities.

The guidelines for the employment policy of academic teachers at PUEB were also worked out, in which the Competence Model of the Poznań University of Economics and Business was developed (consisting of ten competencies, including those concerning the focus on growth, teamwork and communication in foreign languages; they are the same for all employees). In addition, a survey and a SWOT analysis were carried out, the conclusions of which will be used to prepare a new Action Plan and update the HR Strategy, as well as to standardise the HR processes that make up the employee life cycle at the University (recruitment, selection, professional adaptation, periodic appraisal, growth, leaving the University). The work related to the development of the HR Strategy update will be completed in the first quarter of 2023.

In conclusion, the optimum legal and organisational framework has been put in place, and current activities at the University are focused on developing supportive motivational tools. Arguably, the changing reality will force the redesign of HR processes developed so far.

**Checklist OTM-R:** [**https://ue.poznan.pl/en/otm-r,a106567.html**](https://ue.poznan.pl/en/otm-r,a106567.html)

# **IMPLEMENTATION**

### **General overview of the implementation process:**

The process of implementing HRS4R principles at the Poznań University of Economics and Business coincided with systemic changes in the area of science and higher education in Poland, triggered by amendments to the Law on Higher Education and Science, enacted on 20 July 2018. The reform, which was aimed at improving the quality of Polish science and higher education, envisaged, among other things, the establishment of the best possible working conditions for academic teachers, enabling them to fully realise their potential and develop their careers.

In addition, since March 2020, health-related measures have been undertaken in connection with the COVID-19 pandemic. Significant personnel as well as financial resources have been committed to these efforts. Since 24 February 2022, the academic community has been actively involved in helping refugees from Ukraine. Thus, the action plan established in the Initial Phase and subsequently amended in the Implementation Phase of the process of applying for the HR Excellence in Research award had to be integrated into the actions taken by the University authorities to implement the objectives of the reform and had to take into account the rapidly changing landscape.

As was also stressed by the experts during the Internal Review, due to the organisational structure of the University, the process of implementing the HR Strategy at the Poznań University of Economics and Business is both complex and demanding. As of 1 October 2019, a new organisational structure is in force at the University, established by Regulation No. 31/2019 of the Rector of the Poznań University of Economics and Business of 28 June 2019 on the introduction of the Organisational Regulations of the Poznań University of Economics and Business.

Link: https://ue.poznan.pl/pl/uniwersytet,c13/uregulowania-wewnetrzne,c30/zarzadzenia-rektora,c77/zarzadzenie-nr-31-2019,a83726.html

The Poznań University of Economics and Business currently comprises nine institutes, the Department of Foreign Languages and the Department of Sport and Physical Education.

The University is managed by the Rector, Prof. dr hab. Maciej Żukowski, appointed for a second term of office since 1 September 2020 following the elections held on 8 May 2020, together with three Vice-Rectors elected for another term:

- Vice-Rector for Research and International Relations—Prof. Elżbieta Gołata, Ph.D.

- Vice-Rector for Education and Students—Prof. Anna Gliszczyńska-Świgło, Ph.D. Eng.

- Vice-Rector for Development and External Relations—Prof. Maciej Szymczak, Ph.D.

This is the second term of the Rector’s Office, which has ensured seamless continuity of the activities undertaken.

Institute Directors oversee the units, which include 42 departments and the Department of Law. The departments are led by heads of department and the number of departments in each institute is as follows:

- Institute of Economics—4 departments,

- Institute of Socio-Economics—4 departments and the Department of Law,

- Institute of Finance—4 departments,

- Institute of International Business and Economics—7 departments,

- Institute of Informatics and Quantitative Economics—6 departments,

- Institute of Marketing—4 departments,

- Institute of Quality Science—4 departments,

- Institute of Accounting and Finance Management—4 departments,

- Institute of Management—5 departments.

In order to implement the HR Strategy for Researchers, a four-member Steering Committee and a Project Team for the Implementation of the HR Strategy were established, comprising academic staff and administrative staff. Due to increased turnover and multiple organisational workloads, the team coordinator was changed and the team was further strengthened in September 2022.

Care has been taken to ensure that members of the HR Strategy Implementation Team are active members of the University’s strategy implementation team and accreditation teams, thus embedding the HR Strategy in the wider, long-term activities of the University.

As of 1 January 2020, the Professional Competence Development Team was established, with its coordinator also serving as the coordinator of the Project Team for the Implementation of the HR Strategy for Researchers.

