ORDER NO 67
of the Rector of the West Pomeranian University of Technology in Szczecin
of 22 June 2023.

on the Strategy for Human Resources Management
at the West Pomeranian University of Technology in Szczecin
for the years 2023 - 2026

Pursuant to Article 23(2)(7) of the Act of 20 July 2018. Law on Higher Education and Science (consolidated text Journal of Laws of 2023, item 742, as amended) in connection with the Development Strategy of the West Pomeranian University of Technology in Szczecin for 2021 - 2025 (Resolution No. 164 of the ZUT Senate of 28 June 2021), it is ordered as follows:

§ 1.

The Strategy for Human Resources Management at the West Pomeranian University of Technology in Szczecin for the years 2023 - 2026, which is annexed to the Ordinance, is introduced.

§ 2.

The Ordinance shall enter into force on the date of signature.

Rector

Prof. Jacek Wróbel, PhD, DSc

Strategy
for Human Resource Management
at the West Pomeranian University of Technology in Szczecin
for 2023 - 2026

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Introduction

The most important asset of the West Pomeranian University of Technology in Szczecin is its employees. It is they who make up the University and it is on them that the future and success of all actions taken by the Rector's authorities and other statutory bodies depend.

The Human Resources (HR) Strategy at ZUT is a description of the challenges in the area of personnel policy facing the University in the perspective of the years 2023 - 2026. The key question this study attempts to answer is what decisions in the area of HR (Human Resources) should be taken in order to realise ZUT's current and long-range plans? At the same time, the identification of the most important elements of the University's hiring and employee development policy, as well as those factors that influence the interaction between the Rector's authorities and employees, which will allow the Human Resources Strategy to be integrated into the University's Development Strategy. In addition, the developed strategy identifies risks that may significantly affect various areas of the University's operation.

Mission and Vision of Univeresity → University's Strategy → ZZL Strategy → ZZL Management Programmes

The objective of the Human Resources Strategy is to build the University's personnel potential and organise it in such a way as to maximise the efficiency of the University's operations and manage human resources rationally. These activities are intended to shape employees with the right qualifications and skills, committed to the achievement of the University's goals and tailored to its needs.

Specific objectives will include the following activities:

1) matching the structure and size of the workforce to the effective implementation of the University's tasks,
2) optimising the selection of staff, particularly during the recruitment process, in terms of the qualifications and skills needed to carry out the tasks assigned to them,
3) creating an organisational culture oriented towards the achievement of desired goals, e.g. increasing the quality of education, enhancing scientific excellence, etc,
4) improving incentive systems to increase staff commitment to their tasks,
5) linking the incentive system to the staff appraisal system,
6) introducing a system for analysing shortages and overstaffing among non-academic staff, including central administration,
7) taking measures to improve the qualifications and professional skills of staff (training, further training, professional qualifications),
8) improving working conditions to enable effective performance,
9) developing a system for monitoring the effectiveness of the use of human resources.

1. Mission and vision of Human Resources Management at ZUT

1.1 HR mission

Our greatest challenge is to build and ensure the development capacity of ZUT. We support the effective management and development of employees in line with the needs of the University. We create and apply practices and state-of-the-art HR solutions that deliver positive results for students, staff and University authorities.

1.2 HR Vision

We want to recruit, develop and support people whose work contributes to the importance and prestige of the West Pomeranian University of Technology in Szczecin.

2. Preparation of the HRM Strategy

2.1 Legal acts, internal documents and practices in force at ZUT

The university complies with the applicable legal standards in its activities. It has the right to determine its own mission and vision and the resulting specific goals and objectives by creating regulations that determine how it operates. All procedures related to tasks, research and teaching initiatives, competitions for positions, staff promotions, awards, recruitment and promotion are based on the provisions of legal acts, which mainly include the implementation of the principles of the Act of 20 July 2018. *Law on Higher Education and Science* and the Act of 3 July 2018. *Provisions Introducing the Law on Higher Education and Science*.

These Acts impose a number of regulations on the University, in line with the Labour Code of 26 June 1974, which are reflected in the legislation listed below:

a) Resolution No. 75 of the ZUT Senate of 28 June 2019 on the adoption of the Statutes of the West Pomeranian University of Technology in Szczecin (as amended),

b) Order No. 52 of the Rector of ZUT of 16 September 2019 on the Introduction of the Work Regulations of the West Pomeranian University of Technology in Szczecin (as amended),

c) Order No. 39 of the Rector of ZUT of 24 March 2020 on the Introduction of the Remuneration Regulations for Employees of the West Pomeranian University of Technology in Szczecin (as amended),

d) and in other internal legal acts concerning ZUT employees.

2.2 SWOT analysis

The initial stage of preparation for the development of the Strategy involved conducting a SWOT analysis revealing the strengths and weaknesses of the West Pomeranian University of Technology in Szczecin in the area of personnel policy. The most important elements characterising internal and external factors influencing current and future personnel management are summarised in the table below.

SWOT analysis for the Human Resources Strategy		
	POSITIVE	**NEGATIVE**
Internal factors	Strengths **1.** Established organisational structure and staff management system. **2.** New staff remuneration regulations implemented. **3.** Regulated career progression path for staff in the academic staff group. **4.** Implemented incentive scheme for employees in the academic and non-academic group. **5.** Clearly defined criteria for the periodic evaluation of academic and non-academic staff. **6.** Introducing anti-bullying procedures and appointing an Academic Ombudsman. **7.** Introducing a gender equality plan.	Weaknesses **1.** The lack of young researchers in some disciplines is a threat to their future. **2.** High proportion of peri-retirement age engineering and administrative support staff. **3.** Lack of a clarified promotion path for staff from non-academic groups. **4.** Necessary modernisation of laboratories and staff rooms. **5.** Lack of a system of self-development methods for employees (mentoring). **6.** Lack of an integrated HR IT system.
External factors	Opportunities **1.** The perception of the University as a secure and stable employer. **2.** The prestige of working at the University and the recognition of ZUT in the region. *3.* Implementation of HR policies in line with the European Charter for Researchers and the Code of Ethics, confirmed by the granting of the right to use the *HR Excellence in Research* logo to ZUT. **4.** The unstable economic situation affecting the labour market provides an opportunity to find the specialists needed.	Risks **1.** Large disparities in the salaries of the University's employees compared to offers on the labour market. **2.** The small number of PhD students in the Doctoral School may make it difficult to recruit the best of them for research and teaching work and to fill the generation gap in some disciplines. **3.** The demographic decline is affecting poorer student enrolment in some fields of study. **4.** The unstable economic situation is having the effect of reducing companies' commitment to collaborative research and development.

