



University of Pécs
Faculty of Business
and Economics

HR STRATEGY

2026-2030

Document history:

- Submitted by: Dr. habil. Zsófia Ásványi, HR Advisor (Feb 2026)
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The HR Strategy Faculty of Business and Economics of the UP has been prepared on the basis of and in accordance with the following documents:

1. UNIVERSITAS QUINQUEECCLESIENSIS FOUNDATION Strategy 2022 – 2030
2. UNIVERSITY OF PÉCS STRATEGY 2023-2030

The Faculty of Business and Economics of the University of Pécs (hereinafter, the 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 University of Pécs's strategic directions as a whole, as stated on the title page, and by specifically supporting the implementation of the [School's strategic goals for 2026-2030](#). 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 strategy

Employment Principles



1. Responsible employment

- Legal and predictable employment decisions
- Employment adapted to strategy, implementation of tasks and employee needs
- Budget-optimised payroll management
- Transparent [organisational structure](#), responsibilities and positions



2. Equal treatment, diversity

- In line with the UP's equal opportunities initiatives 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 employee groups, in particular pregnant women, parents with young children, people with reduced working capacity, and workers close to retirement



3. Employee well-being

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



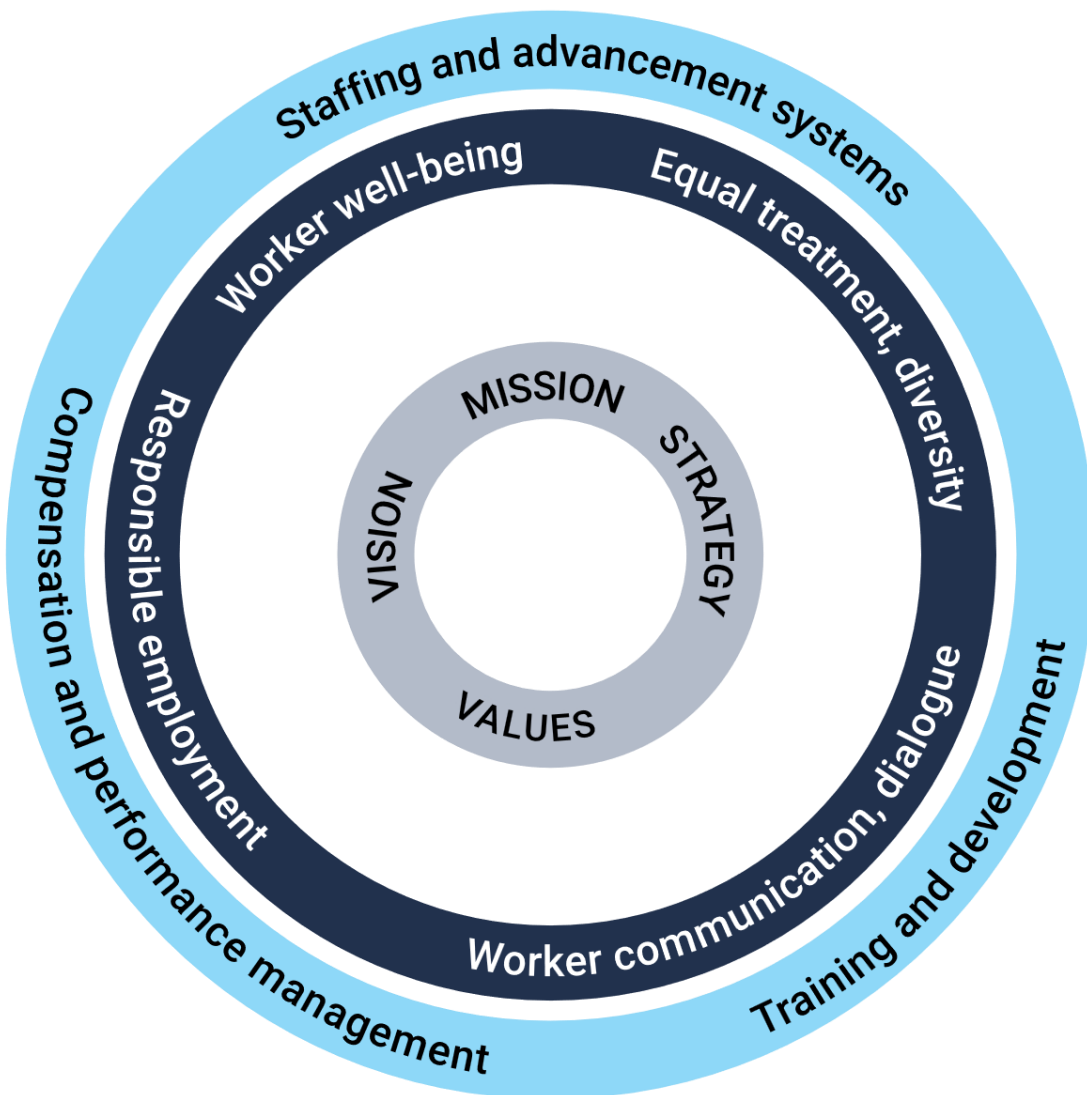
4. Employee communication, dialogue

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

Applied HR Systems



1. Staffing and career advancement systems
2. Compensation and performance management
3. Training and development

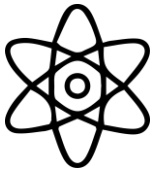


2. Contribution of HR Systems to the School's Strategic Objectives (2026–2030)

School's strategic objectives and KPIs / HR systems	Staffing and career advancement systems	Compensation and performance management	Training and development
1. Maintaining high-quality human resources			
KPI 1: Maintaining the number of full professors	X	X	X
2. Development of the programme portfolio and educational quality			
KPI 2: Improvement of the results of the graduate students' exit survey			X
KPI 3: Launch of an online international programme			X
KPI 4: Launch of a Hungarian-language distance-learning programme			X
3. Strengthening research excellence			
KPI 5: Increase in the four-year cumulative total of the School's aggregated Research Motivation System (RMS) score	X	X	X
KPI 6: Increase in the four-year cumulative total of HSB + Scopus citations			X
KPI 7: Increase in the proportion of RMS-recognised publications co-authored with non-School partners, and within this, for publications co-authored with international partners		X	X
4. Improvement of international visibility and recognition			
KPI 8: Acquisition of at least one institutional accreditation (EQUIS or AACSB accredited)	X	X	X
KPI 9: Retention of the two existing EFMD programme accreditations (EFMD-accredited BSc, EFMD-accredited MSc)		X	X
5. Strengthening societal impact			
KPI 10: Achievement of at least 100% in the Societal Engagement and Reach Index			X
KPI 11: Achievement of at least 100% in the Research and Knowledge Transfer Index	X	X	X
KPI 12: Achievement of at least 100% in the Responsible and Sustainable Development Contribution Index			X