In March 2022, the Changing PUEB Together survey was conducted, the conclusions of which were used to assess the implementation of the tasks from the 2017‒2022 Action Plan and to propose the next steps for 2023‒2027.

The work on the renewal of the HR Excellence in Research award commenced in early 2022 with a general review of the implementation of the 2017‒2022 Action Plan. The heads of the administrative units responsible for implementing the activities provided a status report and feedback on the implementation. The second phase produced recommendations for new initiatives that could be included in the next Action Plan.

### **How have you prepared the internal review?**

Preparations for the internal review included the following stages:

* Consulting with the heads responsible for implementing the HR Strategy and executing the tasks in the 2017‒2022 Action Plan;
* Reading the SWOT analysis prepared as part of the work on the PUEB Strategy, based on the results of the qualitative group interviews conducted in August 2020 (five focus groups with administrative staff, research and teaching staff, Polish-speaking students, English-speaking students and PhD students);
* Utilising the information contained in the Rector’s Reports;
* Lessons learned from the implementation of the 2017-2022 Action Plan;
* Reviewing the links between actions in the HR Strategy and strategic projects carried out by the University;
* Reviewing the Changing PUEB Together survey report;
* Reviewing the 2021 report on the implementation of the Strategy of the Poznań University of Economics and Business for 2021-2024;
* Making use of the information obtained during the meetings organised by the European Commission, the National Contact Point, as well as information from colleagues from the other universities that received the award.

Based on internal consultations, the results of the PUEB 2021 staff survey, consultations in the Project Team for the Implementation of the HR Strategy for Researchers, strategy meetings with the University community, qualitative group interviews conducted during the development of the new strategy, it was deemed necessary to draft a new Action Plan for 2023‒2027 and to update the HR Strategy for Researchers.

The final draft of the internal review was submitted to the Steering Committee for discussion, comments and approval.

### **How have you involved the research community, your main stakeholders, in the implementation process ?**

At the Poznań University of Economics and Business, the academic community is involved in the processes associated with the implementation of the HR Strategy for Researchers on many levels:

1. Members of the Steering Committee as well as the Project Team for the Implementation of the HR Strategy for Researchers include academic and administrative staff, individuals who participated in the work of the teams preparing the Statutes and the PUEB Strategy and who also draft other key documents and are involved in the work of the accreditation teams. The main criterion for recruiting these persons was their extensive knowledge of the core internal processes.

2. The HR Strategy is firmly aligned with the PUEB Strategy.

3. The Professional Competence Development Team in the Human Resources Division uses the information provided by academic staff during performance appraisals in compiling the report and in developing the training offer.

4. There is extensive consultation with the PUEB academic community, both through the university forum http://ue.poznan.pl/pl/uep-2-0,c12402/, as well as regular meetings between the University Rector and staff. These meetings are preceded by an email notification addressed directly to PUEB staff and cover specific topics— with the possibility for all participants to ask questions, raise concerns and make requests. This form of meetings is very popular among PUEB staff, especially among academic staff. Each meeting draws about 220 attendees.

5. In addition, the Team for the Implementation of the Law on Higher Education and Science in the Academia was established and consulted on draft changes to certain areas of the HR Strategy. The team consisted of: 10 independent academic staff, 2 full professors and 8 associate professors.

6. The PUEB Rector’s Committee on the PUEB Statutes, consisting of representatives of PUEB institutes/professors, was also very active and ensured that there was consistency between the Statutes and the HR Strategy for Researchers.

7. Key university documents, issues and activities are widely consulted with the university community (University Council, Senate, Rector’s College, university-wide meetings).

8. The HR Strategy for Researchers has been approved by the Rector.

### **Do you have an implementation committee and/or steering group regularly overseeing progress?**

After receiving the HR Excellence Reward award in March 2017, PUEB’s Rector, Prof. dr hab. Maciej Żukowski, established a Project Team for the Implementation of the HR Strategy for Researchers, within which a Steering Committee was also appointed.

As of 1 September 2022, the composition of the team was replenished due to staff turnover and the person acting as team coordinator was changed.

Steering Committee members:

Prof. dr hab. Maciej Żukowski, Rector - Chair

Prof. dr hab. Elżbieta Gołata, Vice-Rector for Research and International Relations - Deputy Chair

Dr Maciej Ławrynowicz, PUEB Professor, Department of Labour and Social Policy

Dr Wojciech Zalewski, Chancellor

The task of the Steering Committee is to give opinions on proposed new activities, which are then presented to the University authorities and the Rector's College.