3. Internal environment of the University

3.1 University Management System

The Act of 20 July 2018. The Law on Higher Education and Science specifies that the Rector, who is the single-member body of the university, is responsible for the management of the university. The collegiate bodies are the University Council, the Senate and, from 1 June 2023, also the Discipline Councils.

The tasks and competences of the Rector include all matters concerning the operation of the University in compliance with the principles of the applicable Act and the Statutes. The Rector defines in the form of an ordinance the responsibilities of his deputies, who are the vice rectors appointed by him, and delegates to them the relevant powers and competences.

The Rector gives regulations defining the organisational structure and rules of operation of the University. According to the organisational regulations, the Rector supervises the administration of the University. Academic staff and non-academic staff are subordinate to the Rector in all matters arising from the employment relationship (official subordination).

On the other hand, the vice rectors, the director of the Doctoral School, the deans, the heads of inter-faculty and university-wide units, the chancellor and the bursar, respectively, are also subordinate in the substantive performance of their duties (functional subordination).

The Rector, taking care of the development and proper management of the University, delegates some of his/her competences and powers to the vice rectors, the Chancellor and the Bursar. The scope of duties of the following persons in managerial positions: vice rectors, the director of the

Doctoral School, deans is defined in Order No. 117 of the Rector of ZUT dated 4 September 2020. (as amended). The responsibilities of the Chairpersons of the Discipline Councils are set out in Order No. 64 of the Rector of ZUT of 13 June 2023. On the other hand, Order No. 141 of the Rector of ZUT of 30 September 2020 defines the scope of matters entrusted to the Chancellor of ZUT. The provisions of the ZUT Statutes indicate that the Rector conducts financial management with the assistance of the Bursar, to whom he entrusts certain financial duties.

3.2 Information on staff and age structure

3.2.1 Number of all employees broken down into teachers and non-teachers

The West Pomeranian University of Technology in Szczecin currently employs 1,600 employees in two main staff groups: academic teachers and non-academic staff (as of 15.06.2023). The academic teachers group is represented by 760 employees, accounting for 47.5% of the total workforce. Within this group, research and teaching staff are the most represented (79%), with teaching staff (19%) and research staff (2%) making up the remaining groups respectively. Non-academic staff (52.5% of the total staff) are assigned to 7 staff groups, the most numerous of which is the administrative staff group (42%) and the least numerous is the publishing activity group (0.1%).

Of the total workforce, approximately 60% of employees are women, mainly in the group of library staff (98%) and administrative staff (89%). Men predominate in the group of labourers (100%) and in the group of engineering and technical staff (67%). In the most numerous staff group (research and teaching), the percentages of women and men are 44% and 56% respectively. It should be emphasised that the variation in the percentage share of women and men in the various employee groups is primarily determined by the specific tasks performed.

The age structure of the workforce is quite diverse, taking into account the two main employee groups. It is noticeable that there is a slight predominance of older workers among the staff and in the labourers group. A similar predominance of middle-aged and older employees can be observed among academic staff in the teaching group. It should be noted that 12.6 % of the University's current employees have already acquired pension rights.

In order to sort out the rules for the employment of academic staff who have reached retirement age, it is permitted to employ them in exceptional cases.

Re-employment of an academic staff member after retirement or termination of employment may take place on the basis of the applicable regulations for the employment of academic staff, in exceptional cases:

- arising from a legitimate scientific or teaching need,
- the employment of an academic staff member who is an expert in one area of education,
- obtaining funding from external bodies to carry out research work,
- managing a research project.

Where it is necessary to employ a group of teaching staff, employment under a civil law contract (contract of mandate) is permitted.

With regard to non-academic staff, it should be assumed that re-employment after retirement is possible in exceptional situations due to organisational needs, within the framework of a fixed-term employment contract.

Detailed figures and participation by employee group are included in the appendix to the ZUT Human Resources Strategy 2023 - 2026.

3.2.2 Staff participation in scientific disciplines

One of the most significant changes resulting from the implementation of the Constitution for Science, also known as 'Act 2.0', is the reorientation of the evaluation model of scientific activity of universities from the parameterisation of faculties to the evaluation of scientific disciplines.

Undoubtedly, a key element in the harmonious development of the university, both in terms of research and teaching, is to ensure an appropriate staff structure in all disciplines, especially in those represented by a large number of employees, with which the most popular fields of study are associated. The future of scientific disciplines is determined by the outcome of the evaluation of the quality of scientific activity, which determines the retention of the authorisations held, but also enables the continuation of education in individual fields of study under the existing rules (general academic profile).

3.3 The organisational structure of the University and the interaction between staff members

In principle, the organisational structure of ZUT is already established and does not require significant adjustment in the near future. Currently, the University is divided into 11 basic organisational units, which are faculties, and 5 inter-faculty units. This division is the result of historical circumstances. On the one hand, it undoubtedly fosters the "identification" of employees with their units, but it may to some extent hinder the establishment of cooperation between employees of different units dealing with similar issues, potentially fostering the "isolation" of faculties and "intra-university competition". Compared to other universities with similar numbers of staff and students, the number of units appears large, as does the number of disciplines being evaluated. On the one hand, the fragmentation of research potential may be disadvantageous, although, on the other hand, intensive cooperation and the formation of interdisciplinary teams may contribute to better evaluation results of cooperating disciplines.

A potential source of conflicts related to the organisational structure, which could negatively affect the mutual relations between staff members, could be the 'isolation' of academic disciplines, not only hindering cooperation between different units, but reinforcing aspects of rivalry. Such a danger could arise from the mutual independence of the leadership functions of the deans and the chairpersons of the discipline councils, which could result in a situation in which an employee would have two or even three (when two disciplines are indicated) equivalent supervisors. Such a situation could naturally become a conflict factor, prompting supervisors to engage in a kind of 'competition' over the employee's commitment to teaching (important from the dean's point of view) and research (with the interests of the two disciplines represented perhaps difficult to reconcile). Supervision and constant monitoring are needed to prevent such conflicts, preventing their possible transfer to the university-wide level.

