

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 (hereinafter referred to as School) aims to promote legal and predictable employment and employee engagement. 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 implementation 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 covers all employees of the School and is valid until withdrawal.

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 management optimised for the School budget
- Transparent [organisational structure](#), responsibilities and positions



2. Equal treatment, diversity

- In line with the UP's Equal Opportunities Plan and the School's [Code of Ethics](#), ensuring equal treatment and non-discrimination in recruitment, employment and working conditions, salaries, training and development, 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 worker representation bodies
- [Communication protocol](#)

Applied HR systems



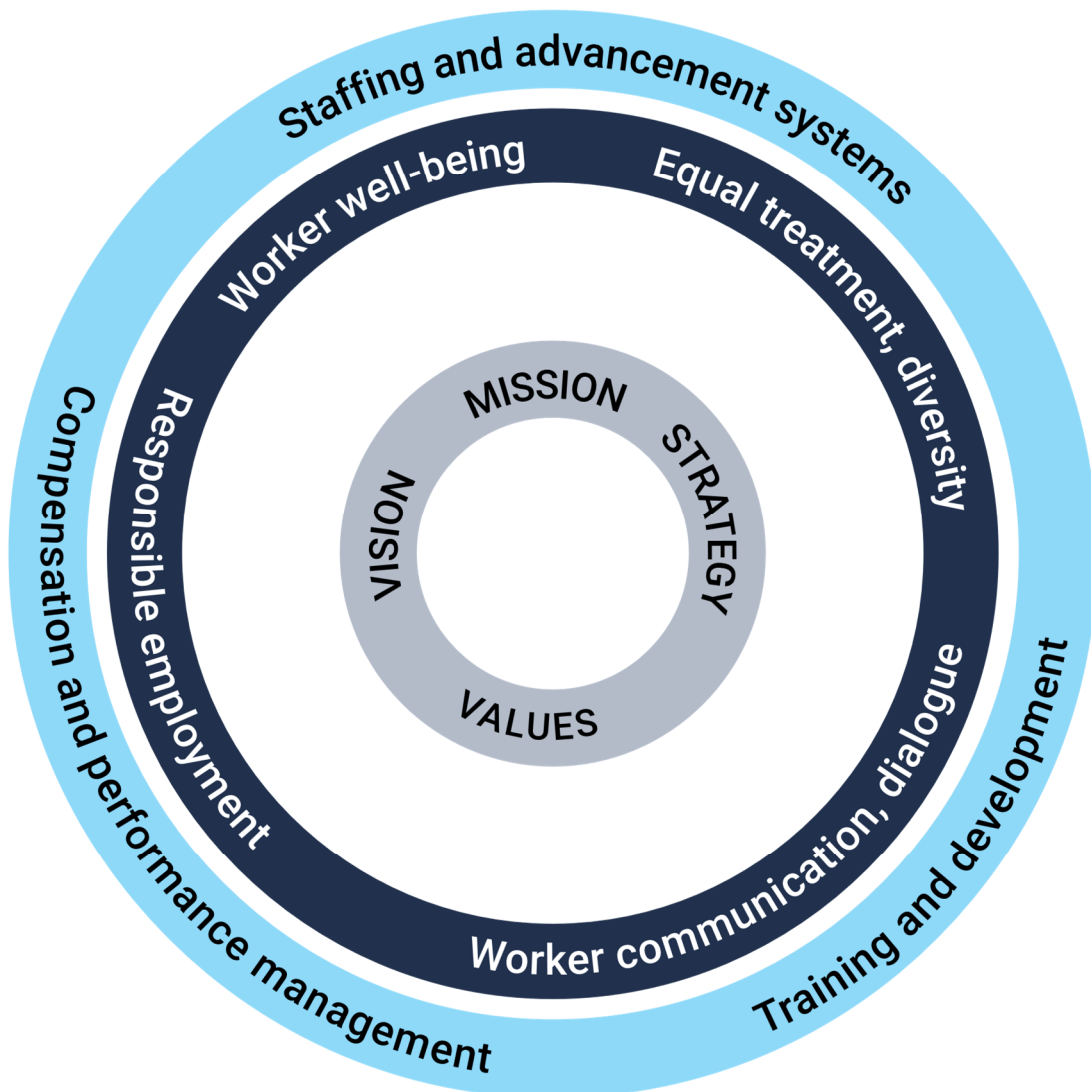
1. Staffing and career advancement systems



