



University
of Economics
in Katowice

HUMAN RESOURCES STRATEGY FOR RESEARCHERS

Action Plan

Katowice, August 2026



HR EXCELLENCE IN RESEARCH

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1. PLANNED ACTIVITIES.

Action No	Action Plan	GAP Principle(s)	Responsible unit	Performance time	Current Status
1.	Organisation of regular trainings for employees and doctoral students, e.g. in the field of counteracting mobbing, discrimination and corruption, professional liability, intellectual property protection and commercialisation of research.C&C Item 10, 31,38 Development and distribution of information about the offer of trainings for scientists Item 39. Indicators: Indicator: Organized training (list of participants, documentation of training programme and course) Purpose: Increase of employees' awareness in respect of the discussed subject. Remarks: 1. Organization of regular trainings for employees and doctoral students - In progress 2. Information about training for academic staff is disseminated, employees receive it in the form of announcements on the University's website, via emails and in the newsletter - Completed.	10,31, 38, 39	Personnel Management Office	Once a year, [39] 2025-2027	In Progress
2.	Development and implementation of HR Strategy for scientists Indicator: Normative act Purpose: Establishment of scientific support mechanisms (academic support) for assistant lecturers R1 and doctors R2. Remarks: Proposal to change the task completion date in connection with the adoption of the Scientific Strategy of the University of Economics in Katowice - Resolution No. 83/2023/2024 of the Senate of the University of Economics in Katowice, dated June 24, 2024, outlining plans for the years 2024–2030. Additionally, The Personnel Policy Guidelines for Academic Staff Employed at the University of Economics in Katowice were introduced by Rector's Order No. 112/22 of the University of Economics in Katowice, dated September 28, 2022. In progress, Development mechanisms for the care and academic support provided by independent staff to R1/R2 employees; Development of a model for assuming academic responsibilities from senior academic staff.	1,2,3,4,5,6,7, 8,9,10,11,12, 13,14,15,16, 17,18,19,20, 21,22,23,24, 25,26,27,28, 29,30, 31,32,33,34, 35, 36,37,38,39, 40.	Senate / Personnel Management Office / Legal Counsel/ Ethics Officer in cooperation with the Ethics Committee	June 2023, 2025-2027	In Progress
3.	Running informational campaigns, or optionally trainings for heads of faculties, research project managers and individuals involved in the recruitment process; moreover, information	13		June 2023, 2025-2027	In Progress

	about the rules of recruitment compliant with OTM-R will be published on the University website. Indicator: Organised training (list of participants, documentation of training programme and course) Purpose: Increase of employees' awareness in respect of the discussed subject. Information about the rules of recruitment compliant with OTM-R Remarks: Proposal to change the task completion date. Completed tasks: Information on the Implementation of the OTM-R Policy was sent by email to individuals directly involved in the recruitment process, this includes Department Heads, Deans of the Faculties, and professors participating in recruitment committees. Additionally, information about the implementation of the OTM-R Policy was published on the University's website and in the legal documents database LEX.		Personnel Management Office		
4.	Socially Responsible University Indicator: 1. Signing of the Declaration on Social Responsibility of the University. 2. Including the social responsibility of the University in horizontal priorities indicated in the Development Strategy of the University of Economics in Katowice for 2018-2025. 3. Report on the implementation of the University's Social Responsibility. 4. The University's Social Responsibility Strategy. Remarks: Completed: 1. The Declaration on Social Responsibility of the University https://www.ue.katowice.pl/en/university/socially-responsible-university/education.html 2. The social responsibility of the University in horizontal priorities indicated in the Development Strategy of the University of Economics in Katowice for 2018-2025. https://www.ue.katowice.pl/en/university/about-university/strategy.html https://bip.ue.katowice.pl/fileadmin/user_upload/bip/Uchwaly/2020-2021/Strategia_UE_Katowice.pdf The University's Social Responsibility has been included in the University Development Strategy for the years 2018–2025. The horizontal priority PH3. Social responsibility of the University relates to the values stemming from the sensitivity of the academic community to contemporary challenges related to the development of science and teaching, as well as the needs of the natural environment. The priority is implemented through objectives related to the creation of an ethical University, socially engaged and working towards sustainable development. https://www.ue.katowice.pl/fileadmin/user_upload/uczelnia/strategia/Strategia_Uniwersytetu_Ekonomicznego_w_Katowicach_EN.pdf (ENG) New Strategy of the University of Economics in Katowice 2026-2033 https://www.ue.katowice.pl/fileadmin/user_upload/Strategy_of_the_University_of_Economics_in_Katowice_2026-2033.pdf	1, 2, 3, 8, 9,10	Rector / Senate / Team for social responsibility of the University	09.2019 – 03.2022, 2025-2027	In Progress