Mutual good relations between administration staff, especially effective cooperation between central administration and faculty staff, are contingent on clear and precise definition of the scopes of duties and responsibilities of individual units and departments. In the context of constant changes to the external conditions (especially legal acts regulating the functioning of the university), these scopes need to be constantly monitored and updated, which should contribute to an increase in the effectiveness of the administration's work.

3.4 Working conditions

An important element influencing the commitment of employees to their work is the availability of appropriate facilities adapted to their position. In the case of employees carrying out or participating in research, it is mainly about having access to modern laboratories equipped with the best possible scientific equipment. Only such facilities allow scientific discoveries to be made, the results of which are publishable in the best scientific journals. A number of measures have been taken in recent years to support the replacement of laboratory equipment and teaching facilities. However, they need to be intensified, including a multi-faceted search for financial sources to expand and modernise the laboratory base.

At the same time, a major challenge is to manage the purchase of scientific equipment across the university in such a way that identical equipment is not purchased, but used more efficiently. Clearly defined rules for the use of equipment shared by the academic community will counteract potential staff conflicts. A systematic improvement of working conditions is also required, in particular the modernisation of teaching, social and administrative facilities. Attention should also be paid to the need to systematically improve the surroundings of the University buildings. In view of the planned transition to an electronic workflow, it is advisable to upgrade hardware resources, above all computers and storage units.

3.5 Information systems and their effectiveness

An important factor in facilitating the proper execution of work activities is access to IT resources. Improvements are being made in this area, with new modules being introduced to improve both the execution of work activities and the management of employees. A comprehensive approach is needed to bring together in one place all data describing employees, their research, teaching and organisational activities. By having data on the course of employment, professional promotions, positions and linking this with published works, patents, grants won or research commissioned from external entities, we will have an excellent tool for in-depth analysis of the state of human resources. It will facilitate personnel decisions and effective employee management. No less important is the improvement of processes for handling financial and accounting documents. The lack of appropriate tools for the circulation of such documents creates frustration among employees wasting time on 'getting stamps and signatures', distracting them from their main duties.

4. External environment of the University

4.1 Elements of the external environment

The life and functioning of the University is significantly influenced by factors in the external environment, mainly the legal system and the socio-economic system. The characteristics of these factors will be limited to the most important ones affecting the staff situation at ZUT.

The entry into force of the provisions of the Act of 20 July 2018. The Law on Higher Education and Science introduced significant changes in the functioning and financing system of the University's activities, and the scope of these changes is very broad. The model introduced has first of all changed the organisational system of the University, the functions of the existing collegiate bodies, the scope of powers of the Rector and other persons in managerial positions. Equally significant changes were brought about by the new Act in the functioning of the faculties. They ceased to be scientific units of the University and the parameterisation of faculties was abandoned, being replaced by the evaluation of scientific disciplines. The most significant change concerns scientific activities, which are now organised within the scientific disciplines subject to evaluation. The introduction of their free selection by staff, which is in line with the principles of scientific freedom and right in all respects for the scientific development of staff, is, however, somewhat problematic for the University. Selecting and linking employees to scientific disciplines that will not be evaluated or have no chance of achieving a good result (at least category B+) may affect the financial situation sharply. This is due to current regulations tying the amount of subsidy in the 'scientific' part to the number of staff assigned to the discipline, taking into account its category. Employees from outside the evaluated disciplines or those that will receive category C (to a lesser extent category B) in the future will not be included in the algorithm for the distribution of the subvention for scientific activities. According to MEiN (Ministry of Education and Science) simulations, the percentage share of the scientific part as a component of the subvention will increase from year to year. This necessitates a thorough analysis of the situation and taking action even before the first evaluation of scientific disciplines is completed. Leaving the situation unchanged, as in the system of communicating vessels, will affect all employees, including those from those disciplines that have achieved very good categorisation results.

The scientific activity of employees, especially in the field of acquiring research projects carried out in cooperation with or commissioned by external partners, mainly enterprises or institutions, is significantly dependent on the economic situation of these entities. This is because the stability of the socio-economic environment has a significant impact on the formation of scientific and industrial consortia, the possibility of jointly carrying out research projects or carrying out research on behalf of external organisations. A decrease in the involvement of companies and other institutions may result in a decrease in the demand for employees conducting or participating in research work. The project indicator is also one of the important components of evaluative assessment of scientific disciplines. Greater activation of staff in obtaining research funding from external sources is therefore necessary. At this point, it should be emphasised that it is necessary to improve the handling of projects especially at the level of accounting support (faster posting, generation of complete and clear reports).

In addition, the situation on the labour market is difficult to predict. This market is subject to strong fluctuations in the country and the region. The average salary in the national economy in the second half of 2022 was PLN 5783.75 gross (CSO data for 2022). It may be increasingly difficult to recruit new staff for academic work, whether in the group of academic teachers, the group of engineering and technical staff or teaching staff (e.g. lecturers), due to the significant disparity between the remuneration offered within and outside the University. This is particularly true for the group of engineering and technical staff, whose salaries are lower than the average salary in other sectors of the economy. The situation is equally difficult for other employee groups.

Another important factor affecting the University's staffing situation is the demographic decline, resulting in a decreasing number of students being recruited. This affects the current and future demand for research and teaching staff, and especially teaching staff. In view of the current relatively low conversion rate of students per staff member compared to previous years and the decreasing number of students, it becomes necessary to take steps to halt the unfavourable downward trend and rectify this situation.

4.2 Analysis of staff flows (staffing needs)

For the purposes of the HRM Strategy under preparation, the need for staff in the basic two employee groups was estimated. It has been assumed that in 5 years' time the staffing structure (after taking into account retirements) should be similar to the current one with a possible slight adjustment (about 5%) due to resignations for reasons other than retirement. The analysis does not take into account the possibility of any of the disciplines achieving Category C.

