# **Action Plan for 2022 - 2027 resulting from the PUEB Strategy and HR Strategy for Researchers at the Poznań University of Economics and Business, taking into account the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers**

## **Areas carried over from the Action Plan 2017-2022**

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| **Area in the Action Plan 2017-2022** | **Item** | **Current status** | **Area in the Action Plan 2022-2027** |
| **Career paths** | **A15** | **extended** | **Working conditions** |
| **A17** | **extended** | **Recruitment, training and development** |
| **Incentive scheme** | **A19** | **extended** | **Working conditions** |
| **Working conditions** | **A34** | **in progress** | **Working conditions** |
| **New 2019 activities** | **A41** | **extended** | **Training and development** |
| **A43** | **extended** | **Working conditions** |

## **ETHICS AND PROFESSIONAL ASPECTS**

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|  **Item** | **Activities** | **Implementation time**) | **Unit responsible** | **Metrics** | **Comments** | **Implementation status**  |
|  | Introducing changes to the PUEB website and on PUEB social media in terms of finding information on equality policies. | Q1 2023 | Rector’s Plenipotentiary for Equal Treatment,Marketing Department | 1. A visible tab on the University’s website for this issue (yes/no).2. Result obtained in the satisfaction survey conducted among employees and doctoral students, target value in 2027: 90% of respondents are familiar with PUEB’s equality policy.3. Number of views of the sub-page of the website with information related to the equality policy.4. Number of social media posts related to equality issues. | As part of the *Adaptation of the buildings and teaching offer of the Poznań University of Economics and Business to the needs of students with disabilities* project number POWR.03.05.00-00-A086/19, co-financed by the European Union under the Operational Programme Knowledge Education Development 2014 – 2020, by the end of 2022 PUEB’s website will comply with WCAG 2.1. principles (guidelines for equal opportunities and non-discrimination), audits will be carried out to assess the accessibility and content comprehensibility of the website. Selected PUEB staff will be trained on how to create subtitles for the deaf and how to create accessible web content. In addition, monitoring of the accessibility of the website will be carried out, including an assessment of its accessibility by students with different types of disabilities.An equality policy awareness survey should be included in subsequent university surveys, along with an option to confirm that the staff have read and understand the policy. | new |
|  | Promoting and communicating the principles of the Code of Ethics for Researchers developed by the Polish Academy of Sciences (PAN) and the Code of Good Practice at Universities, developed by the Polish Rectors Foundation in 2007. | Q2 2020 and periodically thereafter | Research Office,HR Division,Marketing Department | Number of views of the subpage with information about the Code of Ethics for Researchers developed by the Polish Academy of Sciences (PAN) | In 2020, a Research Ethics Committee was established. Between October 1, 2021 and September 30, 2022, the Committee issued 37 resolutions, of which 27 were positive. | new |
|  | Financial support for scientific research that is part of the key issues along with the rules for awarding funds (including translation, language verification, internal projects) | Q1 2023and then annually | Vice-Rector for Research andInternational Relations,Bursar | Document and regulations prepared (yes/no).Budget prepared.Number of publications in key research topics.The value of ongoing scientific and research projects and projects carried out in cooperation with business practice in key research topics. | Action included in PUEB Strategy; 1.1. Identifying key research issues at the University level. | new |
|  | 1. Selecting key areas of commitment to sustainable development of society and economy in line with the UN Sustainable Development Goals
2. Developing and implementing PUEB’s environmental policy (including setting metrics and a timetable)
3. Developing a plan for cooperation with non-governmental organisations
 | Q1 2021and continuous action thereafter | Rector,Vice-Rector for Developmentand External Relations,Chancellor | Number of socially responsible activities, including green initiatives, by stakeholder group, target value: >0Percentage of common areacovered by waste segregation in relation to the total common area, target value: 100% | Action included in PUEB Strategy: 2.1. Selecting and implementing key activities in line with sustainable development of societyand economyThe achieved percentage of the common area covered by waste segregation in relation to the total common area in 2021 was 100%.Another important activity will include workshops engaging academic staff in PUEB’s sustainable development. | new |

