

HR Mission towards Academic Staff:

Supporting the development strategy of the SGH Warsaw School of Economics through the implementation of advanced solutions in the area of human resources management and the creation of an environment that connects people, outcomes, and processes with the organisation's objectives and responds to the needs of the University's key stakeholders, understood as employees, students, doctoral candidates and participants in other forms of education at SGH.

The **HR strategy towards Academic Staff** is based on the University's core values, which are:

- 1) professionalism;
- 2) cooperation;
- 3) integrity;
- 4) respect;
- 5) truth.

These values influence employee behaviour. The sum of the behaviours of all employees creates the organisational culture. The HR strategy towards academic staff is focused on developing their competences and consequently on creating such an organisational culture that enables SGH to implement its development strategy.

The HR strategy towards academic staff focuses on **attracting and retaining the** best employees, building strong and long-term relationships with these employees through a fair offer that takes into account solid opportunities for career development and aligning employees' individual needs and ambitions with the needs and objectives of the University. It supports the implementation of the SGH development strategy across its four main pillars:

- 1) research;
- 2) teaching;
- 3) relations with the external environment;
- 4) University governance.

The HR Strategy for academic staff, hereinafter referred to as the “**HR Strategy**”, shall be implemented within the framework of the objectives set out below, assigned to the four pillars of the SGH development strategy, of which two management objectives are of key importance:

- 1) integration of HR activities dedicated to academic staff in order to ensure coherent formulation and implementation of strategic HR projects, innovation management, and communication with stakeholders of the HR Strategy;
- 2) utilisation of the performance management system (staff appraisal) in order to link employee behaviour with the University’s values, reward outstanding staff, and manage existing talent and strategic human resources.

Objectives of the HR Strategy in the area of research:

- 1) development of competences related to conducting research activity, including the implementation of research projects and publishing research outputs in reputable journals and publishing houses;
- 2) attracting and supporting the development of early-career researchers, enabling their full participation in international research discourse;
- 3) increasing the University’s involvement in international research projects and supporting SGH staff in undertaking activities in international cooperation;
- 4) referring in implemented activities to the provisions of the European Charter for Researchers, i.e. applying recognised ethical principles and practices which researchers are required to observe.

Objectives of the HR Strategy in the area of teaching:

- 1) building the University’s image as a good employer on the labour market, enabling the recruitment of the best teaching staff;
- 2) development of teaching staff through strengthening the competences of academic staff and doctoral candidates, increasing the proportion of foreign academic staff employed;
- 3) establishment within the University’s structure of units supporting the teaching activity of its staff;

- 4) attracting experienced practitioners of established professional standing and reputation to the SGH staff body, including within implemented projects and as visiting lecturers.

Objectives of the HR Strategy in the area of external relations:

- 1) implementation of the HRS4R project in order to maintain EU standards;
- 2) presenting research activities to the general public and enhancing the general understanding of science, in accordance with the provisions of the European Charter for Researchers;
- 3) conducting accreditation projects in order to obtain new accreditations and maintain existing ones.

Objectives of the HR Strategy in the area of University governance:

- 1) ensuring the implementation of the recruitment process for academic staff, including employees for the implementation of research projects in accordance with the OTM-R (Open, Transparent and Merit-based Recruitment of Researchers) procedure;
- 2) development and introduction of an “Academic Career Path for Academic Staff” in the form of a system accessible to all employees who meet the requirements under the staff appraisal system;
- 3) development and implementation of a training system aligned with the University’s strategic objectives as well as the individual needs and aspirations of academic staff;
- 4) development and launch of a scientific mentoring programme – advisory support in the development of academic staff, particularly at early stages of academic careers;
- 5) cyclical implementation of employee opinion surveys and the incorporation of conclusions from such surveys aimed at improving employee satisfaction;
- 6) development of an appropriate policy for supporting academic staff in carrying out administrative activities.