Among academic staff, 82 employees (11%) have currently reached the statutory retirement age and a further 47 employees (6%) will reach retirement age in 2025. It is assumed that at least 50 to 70 new employees will need to be recruited in the period described. At the same time, there will be likely transfers of staff from the research and teaching group to the teaching or research group. These are likely to have an impact on the structure of the staff recruited, who will tend to be employed in research and teaching or teaching positions, less frequently in research.

In the non-academic staff group, 110 staff members have currently reached the statutory retirement age, representing 13% of this group. A further 94 employees (11%) will reach retirement age in 2025.

5. Strategic objectives in the area of Human Resource Management and . Action plan

Legend to the tables

5.1 Strategic area O1 - Workforce acquisition
5.2 Strategic area O2 – Staff training and development
5.3 Strategic area O3 - Remuneration and incentive systems

O1 - O3 - strategic areas 1 to 3
CS_01 - CS_07 - strategic objectives 1 to 7
CS_01(1) - action number 1 under strategic objective number 1
CS_01(1).WSK1 - Indicator number 1, defined for action number 1 under the adopted strategic objective number 1
CS_xx(yy).WSKzz - indicator number zz, defined for action number yy within the adopted strategic objective number xx

5.1 Strategic area O1 - Staff acquisition

Strategic area O1 - Staff acquisition	
Strategic objective	CS_01 - Strengthen human resources by recruiting the best merit candidates with the potential for significant scientific discoveries and the ability to create and lead research teams
Action	**Indicators**
CS_01(1) Recruit research, teaching and research staff with a significant record of achievement and established scientific standing	CS_01(1).WSK1 - Number of academic teachers supporting the scientific disciplines being evaluated at ZUT CS_01(1).WSK2 - Number of academic staff supporting the University's main strategic objective CS_01(1).WSK3 - Number of staff employed in externally funded research projects
CS_01(2) Recruitment of high-potential and career-oriented young academics in scientific activities	CS_01(2).WSK1 - Number of young academics carrying out their own research projects CS_01(2).WSK2 - Number of young academics participating in research projects conducted at the University CS_01(2).WSK3 - Number of young academics in relation to total number of employees in academic disciplines evaluated at the University
Strategic objective	CS_02 - Build a model system for hiring non-academic staff in order to attract the best specialists from the labour market
Action	**Indicators**
CS_02(1) Estimate the University's need for specialists in the non-academic staff group, including highly qualified staff, particularly useful in departments supporting international projects (EU and other)	CS_02(1).WSK1 - Number of NNA staff with the necessary qualifications to support the implementation of national and international projects CS_02(2).WSK2 - Number of NNA staff required for effective implementation of national and international projects
CS_02(2) Optimise staffing through continuous monitoring of shortages or overstaffing in the non-teaching workforce	CS_02(2).WSK1 - Number of monitoring areas for under- and over-employment CS_02(2).WSK2 - Number of IT tools supporting the monitoring of shortages and overstaffing
CS_02(3) Prepare and implement a systemic solution for strengthening human resources in the non-academic staff group	CS_02(3).WSK1 - Number of intervention areas for strengthening human resources CS_02(3).WSK2 - Number of tools for strengthening staff resources in the non-academic staff group
Strategic objective	CS_03 - Introduce systemic solutions for job induction of newly recruited employees
Action	**Indicators**
CS_03(1) Prepare systemic solutions for the job induction of employees admitted to work, so that they quickly and effectively become familiar with the specifics of the job and, in particular, with information systems	CS_03(1).WSK1 - Number of University IT systems/modules requiring new staff to be systemically implemented CS_03(1).WSK2 - Number of systemic onboarding training sessions conducted at the University CS_03(1).WSK3 - Number of IT tools that are standard equipment for each new employee

5.2 Strategic area O2 – Staff training and development

Strategic area O2 - Personal training and development	
Strategic objective	CS_04 - Modification of the system of periodic evaluation of employees
Action	**Indicators**
CS_04(1) Introduce changes to the system of periodic evaluation of academic teachers by requiring the employee to fill the share of the evaluated scientific disciplines evenly with publications (if two disciplines are shown)	CS_04(1).WSK1 - Number of academic performance outcomes defined under the periodic evaluation system for academic staff CS_04(1).WSK2 - Number of persons fulfilling the requirement of equal share of publications in evaluated scientific disciplines
CS_04(2) Gradual increase in requirements related to scientific activity, correlated with the incentive system of the Rector's awards and allowances for above-average scientific activity	CS_04(2).WSK1 - Number of defined links between academic performance outcomes and the motivational system tools used at the University; CS_04(2).WSK2 - Number of incentive tools implemented correlated with predefined links; CS_04(2).WSK3 - Number of scientific outputs requiring an increase in minimum values due to correlation with incentive scheme
Strategic objective	CS_05 - Introduction of a training system to improve staff competence
Action	**Indicators**
CS_05(1) Establish a system of training for staff conducting or participating in research work, including internships in leading national and international research centres	CS_05(1).WSK1 - Number of training courses offered to employees conducting or participating in the implementation of research work CS_05(1).WSK2 - Number of placements in leading national research centres CS_05(1).WSK3 - Number of placements in leading foreign research centres
CS_05(2) Introduce a system of training in teaching, for both new and experienced academic staff	CS_05(2).WSK1 - Number of training courses on didactics aimed at new academic teachers CS_05(2).WSK2 - Number of training courses on didactics aimed at experienced academic teachers
CS_05(3) Introduce mandatory, specialised training for non-academic staff	CS_05(3).WSK1 - Number of training courses offered to non-academic staff CS_05(3).WSK2 - Number of mandatory training courses dedicated to non-academic staff
Strategic objective	CS_06 - Creating the right conditions for the professional development of employees
Action	**Indicators**
CS_06(1) Upgrading the workshop with research equipment, upgrading laboratories, teaching, social and administrative facilities	CS_06(1).WSK1 - Number of newly created or upgraded teaching laboratories CS_06(1).WSK2 - Number of newly established or upgraded research laboratories CS_06(1).WSK3 - Number of newly created or upgraded social rooms CS_06(1).WSK4 - Number of newly created or modernised offices occupied by administrative staff
CS_06(2) Implementation of an integrated IT system collecting all employee data as a tool for efficient HR management	CS_06(2).WSK1 - Number of IT tools for data collection and analysis implemented at the University CS_06(2).WSK2 - Number of IT tools implemented at the University to support HR management decisions
CS_06(3) Creation of IT modules into which each employee could enter additional activities performed with ZUT affiliation	CS_06(3).WSK1 - Number of IT modules, related to reporting and monitoring of employee activity, in which ZUT affiliation is indicated