## **RECRUITMENT**

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|  **Item** | **Activities** | **Implementation time**(year and quarter) | **Unit responsible** | **Metrics** | **Comments** | **Implementation status**  |
| **A17** | Preparing and implementing an on-boarding training package for new employees. | Q2 2023 and continuous action thereafter | Professional Competence Development Team at the HR Division,Heads of Departments | Number of new employees who have completed on-boarding: target value 100%Number of on-boarding training courses organised for new employees, target value: min. 1 training course per quarter, subject to new hires. | Responding to the issues raised in the *Changing PUEB Together* survey. The package should include, among others:- training on work organisation,- training on information systems- training on the organisational structure and the flow of key documents | extended |
|  | 1. Obtaining information on best practices in the recruitment of candidates for academic staff within the cooperation between business universities (KRUE) and Poznań HEIs (KRMP), as well as foreign partner universities, selecting practical and effective solutions and preparing a review in the form of a report.2. Identifying and implementing at PUEB selected solutions from the best practices related to the recruitment of candidates for academic staff. | Q4 2024 | HR Division – Human Resources Unit,Professional Competence Development Team at the HR Division,Cooperating units | 1. Best practice report developed (yes/no)2. Qualitative evaluation of the changes introduced, e.g. on the basis of a short survey after each recruitment. |  | new |
|  | Preparing regular workshops/training for permanent members of selection committees and project managers to share best practice. | Q4 2024 and continuous action thereafter | Professional Competence Development Team at the HR Division | Number of people trained, target value as of 2024: > 0 |  | new |
|  | Incorporating the criterion of mobility (including its online forms) and international cooperation in the evaluation in the internal and external recruitment processes. | Q2 2023 | Rector, Vice-Rector for Research andInternational Relations,Professional Competence Development Team at the HR Division | Inclusion of mobility and international cooperation in the recruitment assessment (yes/no). | The inclusion of remote mobility (e.g. participating in online international teams, teaching online in foreign units) ensures that the demand for equal treatment is fulfilled regardless of gender, family status or degree of disability. | new |
|  | Clarification of recruitment procedures including the development of model documents (presentation of the candidate’s achievements, standardised way of assessing these achievements, communicating the outcome of the recruitment).  | Q2 2023 and continuous action thereafter | Rector, HR Division | Documents drafted (yes/no).Number of solutions implemented to support the preparation of promotion applications on the research, research and teaching, as well as teaching pathway, target value: min. 2Number of consultations carried out and promotions awarded, target value: >0Number of correctly submitted promotion applications, target value: >0 | This will ensure that recruitment procedures are more transparent. | new |

## **WORKING CONDITIONS**

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|  **Item** | **Activities** | **Implementation time** | **Unit responsible** | **Metrics** | **Comments** | **Implementation status**  |
| A15 | Creation of a digital repository of PUEB Publishing House publications | Q4 2022 and continuous action thereafter | Main LibraryPUEB Publishing House | Number of digitised PUEB Publishing House publications, target value: >0Number of digitised doctoral dissertations target value: >0 | As part of the *Integrated Programme for the Development of the Poznań University of Economics and Business* number POWR.03.05.00-00-Z011/17, co-financed by the European Union under the Operational Programme Knowledge Education Development 2014 - 2020, a service for the digitisation of open educational resources held in the collection of PUEB Main Library will be purchased by tender. The service includes scanning original publications: 1133 books, i.e. approximately 245,000 (+/-2%) book pages and approximately 169,000 doctoral pages with appendices. The project will have been completed by the end of 2022. As part of the service, the Contractor will carry out basic maintenance including, but not limited to, straightening out the pages, evaluating the publications in order to select the best scanner and digitisation method, scanning the publications with the above in mind and creating master files, as well as PDF presentation files with OCR layer.  | extended |