Team members:

Mgr Beata Wawrzyniak, Koordynator, Human Resources Division – Professional Competence Development Team – Team Coordinator

Mgr Jolanta Szydłowska, Director, Human Resources Division – Deputy Coordinator

Dr Maciej Beręsewicz, PUEB Professor, Department of Statistics – Advisor

Dr inż. Marta Biegańska, Assistant Professor, Department of Industrial Products and Packaging Quality – Advisor

Prof. dr hab. Małgorzata Bartosik-Purgat, Head of the Department of International Management – Advisor

Dr hab. Marcin Gołembski, Assistant Professor, Department of Management and Corporate Resource Analysis – Advisor

Dr hab. Edyta Małecka-Ziembińska, PUEB Professor, Head of the Department of Public Finance – Advisor

Dr hab. Milena Ratajczak-Mrozek, PUEB Professor, Department of International Marketing – Advisor

Dr hab. Anna Wach, PUEB Professor, Head of the Department of Education and Personnel Development, r

Dr Anna Rogala, Assistant Professor, Department of Marketing Strategies – Advisor

Dr hab. Katarzyna Smędzik-Ambroży, PUEB Professor, Department of Macroeonomics and Agricultural Economics – Advisor

Dr inż. Aleksandra Szulczewska-Remi, Assistant Professor, Department of Controlling, Financial Analysis and Valuation – Advisor

Mgr inż. Blanka Cimcioch, International Accreditations Coordinator

Mgr inż. Ewa Paluch, Director, Rector’s Office

Mgr Agnieszka Gampe-Matysiak, Head of the Educational Division

Dr Agata Maćków-Wojciechowska, Head of the International Relations Office

Mgr Anna Matuszak-Jankowiak, Vice-Chancellor – Bursar

Mgr inż. Tomasz Krokosz, Senior Technician – Programmer IT Centre – Software Unit

Mgr Katarzyna Szuber-Przybył, Head of the Fund-Raising Office

Mgr Jakub Dobrzyński, Legal Counsel, Office of Legal Counsel

Mgr Dorota Tursa, Deputy Head of the Research Department

### **Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation’s research strategy, overarching HR policy**

The values included in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers are extremely important for PUEB and this is reflected in the provisions of the Statute.

The current PUEB Strategy for 2021‒2024, as well as the previous one from 2016‒2020, was drafted following a SWOT analysis, a diagnosis of key trends and recommendations from organisations responsible for awarding international accreditations, including the HR Excellence in Research award. Therefore, the ideas behind the HR Strategy have been included among the University’s strategic objectives.

In addition, the ideas and provisions of the HR Strategy have been incorporated into the revised work regulations and rules for the performance appraisal of academic staff and recruitment procedures.

When preparing accreditation applications and reports (e.g. AASCB), the objectives included in the Action Plan are reviewed and considered.

### **How has your organisation ensured that the proposed actions would be also implemented?**

The guarantee for the implementation of the revised action plan is the creation of an appropriate legal and organisational framework. The University community has approved the draft of the new Statutes in the part relating to the HR Strategy for Researchers, as well as the new work regulations and the University’s development strategy.

The activities of the Professional Competence Development Team are also being expanded, with one of its main responsibilities, as of 2022, being the coordination of matters related to the implementation of the HR Strategy for Researchers (HRS4R) at the University. Members of this team, as well as of the HR Strategy Implementation Team, are involved in the work of the accreditation teams, ensuring that the HR Strategy for Researchers is aligned with other important initiatives undertaken at the University. In addition, the team coordinator also acts as the manager of the HR and Payroll module of the Integrated IT System (ZSI), and as the process leader of the ZSI implementation project, which will guarantee the embedding of the audit of Strategy implementation in the newly rolled out IT programmes.

The outcomes of the HRS4R implementation are monitored quantitatively along with the University’s Strategy implementation indicators by a task force established for this purpose, and the data obtained from the HRS4R implementation survey form the basis for subsequent actions.