CS_06(4) Implementation of an Electronic Document Management system for accounting, financial, technical and project documents	CS_06(4).WSK1 - Number of processes supported using the Electronic Document Management system in the area of finance and accounting CS_06(4).WSK2 - Number of processes supported using the Electronic Document Management system in the area of technical issues CS_06(4).WSK3 - Number of processes supported using the Electronic Document Management system in the area of project management and monitoring
CS_06(5) Develop and implement a selected organisational culture model to support strategic objectives	CS_06(5).WSK1 - Number of areas and attributes of the organisational culture model, adapted to the needs of ZUT CS_06(5).WSK2 - Number of people of the University involved in promoting the organizational culture model at ZUT

5.3 Strategic area O3 - Remuneration and incentive systems

Strategic area O3 - Remuneration and incentive systems	
Strategic objective	CS_07 - Improving the effectiveness of the remuneration and motivation model for non-academic staff
Action	**Indicators**
CS_07(1) Initiate work on linking staff periodic appraisal to job promotion and basic pay	CS_07(1).WSK1 - Number of links identified between elements of periodic appraisal and career progression pathways; CS_07(1).WSK2 - Number of career progression pathway proposals defined within the University; CS_07(1).WSK3 - Number of remuneration components that are in close correlation with professional promotion grades.

Detailed figures and shares by employee group
(as on 31 May 2023)

Academic staff - research and teaching group
Average age: 48.3 years, of which: women - 48.2 years (44% share); men - 48.5 years (56% share)
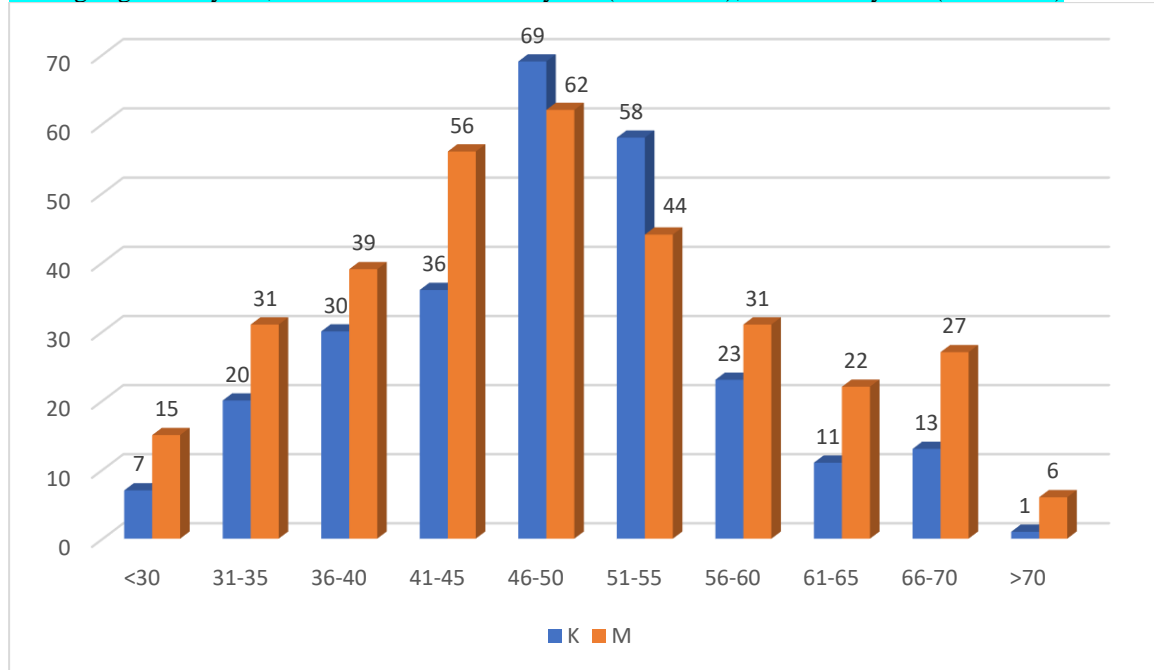
The graph shows data averaged across the University, and it is noteworthy that there is a small proportion of women in the youngest and oldest staff groups. The effect of the generation gap between the ages of 56 and 60 is also apparent, although this situation varies between disciplines.

University teachers - research group
Average age: 39.3 years, of which: women - 32.5 years (14% share); men - 40.7 years (86% share)
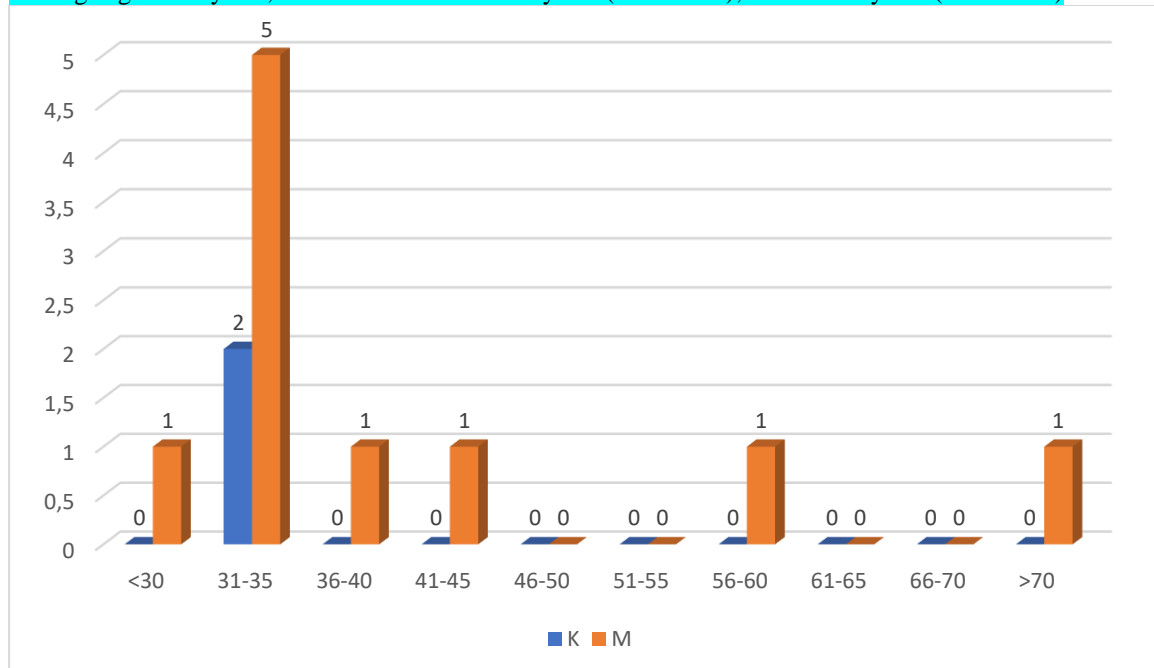
The research group is dominated by young, predominantly male employees, a very large generation gap is apparent between employees of retirement or pre-retirement age and the rest of the staff. The peculiarity of this group is related to temporary employment in research projects.

