

HR Strategy and Implementation Guidelines



UNIVERSITY OF PÉCS
Faculty of Business and Economics

The HR Strategy and Implementation Guidelines of the Faculty of Business and Economics of the UP have been prepared on the basis of and in accordance with the following documents:

1. UNIVERSITAS QUINQUEECCLESIENSIS FOUNDATION Strategy 2022 - 2030
2. UNIVERSITY OF PÉCS Institutional Development Plan 2021 - 2024
3. UNIVERSITY OF PÉCS Human Resources Strategy 2022 - 2030

The Faculty of Business and Economics of the UP aims to promote legal and predictable employment and employee commitment. This document contributes to the realisation of these goals by vertically aligning with the strategic directions of the University of Pécs as a whole, as stated on the title page, and by specifically supporting the realisation of the [strategic goals of the Faculty of Business and Economics for the period 2022-2026](#). In addition to the employment principles, the document also sets out the operational rules of the horizontally aligned HR systems; it concerns all employees of the Faculty and is valid until revoked.

1. Employment principles and horizontally aligned HR systems supporting the strategy of the Faculty of Business and Economics, University of Pécs

Employment principles



1. Responsible employment

- Legal and predictable employment decisions
- Employment adapted to strategy, implementation of tasks and employee needs
- Payroll cost management optimised for the faculty budget
- Transparent [organisational structure](#), responsibilities and positions



2. Equal treatment, diversity

- In line with the UP's Equal Opportunities Plan and the [Faculty's Code of Ethics](#), ensuring equal treatment and non-discrimination in recruitment, employment and working conditions, salaries, training/further training, promotion and termination of employment
- Protection of vulnerable groups of employees, in particular pregnant women, parents with young children, people with reduced working capacity, workers close to retirement



3. Worker well-being

- Programmes promoting physical and mental health
- Community-building programmes



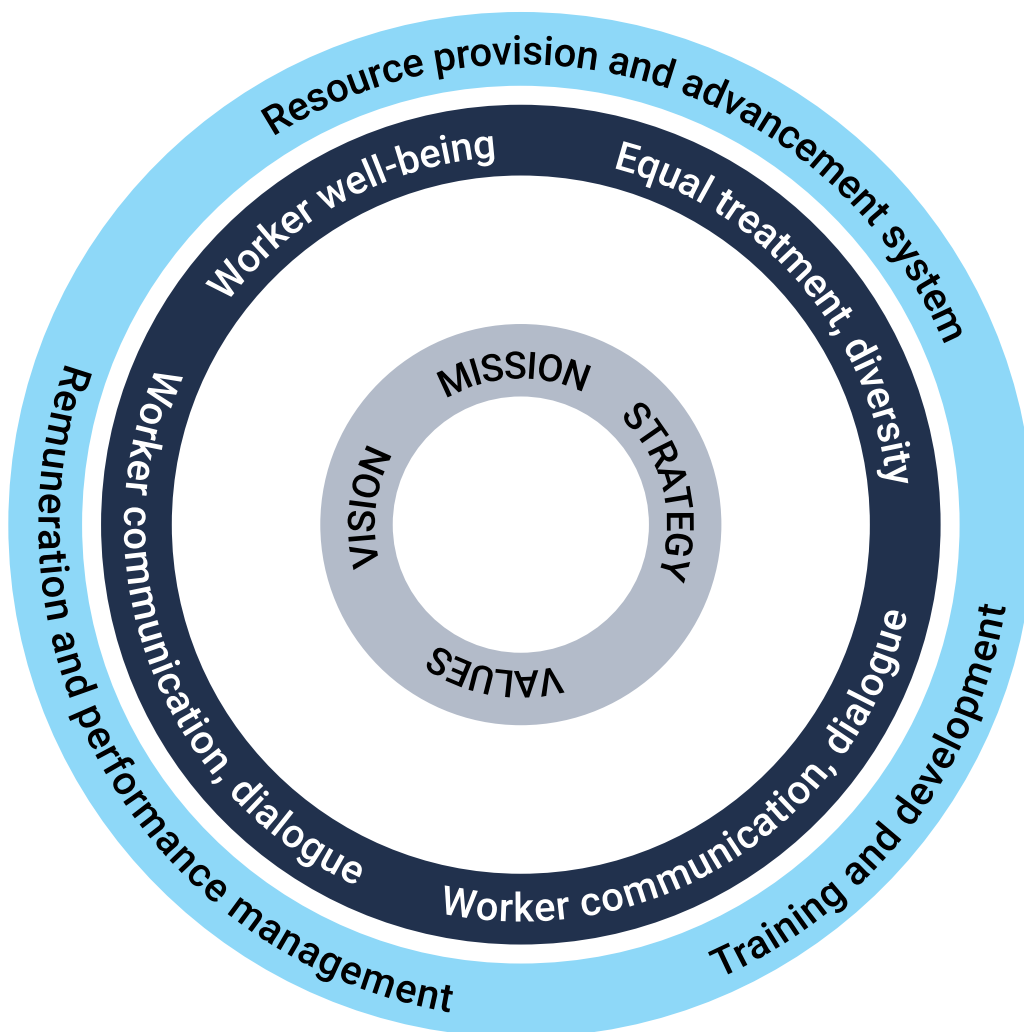
4. Worker communication, dialogue

- Regular and interactive staff forums
- Dialogue with interest representation bodies
- [Communication protocol](#)