3. HR objectives of the School 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 begins with professional, thorough human resource planning. All recruitment is conducted after careful consideration of 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, as well as in institutional management, is also linked to performance in the School's performance management system. Fair and predictable career advancement is a priority in our School's human resource management system, and we primarily, but not exclusively, promote current employees to fill 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 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 actively seek to attract internationally recognised academics, researchers and talents.

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. Given the School's international objectives, 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 employee groups.
4. We ensure the protection of candidates' personal data in accordance with legal regulations.

Onboarding

We support the organisational integration of newly hired employees through an onboarding system, thereby facilitating rapid assimilation, alignment with performance expectations, and long-term engagement.

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 full professors 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.

Goal 2: To operate a fair, performance-based compensation system for all employees of the School



HR systems applied: Compensation and performance management

We believe that sustained excellent performance requires competent and motivated employees. While competent employees are ensured through staffing and/or training and development, the right motivation is achieved through a competitive combination of financial and non-financial incentives. 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 salary levels 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's performance evaluation system.
4. 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 a performance management system for both teaching 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 teaching 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. Students' Feedback scores are applied as quality multipliers in teaching performance evaluation.
5. The performance of the administrative staff of the School is evaluated according to a set of competencies.

Goal 3: Operating a strategy-driven, individualised learning and development system that supports both organisational objectives and employees' professional growth



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 programme fits with the School strategy, how it contributes to individual and organisational performance, and how it relates to individual motivations and career pathways.

In the 2026–2030 strategic cycle, to reinforce these efforts, the School introduces a Personal Development Plan (PDP) for staff members. The PDPs may particularly cover the following competence areas:

- Teaching methodology and pedagogical competencies
- Competencies related to scientific advancement and academic career development
- Personal and leadership competencies
- Professional and disciplinary knowledge
- Internationalisation-related competencies
- Digital skills and artificial intelligence competencies
- Innovation- and knowledge transfer-related competencies
- ESG/ERS-related competencies.

The PDP system is organically integrated into the School's performance evaluation framework, strengthening its developmental dimension. It has a dual focus: it supports performance improvement in the current role while also fostering scientific advancement and the conscious preparation for future career progression.