Academic staff - teaching group

The teaching group is dominated by slightly older staff, which is related to the transition to teaching posts of some staff who did not obtain scientific promotions within the stipulated deadlines (this mainly concerns habilitation). In the absence of problems in realising the increased teaching load at some faculties, as well as changes in the rules of evaluation of scientific disciplines, this phenomenon has intensified in recent years.

Non-academic staff - research and technology group
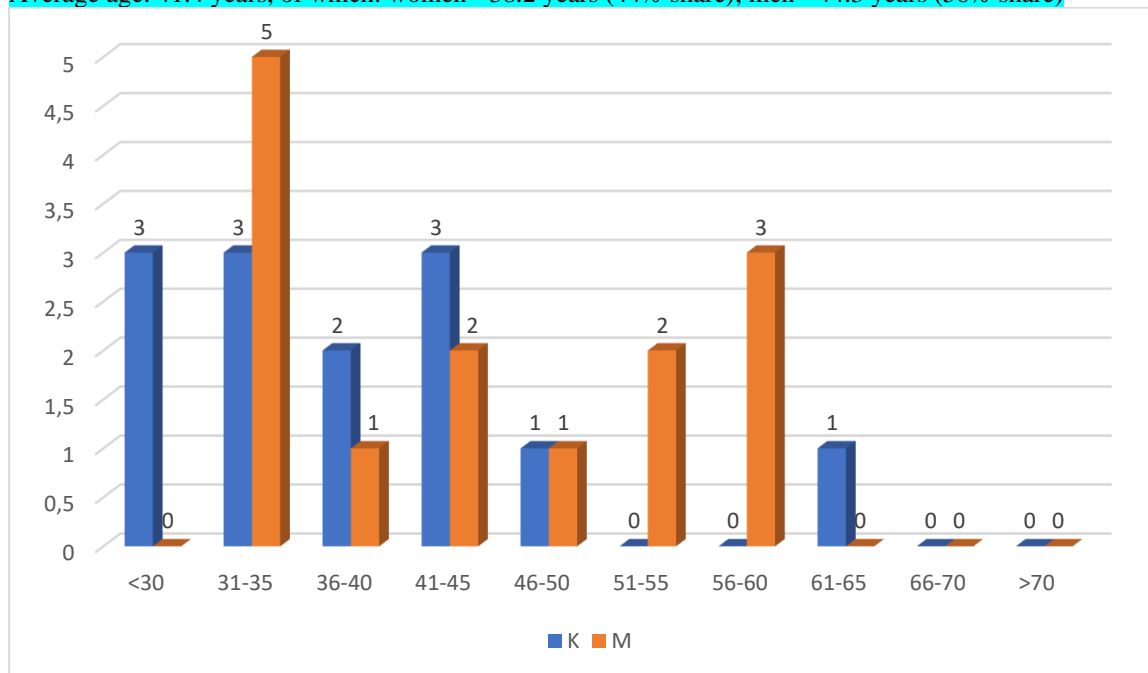
This group is dominated by relatively young employees, often holding doctoral degrees. It is an exceptionally balanced group in terms of gender.

Non-academic staff - engineering and technical group
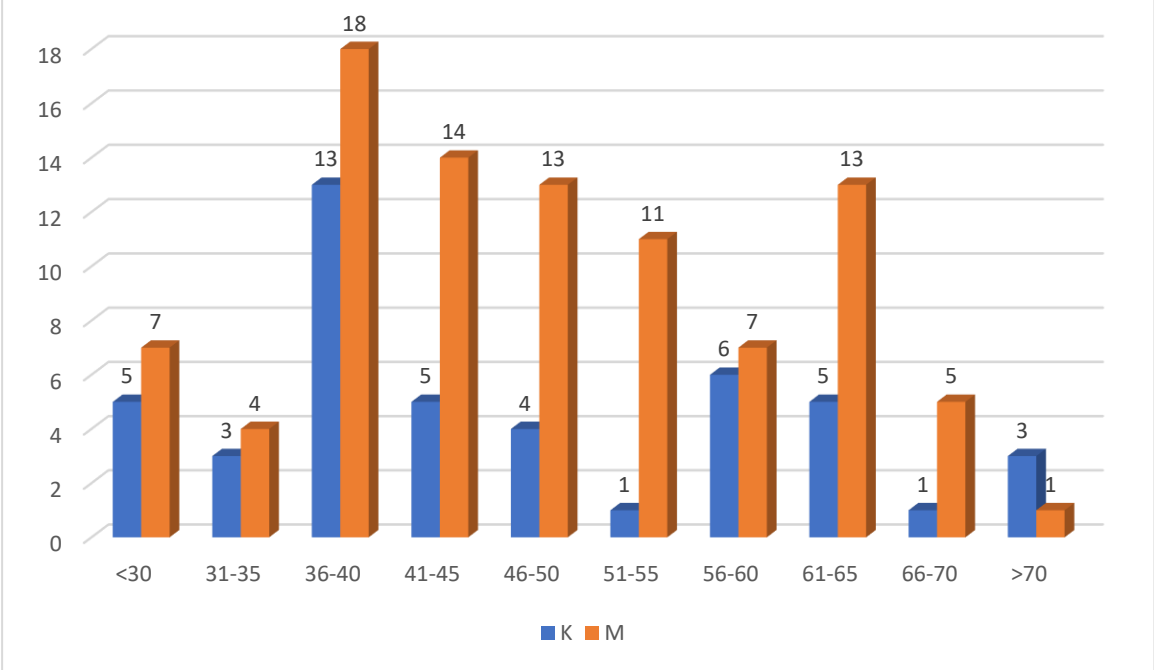
This group is predominantly male, despite an apparent generation gap in the 41-55 age group, and is fairly balanced in terms of age. However, this group varies widely across the university units, with IT and software developers, as well as technical staff operating machinery and equipment, and those with duties bordering on administrative tasks.