| A19A43 | 1. Developing a new staff motivation system incorporating non-financial incentives.2. Designing a system of additional financial incentives for above-average performers. | Q2 and Q4 2022 and continuous action thereafter | Rector | Annual employee satisfaction survey with respect to the incentive system in placeBaseline 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 |
| A34 | 1. Identifying and analysing the most important processes that require streamlining2. Creating and implementing a schedule for streamlining key processes (including elimination of some activities)3. Implementing an electronic document flow system | Q4 2021 and thereafter in accordance with the schedule | Chancellor | Number of processes in the electronic workflow system, baseline: 2021 - 24 processes + 6 extensionsAnnual evaluation of the state of affairs at the University by staff, students and doctoral students | Action 2.6 included in the PUEB Strategy 2021-2024, which aims to increase operational flexibility, reduce bureaucracy and improve internal communication.In 2021, 35 processes + 7 extensions were computerised and digitised.In 2022, another 12 processes were computerised and digitised. | in progress |
|  | Establishing an Office of Educational Quality Assurance.   | Q4 2022 | Educational Division  | Number of cases in progressNumber of reports produced | The Office for Educational Quality Assurance will provide support to academic staff in the assessment of learning goals (development of the Rubrics application). Amongst other things, the staff of the Office will be involved in coordinating processes related to educational quality assurance, developing educational quality assessment reports and indicating, on the basis of the analysis of educational quality surveys, the scope and subject matter of training to improve teaching competences. | new |
|  | Implementation of a system enabling the collection of data necessary for the production of cross-sectional reports (BI system)  | Q4 2023 and continued development | IT Centre | Number of reports generated, target value: >0Number of users trained | The creation of an integrated database should streamline a number of processes and facilitate access to aggregated data for authorised persons. In addition, it will reduce the need to report the same data in subsequent surveys, reports and systems.In Power BI we intend to release reports on:- PUEB staff salaries and their structure (breakdown by gender, organisational unit, position, degree, seniority);- employment in the Student Services/CEM Office and ratio of students per employee;- employment in the offices of the institutes and ratios of students and academic staff to one office staff member, including the number of hours of laboratory exercises per academic and technical staff member. | new |
|  | Setting up common rooms with kitchenettes in each PUEB building | Q4 2023 in building A, successive provision of kitchenettes in the remaining buildings | Chancellor | Number of common rooms, target value: = or > number of buildings |  | new |
|  | Rolling-out a document workflow system for international travel from the moment of submission of expense claims up to and including settlement. | Q1 2023 | Chancellor,IT Centre, International Relations Office | Number of claims submitted and being processed, target value: >0Processing time for the claim in questionTime taken to prepare settlement and disburse funds, baseline measurement Q4 2022 |  | new |
|  | Rolling out an IT tool for automatic retrieval of data for periodic appraisal of academic staff | Q4 2024 and continuous action thereafter | IT Centre,Professional Competence Development Team at the HR Division,Main Library,Educational Division. | Number of downloads for the survey compared to 2021Time taken to complete the questionnaire by the employee being appraised compared to the pre-implementation periodTime taken by members of the evaluation committee to process the questionnaire compared to the pre-implementation period  | Staff appraisal form will be redesigned and integrated into the ERP system and USOS for classes taught with the knowledge base and other applications, so as to limit data entry to only that which is not collected in other IT systems. | new |
|  | Introducing clear and uniform rules for staff remuneration in research projects | Q2 2022and annually thereafter | Vice-Rector for Research and International Relations,Bursar | Rules drafted (yes/no) | Standardisation of remuneration in research projects.Action 1.1 in the PUEB Strategy, measured from 2022 onwards | new |