	3. Report on social responsibility for years 2019-2020 https://www.ue.katowice.pl/fileadmin/user_upload/spol-odpowiedzialnosc/Report_on_social_responsibility_for_years_2019-2020_EN_.pdf Report on social responsibility for years 2021-2022 https://www.ue.katowice.pl/fileadmin/user_upload/spol-odpowiedzialnosc/Raport_SOU_21-22_ver_17-11_r%C5%82um_ENG_.pdf ; 4. The University's Social Responsibility Strategy for year 2025-2030 https://www.ue.katowice.pl/fileadmin/user_upload/Social_Responsibility_Strategy_of_the_University_of_Economics_in_Katowice_2030.pdf. In progress: Report on social responsibility for years 2023-2027,				
5.	1. Developing and implementing new Quality Assurance system in the University, 2. Developing and implementing criteria and measures for the program evaluation, 3. Developing and implementing new surveys for evaluating the teacher and the course Indicator: 1. Developing and implementing new Quality Assurance system at the University – from October 1, 2022 (in progress) 2. Developing and implementing criteria and measures for the program evaluation (qualitative and quantitative such as: satisfaction measure of the teaching process, measure of the quality of the program, measure of the program internationalization, measure of the scientific scope of the program, measure of the practical orientation of the program, measure of the digitalization of the program etc.) – from October 1, 2022 (measures developed - in the process of acceptance by the authorities) 3. Developing and implementing new surveys for evaluating the teacher and the course – from January 1, 2022 (developing - completed, implementing - in progress) Remarks: Completed: 1. Teaching Quality System of the University of Economics in Katowice - Rector's Order 14/22 https://www.ue.katowice.pl/fileadmin/user_upload/jednostki/jakosc-ksztalcenia/System_Jakos%C5%81ci_Kszta%C5%82cenia_EN_obowi%C4%85zuje_od_2022.pdf In progress: 2. 3. The questionnaire for the evaluation of teaching activities has been improved starting from the 2023/2024 academic year, specifically regarding the open-ended questions for students and doctoral candidates. This was implemented by Rector's Order No. 83/23. (developing - completed, implementing in progress).	11,15	Teaching Office /HR Development Office /Rector	October 2022 2025-2027	In Progress

6.	Organization of Regular Training for Staff and Doctoral Students Conduct regular training sessions for employees and doctoral candidates focused on communication and dissemination of research results, emphasizing the creation of scientific publications and informational materials in accessible formats, applying the principles of UNIVERSAL DESIGN. Develop and distribute information about the training offerings for the mentioned groups (via email and announcements on the website). Development of a Guide on Accessibility of Scientific and Educational Content Prepare a comprehensive guide to ensure the accessibility of scientific and educational publications.	2	HR Development Office / Accessibility Center	once a year (2026, 2027)	New
	Indicator: Organized Training Sessions (participant list, program) Scope: Creating scientific publications using the principles of universal design Participants: +/- 100 researchers and +/- 10 doctoral candidates Development of Guidelines Creation of mandatory guidelines for the publication of accessible content.				
7.	Establishment of the HRS4R Internal Audit Team.	15	Rector / Internal Regulations (Office)	Fourth quarter of 2025	Completed
	Indicator: Normative act				
8.	1. Development of an Annual Report Template. 2. Preparation of an Annual Report on Task Implementation Status. 3. Preparation of Reports on Monitoring the Recruitment Process for Academic Staff at the University of Economics in Katowice After Each Calendar Year.	11,12,13	Team for the Implementation and Monitoring of the HR Excellence in Research Strategy at the University of Economics in Katowice	1. Fourth quarter of 2025 2.3. once a year	New
	Indicator: Development of an Annual Report Template Annual Reports Ongoing monitoring of the quality of recruitment at UE Katowice.				
9.	Development of an Onboarding Document for the new university employees.	12,13,15	HR Development (Office)	First quarter of 2026	In progress
	Indicator: Onboarding Document Enhancing the effectiveness of onboarding new employees at the university.				
10.	Updating the translations of normative acts into English.	3,10	Internationalization Office	2025-2027	New
	Indicator: Enhancing the accessibility of normative acts for foreigners.				