### **How are you monitoring progress (timeline)?**

The Coordinator of the HR Strategy Development Project Team and staff from the Professional Competence Development Team monitor the progress of individual activities on an ongoing basis. In addition, these individuals are involved in the work carried out in the accreditation teams, allowing full access to data and monitoring of actions taken in the context of strategy implementation. Members of the PUEB Strategy 2021‒2024 Team, as well as members of the University Evaluation Team and the Team for Selection of Impact Descriptions for the University Evaluation, are also members of the HR Strategy for Researchers Implementation Project Team. Tying these bodies together allows for efficient monitoring of progress.

In 2021, extensive preparations were underway for the 2017‒2021 evaluation of the quality of research work, with the entire academic community involved in completing the criteria for scientific publications, research projects and descriptions of their impact on the economy and society at large. This data is also used to monitor the progress of the HR Strategy implementation.

In February 2022, the AACSB’s Initial Accreditation Committee (IAC) issued a positive review of PUEB’s self-assessment report. Dozens of University staff were involved in the work on the report. In the course of the preparation, employees used resources related to monitoring, among other things, the area of training and professional development.

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

The implementation of the actions identified in the revised action plan will be monitored by means of an implementation schedule accepted by the University authorities and the HR indicators specified in the new HR Strategy and in the revised action plan adopted for the next three years.

The Professional Competence Development Team will be responsible for monitoring the University’s level of implementation of the HR Excellence in Research standards. We envisage an annual cycle of reporting on progress in implementing the HR Strategy for Researchers, coupled with reporting on the implementation of the PUEB strategy and accreditation.

As recommended in the drafted Action Plan, each action will be accompanied by quantitative performance indicators, and the way in which the objective is to be achieved has been changed so that more detailed actions (with an appropriate timetable) can be defined.

The implementation of actions will also be monitored and presented in the Rector’s reports and in the PUEB Strategy Implementation Reports, which collect data on a six-monthly basis and are available to staff on the website after logging in.

The HR Strategy for Researchers Implementation Project Team has been divided into four smaller sub-teams, which have been preparing the 2022‒2027 Action Plan in their respective areas, and which will be responsible for supporting the implementation of approved activities and monitoring progress in subsequent years.

### **How do you expect to prepare for the external review?**

The external review preparation plan will include:

- drafting the summary report,

- informing the university community about actions taken during the next university-wide meeting,

- providing committee members with all necessary resources, including PUEB rules and regulations,

- inviting those in charge of and involved in the work on HRS4R to meetings with committee members,

- providing committee members with all information and clarifications.

Next, following the visit of the committee members:

- holding regular meetings of the SC and the team,

- involving researchers in the implementation of the action plan for the next three years,

- consulting stakeholders and conducting an information campaign on the new HRS4R and the Action Plan.

Once the documents have been submitted through EURAXESS, an information campaign will be carried out on the new HRS4R and Action Plan and the new tab on the University website on HR EXCELLENCE will be promoted.

# **Additional remarks/comments about the proposed implementation process:**

On 1 October 2019, the University’s new Statutes became effective alongside a new organisational structure. Departments merged into institutes, the Academic Advancement Board, elected by the Senate, took over the awarding of degrees, primary responsibility for education was taken over by the Programme Directors and the Programme Board, and student services became the responsibility of the Student Services Office. These profound changes were developed in 2018/2019 in open dialogue with the University community. We decided to make the best use of the opportunities created by the Law on Higher Education and Science to achieve PUEB’s strategic goals.

The first quarters of 2020 were marked by the pandemic. We made a smooth transition to remote learning and working for the vast majority of employees. A swiftly prepared amendment to the Statutes provided grounds for the remote operation of the University’s bodies (including the Senate, the University Council and the Academic Advancement Board), as well as the resumption of elections of the University’s authorities for the new term. A survey of students and staff indicates that, overall, the University has performed well in under the difficult conditions of the coronavirus pandemic.

In September 2019, our University was again awarded CEEMAN International Quality Accreditation. It was granted for the second time for a period of six years. We have also obtained the prestigious ACCA accreditation entitling all graduates of the ACCA Accounting and Financial Management specialisation in Accounting and Business Finance to obtain exemptions from 9 ACCA examinations. This was awarded for the second time for a 5-year period. In June 2018, we again obtained AMBA accreditation for a maximum period of five years. The university continues to pursue two prestigious international accreditations: EQUIS and AACSB.

In 2021, we participated in conferences, webinars and training courses organised by EFMD and AACSB, including:

• 2020 EFMD Online Conference,

• 2021 EFMD Marcom, External and Alumni Relations Conference,

• 2021 EFMD Doctoral Programmes Conference,

• EFMD Quality Assurance Academy,

• 2021 AACSB International Conference and Annual Meeting,

• AACSB Seminar Creating an Agile Strategic Plan,

• AACSB Business Accreditation Seminar.