Non-academic staff - administration
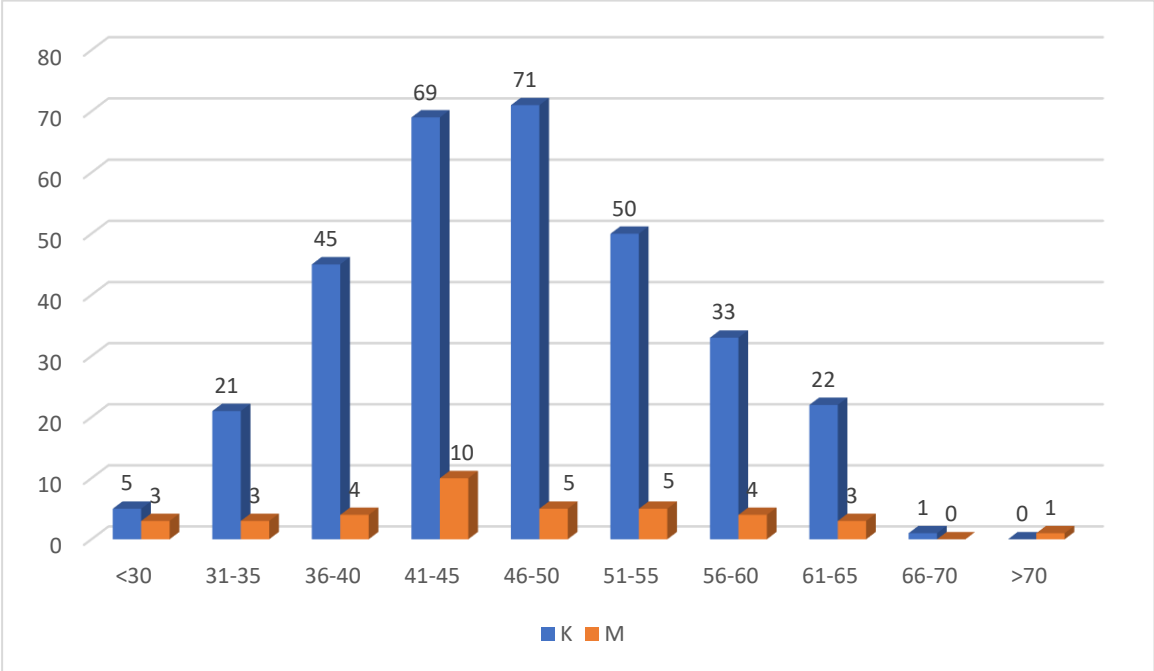
The administrative group is highly feminised, largely due to the specific nature of the duties performed. There is also a slight generation gap in the 51-55 age range, but also a relatively small number of young employees (under 36). Those of retirement age make up a relatively small proportion of workers in this group.
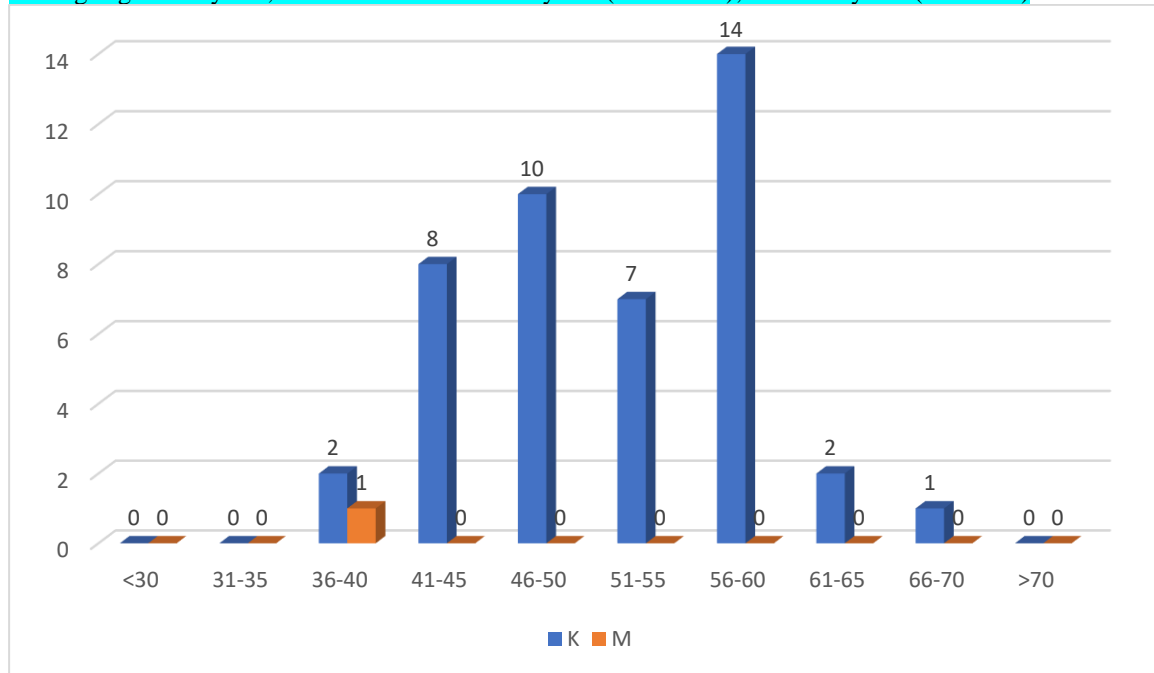
Non-academic staff service
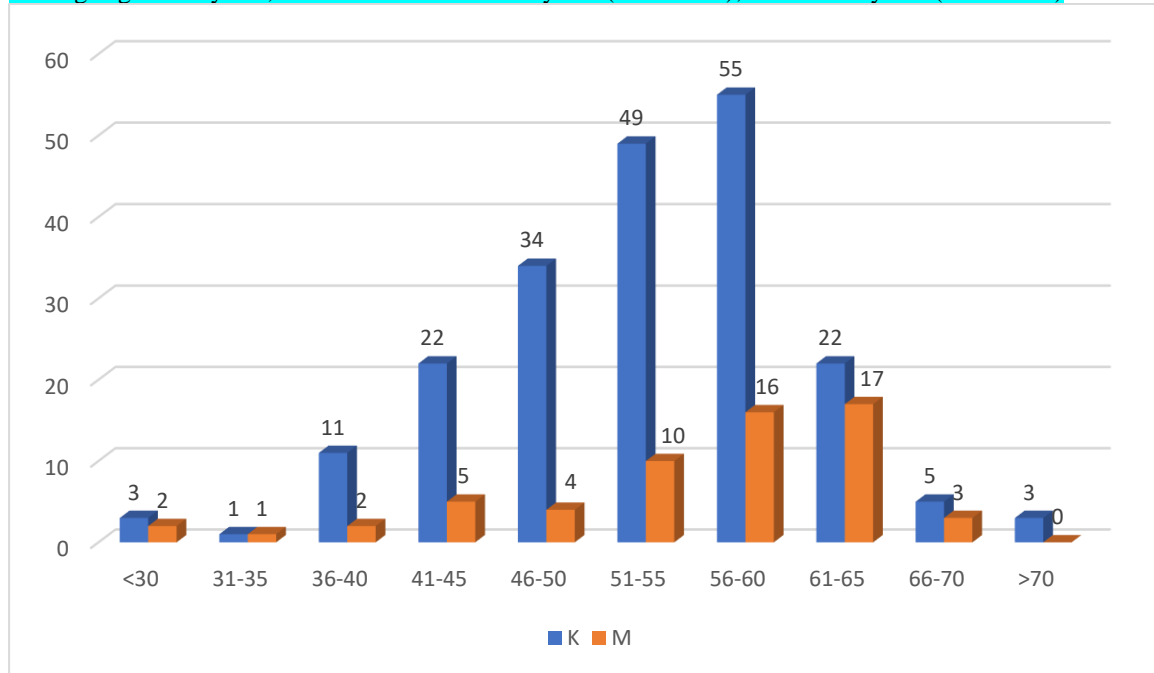
In the service group, there is a noticeable predominance of women, which is related to the specificity of the tasks performed, often associated with cleaning and supervision. The vast majority of employees in this group are over 45 years of age, which may pose a problem in terms of the small number of younger workers.