11.	Organization of seminars on mentoring and reverse mentoring.	24, 28, 30, 35, 36, 37, 38,39,40.	HR Development (Office) / Scientific Excellence (Office)	once a year (2025, 2026, 2027)	Completed
	Indicator: Organized meetings/seminars (participant list) Employees at various stages of scientific development will share their knowledge and experience.				
12.	Development of KPIs in the HR area at the University of Economics in Katowice (UEKAT) Operationalization of KPIs in the HR Area	12,13,15	Team for the Implementation and Monitoring of the HR Excellence in Research Strategy at the	2025-2026	In progress
	Indicator: Developed List of Indicators for Measuring Human Resource Management Effectiveness at the University of Economics in Katowice (UEKAT) Definition of reference ranges for HR quality indicators at UEKAT The aim of the activity is to support the monitoring of key indicators reflecting the quality of human resources management in UEKAT. The developed indicators relating to key areas of HRM, including scientific efficiency of employees, level of absenteeism and turnover, training and staff development should help in taking appropriate actions by UEKAT Authorities aimed at better use of employee potential and focusing undertaken activities on issues of strategic importance. In the first step, a list of HR indicators will be prepared together with a definition of their measurement. In the second step, the indicators will be calculated based on data for previous years, which will be the basis for determining reference ranges constituting reference points for assessing the quality of HR in UEKAT.				
13.	1. Creation of exit interview protocol 2. Implementation of exit interviews to employees leaving University	2,15,23,24,25	HR Department	1. second quarter 2025 2. If possible	Completed
	Indicator: 1. The protocol of exit interview 2. Number of exit interviews during a year To gather the knowledge about the reasons of employee quitting during an interview after resignation; to place a counter-offer to the employee leaving the University				
14.	Development of a Work-Life Balance Guide	24,25,27	Team for social responsibility of the University / Gender Equality Team	2027	New
	Indicator: Work-Life Balance Guid Aimed at supporting the balance between professional responsibilities and family life for members of the academic community.				

Proposal for New Actions as Part of the Further Implementation of the HRS4R Strategy (2027-2029)

Action No	Action Plan	GAP Principle(s)	Responsible unit	Performance time	Current Status
1.	Integrated Programme for the Development of Digital, Green and Inclusive Competences Regular training sessions for academic staff, doctoral candidates and administrative staff, covering the use of artificial intelligence, data security, inclusive education and the principles of sustainable development.	38, 39	HR Development Office	first quarter 2027; Annual cycle until 2029	NEW
	Indicator: - Number of training sessions per year - % of employees trained in each target group - Average training evaluation score (scale 1–5) - Number of AI/ESG solutions implemented in organisational units following the training				
2.	Language Skills Development Programme (Enhancing Internationalisation) Large-scale English language courses for staff at various administrative levels, access to language-learning applications for daily practice, and international language immersion programmes.	38, 39	HR Development Office	second quarter 2027; ongoing through 2029	NEW
	Indicator: - Number of course participants per year - % of administrative staff covered by the training offer - Number of active app licences - Number of language placements completed per year				
3.	Mobility and Best Practice Exchange Programmes International and domestic placements aimed at enhancing both the teaching competences of academic staff and the administrative and language skills of administrative personnel.	29	HR Development Office	third quarter 2027; annual recruitment	NEW
	Indicator: - Number of completed trips per year - Number of partner institutions - Number of employees participating in the programme (teaching / administrative staff) - Number of good practice transfer reports				
4.	Support for Management Staff and Building a Culture of Safety Workshops for senior and middle management on strategic leadership and change management, as well as workshops for all administrative staff on cybersecurity, recognising aggression, and personal safety in the workplace.	24, 28	HR Development Office	Q1–Q2 2027; cycle repeated every 2 years	NEW
	Indicator: - Number of workshops for management staff per year - % of administrative staff trained				

	- Post-training knowledge test score (passing threshold) - Number of reported security incidents (decreasing trend)				
5.	Implementation of a Burnout Prevention and Wellbeing Programme Mindfulness-based workshops for academic staff, as well as training in stress management, assertiveness, conflict resolution and building psychological resilience for administrative and managerial staff. Additional activity: collecting and consolidating knowledge from the workshops and developing the “Wellbeing and Burnout Prevention Guide (UEKat Wellbeing)” — a practical guide to techniques such as stress management and non-violent communication, to be made permanently available to all employees. Indicator: - Number of workshop participants - Burnout level based on a pre-/post-workshop survey (e.g. abbreviated MBI) - Number of Guide downloads/views - Publication date and confirmation of the Guide’s publication	24, 28	HR Development Office	Workshops: second quarter 2027; Guide: by fourth quarter 2027	NEW
6.	Organisation of Training in Law and Organisational Matters Training courses covering labour law, public procurement, public finance discipline, as well as a dedicated “Law for Non-Lawyers” module. Sustainable outcome: the development of a digital knowledge base for administrative staff, comprising training materials, procedures and interpretations of legal provisions in the form of a comprehensive reference resource accessible to every employee. Indicator: - Number of training sessions/participants per year - Number of materials in the knowledge base - Number of accesses to the knowledge base per month - Assessment of the usefulness of the knowledge base in the survey	38, 39	HR Development Office	Training: first quarter 2027; Knowledge Base: by fourth quarter 2027	NEW
7.	Support for the Career Advancement and Professional Development of Administrative Staff Funding for postgraduate studies in areas such as project management, coaching, public procurement and library science for selected employees. Indicator: - Number of funded study places per year - Number of employees who completed their degree programmes - % of employees receiving a promotion or a change in the scope of their responsibilities after completing their studies	28, 30	HR Development Office	Annual call for applications; first edition: academic year 2027/2028	NEW