## **TRAINING AND DEVELOPMENT**

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|  **Item** | **Activities** | **Implementation time** | **Unit responsible** | **Metrics** | **Comments** | **Implementation status**  |
| **Training and development** |
|  | Survey of training needs of university staff | Q4 2021 and continuous action thereafter | Professional Competence Development Team at the HR Division | Number of staff participating in a survey of training needs, target value for 2024: 50% of academic staffNumber of training needs surveys conducted, target value: +20% compared to 2021 | Training needs were surveyed for the first time in 2021 - 241 questionnaires | new |
|  | 1. Offering workshops and training sessions to develop research competences of academic staff and doctoral students
2. Training on the principles of applying for research funding from national and international grants
3. Training on qualitative and quantitative research methodologies and dedicated research tools
4. Training on the principles of commercialisation of research results, including intellectual property protection law and intellectual property valuation
5. Training and workshops on the principles of publishing research results in high-scoring scientific journals and dissemination of research
 | Q3 2022 and continuous action thereafter | Rector,Vice-Rector for Research and International Relations,Professional Competence Development Team at the HR Division,Research Office,International Relations Office, SPV. | Number of academic teachers and doctoral students who took part in training courses developing their research and teaching competences; target value: +20% year over year.Number of training courses and workshops conducted to develop research competences of academic staff and doctoral students, the target value is min. 10 workshops or training topics per year. |  | new |
| Positive evaluation of the training quality  |  |  |
|  | 1. Offering workshops and training sessions to develop teaching competences of academic staff and doctoral students
2. Providing methodological support for academic staff and doctoral students
3. Introducing supportive class observations for academic staff
 | Q1 2021 and continuous action thereafter | Rector,Vice-Rector for Educationand Students,Professional Competence Development Team at the HR Division | Number of academic teachers and doctoral students who took part in training courses developing their teaching competences; target value: +20% year over year.Number of training courses and workshops conducted to develop teaching competences of academic staff and doctoral students, the target value is min. 10 workshops or training topics per yearPositive evaluation of the training qualityNumber of academic staff and doctoral students provided with methodological support, baseline 2021 value: 18 persons, target value: 100 personsNumber of supportive class observations for academic staff, baseline from 2021: 3 individualsNumber of academic staff who, following a supportive class observation and corrective measures introduced, obtained a grade above 4.0 (based on the conducted class observation) | Action 1.4. in the PUEB Strategy: Fostering the academic nature of education by improving its quality and implementation of key learning goals (development of leadership skills, creative and critical thinking and socially responsible attitudes)Among other things, we envisage supportive class observations and individual consultations. | new |
|  | Preparing academic staff for remote and hybrid instruction | Q1 2022and continuous action thereafter | Vice-Rector for Education and Students,Professional Competence Development Team at the HR Division | Number of training sessions conducted for academic staff on remote and hybrid instruction, target value >0Number of university staff trained in remote and hybrid instruction, target value: 100 individualsPercentage of hours taught remotely in all forms of education, target value: 40% for postgraduate studies and other forms of education. | Action 1.6 in the PUEB Strategy - implementing hybrid education in all forms of educationImplementation in 2021: 59.2% - postgraduate studies (including MBA studies; 77.3% - CEM training and courses) | new |
|  | Developing academic staff’s competences in tutoring and initiatives supporting the individual development of students | Q3 2022 and continuous action thereafter | Rector,Vice-Rector for Education and Students | Number of academic staff and doctoral students who have completed training in tutoring and initiatives to support individual student development, target value as of 2023: >0Number of students covered by tutoring or other initiatives supporting their individual development, target value: min. 20 students per year. | Action 1.3. in the PUEB Strategy- the plan to introduce tutoring was implemented in Q2 2022Funds were obtained for the implementation of this action under the *Teaching Excellence* project. The purchase of the training service provides for the organization of supervision for academic teachers undertaking tutoring activities with students: individual supervision: 3x20 people, group supervision (5-6 people in each group), 3x4 groups;Training participants: 20 individuals (PUEB lecturers);Trainers: experts from outside PUEB. |  |
| A41 | Implementing coaching and mentoring programmes for academic staff | Q2 2023 and continuous action thereafter | Vice-Rector for Education and Students,Professional Competence Development Team at the HR Division,Fund-Raising Office | Number of coaching and mentoring programmes for university staff carried out, target value >0Number of staff who participated in the coaching and mentoring process, target value – min. 50 individualsNumber of staff who have completed the coaching and mentoring process, target value >0 | Action will be implemented if external funding is obtained | extended |
|  | Supporting the preparation of promotion applications on the research, research and teaching and teaching track | Q1 2023 and continuous action thereafter | Rector,Professional Competence Development Team at the HR Division,IT Centre | Number of consultations carried out, target value: >0Number of correctly submitted applications, target value: >0 | It is necessary to prepare, among other things - a template of the promotion application for the individual career paths, - a description of the procedure, - a list of required documents. | new |
|  | Other dedicated training courses requested by PUEB academics | 2022 and then continuous action | Vice-Rector for Research and International Relations,Professional Competence Development Team at the HR Division and cooperating units | Number of additional training courses implemented, for PUEB researchers, target value: >0Number of PUEB academics who have completed additional training, target value: >0  | We are contemplating training on issues such as voice emission, stress management, supporting cultural diversity. | new |
|  | Support (e.g. training for appraisees and appraisal committee members) for periodic academic staff appraisals | Q1 2024 and continuous action thereafter | Rector,Professional Competence Development Team at the HR Division | Number of training sessions organised for members of evaluation committees on periodic appraisals of academic staff, target value: 100% of evaluation committee members trained Number of training sessions for academic staff on periodic appraisal, target value: min. 80% of academic staff trained | Training courses including:- principles for conducting appraisals,- how to complete questionnaires,- assessment procedures. | new |
|  | Introducing periodic training on working with students with special needs | Q2 2023and continuous action thereafter | Rector's Plenipotentiary for Persons with Disabilities | number of people trained, target value: 50% of teaching staff | Training on, among other, *Ethical issues and behaviours in working with students with disabilities* | new |
| **Complementary actions** |
| A17 | Preparing and implementing an on-boarding training package for new staff  | Q2 2023 and continuous action thereafter | Professional Competence Development Team at the HR Division,Heads of Department | Number of new employees who have completed on-board training, target value: 100%Number of on-boarding training courses organised for new staff, target value: min. 1 training course per quarter  | Responding to the issues raised as a result of the *Changing PUEB Together* survey.The package should include, among others:- training on work organisation,- training on information systems- training on the organisational structure and the flow of key documents. | extended |
|  | Creating a personal account for each University employee regarding professional development  | Q4 2023 and continuous action thereafter | Rector,Professional Competence Development Team at the HR Division,IT Centre | Number of personal employee accounts created, target value: min. 400 | A personal account in which the employee will be able to see which training courses and activities they have participated in, which training courses they are currently enrolled in, which training courses are available to them. Training materials and evaluation surveys will also be available through this route. | new |
|  | Introducing reporting on development activities carried out for staff, including academic staff. | Q4 2023 and continuous action thereafter | Rector,Professional Competence Development Team at the HR Division, IT Centre,Cooperating units | Number of reports generated per year, target value >0Number of evaluation surveys created per year on employee involvement in professional development, target value: min. 1 per year |  | new |