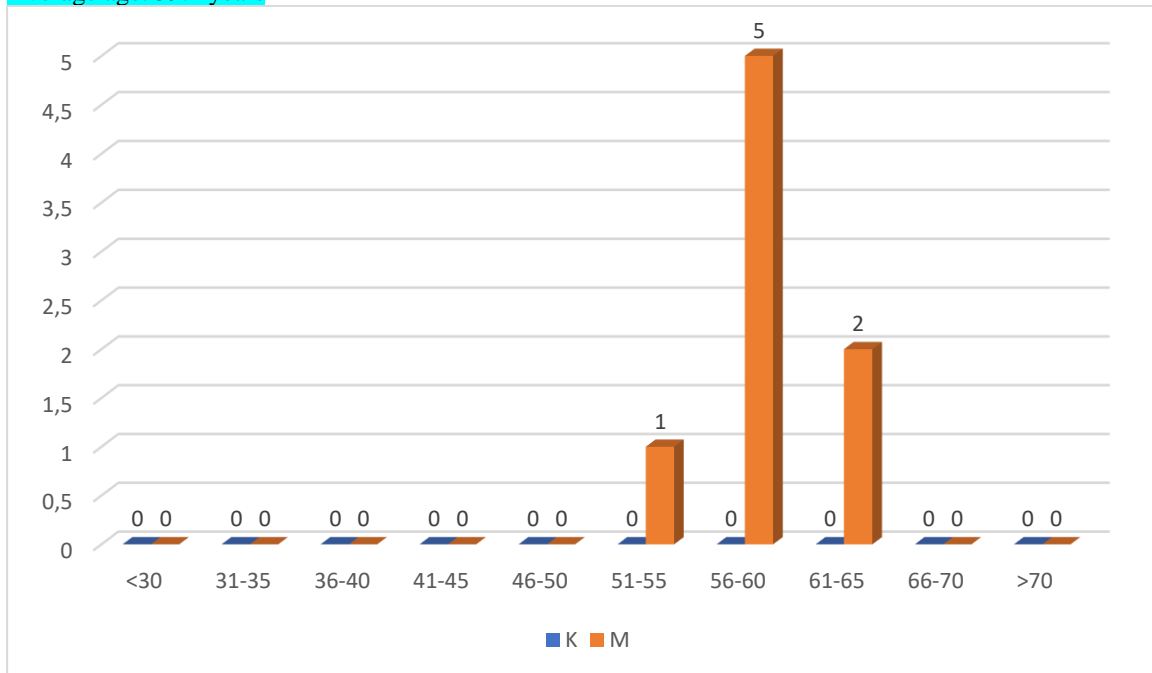
Non-academic staff - Library staff

There is only one male member of the library staff group. This group is balanced in terms of age, which can be considered a positive phenomenon in the long term.

Non-academic staff workers

Workers in blue-collar jobs are exclusively men, which is due to the nature of the work. A serious threat is the complete lack of employees under 50, which, in the perspective of several years, may pose a serious problem if the acquisition of employees on the labour market proves problematic. It seems advisable to take anticipatory measures in the next few years.