Applied HR systems



1. Resource provision and advancement system
2. Remuneration and performance management
3. Training and development

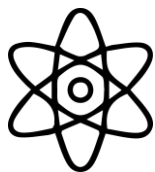


2. Direct (D) and indirect (I) contribution of the applied HR systems to the achievement of the faculty's strategic objectives for 2022-2026

Faculty strategic objectives and KPIs / HR systems	Resource provision and advancement system	Remuneration and performance management	Training and development
1. Development of the teaching staff			
KPI 1-2-3: Increase the number of associate professors / university professors / professors with a doctorate from the Hungarian Academy of Sciences / active professors	D	D	D
2. Improvement of the quality of the students			
KPI 4: Increase the average admission threshold for full-time bachelor students with state scholarships in the general admission procedure			
KPI 5: Increase the average admission score of all students admitted to full-time bachelor courses in the general admission procedure			
KPI 6: Increase the proportion of master students in relation to the total number of bachelor and master students	I	I	I
3. Development of international programmes			
KPI 7: Maintain the ratio of international programmes to the total of bachelor and master students	I	I	I
KPI 8: Increase the average admission score of international students enrolled in international bachelor and master programmes			
KPI 9: Launch of an international accreditation of a master's degree in English	D	D	D
4. Increasing scientific excellence			
KPI 10: Increase the annual number of Q1/Q2 publications, including D1 publications	D	D	I
KPI 11: Increase the five-year cumulative volume of faculty-authored publications relevant to THE economics ranking by at least 50%	D	D	I
5. Strengthening corporate and alumni relations			
KPI 12: Increase the number of cooperating corporate partners	D	D	
KPI 13: Increase the membership of the alumni organisation	D	D	
KPI 14: Increase the number of students in specialised vocational trainings	D	D	

3. Human Resource Management objectives of the Faculty of Business and Economics, University of Pécs and Business and the HR systems supporting their achievement

Goal 1: Recruit, select and retain dedicated, high performing and talented teachers, researchers and experts



HR systems applied: resource provision and advancement system

Employment starts with professional and thorough human resource planning. All faculty recruitments are made after full consideration of the available options. We recruit and select individuals who have the right values, skills, knowledge, experience and motivation to help the Faculty achieve its goals. Throughout our recruitment and selection processes, we strive to provide a positive candidate experience for all candidates (whether they actually get employed by us or not) through professional, accurate and timely communication.

The duality of academic and organisational advancement in our Faculty stems from the way the university operates. In addition to fulfilling the criteria set out in [the UP Employment Requirements System](#) (hereinafter: UP ERS), academic career progression in teaching and research and in institutional management is also linked to the performance shown in the faculty performance management system. Fair and predictable advancement is the priority of our Faculty's resource management system, and we rely primarily, but not exclusively, on the promotion of current employees when filling positions. To ensure the predictability of the advancement system, we consider it necessary to have transparent rules for our employees at the beginning, middle and end of their careers.

Recruitment

1. We are constantly on the lookout for highly skilled experts and talented students open to academic careers, and we support their academic progress.
2. In our labour market activities, we strengthen the employer brand of Pécsiközzég.
3. We strive to find renowned foreign academics, researchers and international talents and to establish professional cooperation with them.

Selection exercises

1. We apply a sophisticated selection process for all the positions we fill.
2. For teaching and research positions, in addition to the entry requirements set out in the UP ERS, we also look closely at candidates' ability to teach and publish in English. In view of our international accreditation efforts, the English language proficiency of candidates for administrative positions is a key criterion in the selection process.
3. In the selection process for all jobs, particular emphasis is placed on the application of the principle of equal treatment and the consideration of the special employment needs of vulnerable groups of employees.
4. We ensure the protection of candidates' personal data in the storage and processing of application materials, in accordance with the law.