2. Compensation and performance management



3. Training and development

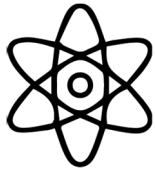


2. Direct (D) and indirect (I) contribution of the applied HR systems to the achievement of the School's strategic objectives for 2022-2026

School's strategic objectives and KPIs / HR systems	Staffing and career advancement systems	Compensation 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 School - 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 the HR systems supporting their achievement

Goal 1: Recruit, select and retain dedicated, high performing and talented employees



HR systems applied: Staffing and career advancement system

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

The duality of academic and organisational advancement in our School 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 School's performance management system. Fair and predictable career advancement is the priority of our School's human 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 career advancement system, we consider it necessary to have transparent rules for our employees at the beginning, middle and at end of their careers.

Recruitment

1. We are constantly recruiting 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 international academics, researchers and talents to establish professional cooperation with them.

Selection

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. During selection, particular emphasis is placed on equal treatment and the special employment needs of vulnerable groups of employees.
4. We ensure the protection of candidates' personal data in accordance with legal regulations.

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 doctoral degree.
2. 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. The employment of teaching and research staff ends when they reach 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. Full professors may be awarded the title of Professor Emeritus/Emerita for a maximum of five years, renewable once, with 30% of the base 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, performance-based compensation systems for all employees of the School



HR systems applied: Compensation and performance management

We believe that excellent performance can only be achieved with competent and motivated employees. While competent employees are ensured through staffing 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 compensation 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.

Compensation management

1. Our employees are paid a competitive salary for the work they do. While continuously monitoring the labour market, we consistently link the level of salaries for teaching and research jobs to individual academic performance.
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 Employment Requirements Regulation of UP.
3. The quantitative and qualitative performance of our employees is documented and recognised in the School Performance Management System (PM), which is aligned with the UP performance evaluation system.
4. The amount of the individual salary (base-, and performance-based pay) 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, the School supports and financially recognises the academic progress of colleagues through the following one-time payments (salary supplements):
 - a) a one-time salary supplement for the appointment to a professor equals three times the monthly salary of a full professor as specified in the official salary scale of the University valid at the time of appointment,
 - b) a one-time salary supplement for earning the DSc title equals five times the monthly salary of a full professor as specified in the official salary scale of the University valid at the time of awarding the title,
 - c) a one-time salary supplement for successful habilitation equals the monthly salary of a full professor as specified in the official salary scale of the University valid at the time of awarding the title,
 - d) a one-time salary supplement for earning the PhD degree equals half of the monthly salary of a full professor as specified in the official salary scale of the University valid at the time of awarding the degree.

Performance management

1. We apply the School's performance management system for both faculty and administrative staff.
2. The performance targets measured in the PM system are set in line with the School's strategic objectives.
3. For faculty, the main components of performance are: 1. teaching activities 2. institutional management and project activities 3. research and scientific activities and 4. doctoral school activities.
4. We apply 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 School 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 School 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. In designing our training and development systems, we always keep in mind how each training and development programme fits with the School strategy, how they contribute to individual and organisational performance and how they relate to individual motivations.

1. For faculty, training and development opportunities are designed to support individual academic progress and the effectiveness of teaching. The former is achieved, 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 internally, we provide leadership development programmes.
3. We support the professional development of our employees through all levels of education.
4. In line with our internationalisation efforts, we put great importance to foreign language skill development of our colleagues. We aim to develop intercultural skills of employees by encouraging virtual and physical international mobility.
5. Directly linked to the School 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 professional trainers and business coaches, are available to our employees as part of the [CareerSpot](#) 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. An amendment was accepted on 12 November 2025. The Dean of the School is responsible for the implementation of the HR Strategy.