In 2019, PUEB was named Poland’s best business school in the Perspektywy Educational Foundation’s Ranking of Higher Education Institutions. The university was also ranked among the top 200 business universities in the world according to the Eduniversal international ranking. The Eduniversal list of best programmes included as many as 17 courses offered at our University. No other Polish university can claim such a result. In addition, PUEB has been ranked in:

- QS World Rankings by Subject 2022: Business & Management Studies (501‒550),

- Perspektywy MBA Ranking 2021—Executive MBA Poznań-Atlanta in 4th rank in Poland (out of 41 ranked) in the general classification (1st place: quality of students, 2nd place: opinion of graduates, 2nd place: content of the programme).

We are also proud to have won, in August 2022, the IDOL competition organised by Opportunities for the Blind, Foundation. In recent years, we have introduced many provisions to support work and study for people with disabilities at the University.

Following the introduction of a state of epidemic in Poland, the PUEB Rector’s Announcement No. 7/2020 established a Team for the Coordination of Activities to Combat the Threat of COVID-19 at PUEB. The Team’s responsibility was to draw up guidelines and recommendations for the University in terms of its operation during the coronavirus outbreak, including teaching activities, mobility (participation in conferences, the Erasmus programme, etc.), the organisation of events at the University, the operation of student residences, the Main Library, catering facilities, rules for the cancellation of classes and excusing absences, etc. More than 240 issues concerning the COVID-19 emergency were reviewed during the meetings, concerning, in particular:

- student and doctoral student affairs,

- staff affairs,

- other issues (of which the following were the most important): halting all travel of Polish academics, doctoral students and students to areas at risk of coronavirus, as well as halting the arrivals to Poland from these areas; limiting international cooperation to the absolute minimum; advising employees, doctoral students and students to refrain from private domestic and international travel;

2019 saw the continuation of the Integrated Programme for the Development of the Poznań University of Economics and Business co-financed by the European Union from the European Social Fund under the Operational Programme Knowledge Education Development 2014‒2020, where in Task 7 entitled Improving managerial competences of the University's management and administrative staff, PUEB will offer specialist training aimed at improving staff’s knowledge and language skills until February 2022.

The academic year 2020/2021 will go down in the history of the University as a period of mainly remote operation.

In the University’s strategy for 2021‒2024, we have adopted ambitious goals to implement an incentive-based employment policy and remuneration system. The challenge remains to provide our employees with conditions, especially salaries, that are competitive in the face of a dynamically changing labour market. Meeting this objective is a prerequisite for achieving all our strategic goals.

The Mission Statement of our University stipulates that we conduct innovative research and educate leaders of the future - with a sense of social responsibility. It is a priority for PUEB to act with concern for high-quality education, welfare and work-life balance, while respecting gender equality, promoting sustainable production and consumption, and acting green to counteract climate change. We identify these five UN Sustainable Development Goals as key in the PUEB Strategy 2021‒2024. PUEB has a Rector’s Committee for University Social Responsibility. It ensures that the University respects internationally accepted standards and rules for the social responsibility of organisations, in particular the Ten Principles of the UN Global Compact, the Principles for Responsible Management Education and the ISO 26000 standard.

The University has been implementing various programmes in line with the above priorities, including:

- remote document flow, energy-efficient lighting, improved thermal insulation, and waste segregation,

- comprehensive energy modernisation of Collegium Altum building of the Poznań University of Economics and Business, a project co-financed by the Cohesion Fund under the Operational Programme Infrastructure and Environment 2014‒2020,

- installation of the TOTUPOINT application. This is a system that aids spatial orientation and enhances safety for people with visual impairments,

- in 2020/2021, we introduced a new postgraduate course in Corporate Social Responsibility—CSR Manager. These courses are delivered under the auspices of the Responsible Business Forum Association.

PUEB continues to be involved in many green initiatives. In spring 2021, work began on the launch of an urban apiary at the University. Beehives have been placed on the CEUE roof.

In turn, out of concern for the health and well-being of its employees, the Poznań University of Economics and Business signed an agreement with the Centre for Cancer Prevention and Epidemiology in Poznań. University staff can access a comprehensive package of free and fee-based preventive screenings.

1. [↑](#footnote-ref-2)