Rules of the advancement system

1. Doctoral students can be employed as assistant lecturers from 1 September following the termination of their scholarship status (semester 8) on a fixed-term contract for two years, during which time they are expected to obtain a degree.
2. In our faculty, after obtaining a PhD degree or habilitation, promotion to assistant professor or associate professor status is possible from the first day of the second semester following the semester in which the degree or habilitation was obtained.
3. In accordance with faculty practice, the employment of teaching and research staff ends when they reach the retirement age, while the employment of university teachers ends at the latest on the day they reach the age of 70.
4. In accordance with the provisions of the UP ERS, a title may be awarded to teaching and research staff after termination of employment upon the recommendation of the department directors. University teachers may be awarded the title of Professor Emeritus/Emerita for a maximum of five years, renewable once, with 30% of the basic salary of the UP teaching staff at the time of the conclusion of the contract, in addition to the title of Professor Emeritus/Emerita, pursuant to Article 98 of the UP ERS. The length of this contract will be determined by the parties' intentions and the volume of work involved

Objective 2: To operate fair and performance-related remuneration systems for all employees of the Faculty



HR systems applied: remuneration and performance management

We believe that excellent performance can only be achieved with competent and motivated employees. While competent employees are ensured through resource provision and/or training and development, the right motivation is achieved through the right combination of financial and non-financial incentives that are competitive in the market. Where appropriate, we also apply new and cost-effective remuneration approaches that have a real incentive effect on our employees. We identify poor performance and support improvement where possible, while excellent performance is valued and rewarded.

Remuneration management

1. Our employees are paid a competitive wage for the work they do. While continuously monitoring the labour market, we consistently link the level of salaries for teaching and research posts to individual academic performance and performance management systems.
2. The activities performed in addition to the job duties are paid for under other entitlements, which are regulated in detail in Act I of 2012 on the Labour Code (hereinafter: LC) and the UP Labour Code.
3. The quantitative and qualitative performance of our employees is documented and recognised in the [Faculty Performance Evaluation System](#) (PES), which is aligned with the UP performance evaluation system.
4. The amount of the individual salary (basic salary and performance-related salary) is set by the Dean in agreement with the Director of the Department during the annual performance review. Consequently, salary adjustments may be due once a year at the time of the individual performance review.
5. In line with the strategic objectives set out, the Faculty supports and financially recognises the academic progress of colleagues through the following one-off salary supplements:
 - a) the one-off salary supplement for the appointment of a university teacher is equal to 2.4 times the university teacher's salary set out in the UP teaching salary scale in force at the time of appointment, rounded up to 100,000 HUF,
 - b) the amount for the award of an HAS doctorate is twice the salary supplement for a university professorship,
 - c) the amount for successful habilitation is half of the salary supplement for a university professorship,
 - d) the amount awarded for a successful PhD degree is a quarter of the salary supplement for a university professorship.

Performance management

1. We consistently apply the faculty performance evaluation system (PES) to teaching, research and administrative positions.
2. The performance targets measured in the PES system are set in line with the faculty's strategic objectives.
3. In teaching and research positions, the main components of performance are: 1. teaching activities; 2. institutional management and project activities; 3. research and scientific organisation; and 4. doctoral school activities.
4. We also use the Students' Assessment of Teaching Performance (SATP) score as a multiplier for the quality of teaching in the performance evaluation.
5. The performance of the administrative staff of the Faculty is evaluated according to a set of ten competences.

Objective 3: Continuous professional and methodological training of our colleagues and development of their personal competences



HR system applied: training and development

Our faculty is committed to the acquisition and development of knowledge, and we support our employees in this. The University is a learning organisation, where not only our students, but also our employees and managers are constantly learning and developing. In designing our training and development systems, we always keep in mind how each training and development programme fits in with the faculty strategy, how they contribute to individual and organisational performance and how they relate to individual motivations.

1. In the teaching profession, training and development opportunities are designed to support individual academic progress and the effectiveness of teaching in the first place. The former, for example, but not exclusively, through participation in national and international scientific conferences, and the latter through training in innovative teaching methodologies.
2. As we fill senior faculty positions primarily from within, with our own staff, the supply of leaders is a priority, and we support this through leadership development programmes.
3. We support the professional development of our employees through the training courses offered by our Faculty at all levels of education.
4. In line with our internationalisation efforts, we attach great importance to training our colleagues in foreign languages, and we also aim to develop intercultural skills by encouraging virtual and physical international mobility.
5. Directly linked to the faculty strategy is the development of our international programmes, one important element of which is the acquisition and retention of international programme accreditations. The acquisition of the competences necessary for this is continuously supported.
6. All workshops and competence development trainings, as well as consultations with graduate trainers and business coaches, are available to our employees as part of the [TalentPoint](#) services.

This document was adopted by the Faculty Council of the Faculty of Business and Economics of the University of Pécs at its meeting on 7 June 2023. The Dean of the Faculty is responsible for the implementation of the HR Strategy.