

## **Human Resources Management Policy at the Nicolaus Copernicus University in Toruń**

In pursuit of sustainable development, the Nicolaus Copernicus University in Toruń assumes responsibility towards all its employees and attaches great importance to the integrity of the entire academic community, including research, teaching and administrative units. An essential element of this development is implementing a coherent human resources management policy that recognises the work of all persons working at the University. Perceiving work as an overriding value and offering appropriate support to all employees will sustainably develop an open and inclusive organisational culture in which objective evaluation, trust, mutual support, and the whole community's integrity are placed at the forefront.

The human resources management policy outlined below is laid down in internal University regulations and results from the specific objectives set out in the University Strategy. The assumptions of the human resources management policy are focused on two priorities:

- 1) strengthening the University's human capital by supporting the development of both academic and non-academic staff members (a system guaranteeing the support for professional and personal development, a recruitment system),
- 2) providing a safe, inclusive and friendly workplace.

### **I. Strengthening human capital of the University - recruitment**

Hiring at the University is based on open and transparent principles, which means that applicants' competencies are considered from the point of view of their substantive suitability for a given position. The recruitment procedure also takes into account the

guidelines of the European Charter for Researchers when employing people in the academic staff group (OTM-R policy).

Detailed recruitment criteria are defined each time in the hiring process. The Rector and the Deans set the criteria for academic units, the Chancellor specifies the criteria for administrative units and the Vice-Chancellor for Collegium Medicum, whereas the Rector and the Chancellor set out the criteria for all-university units.

Detailed recruitment criteria include, among other things, the requirements of the teaching offer, the priorities of the research policy pursued and the need to professionalise the work of the administration. Therefore, persons with well-established and relevant subject knowledge are sought for specialist positions in administration. The internal recruitment system focuses on finding persons to fill vacant positions from among the staff of the University, thus providing opportunities for horizontal or vertical promotion. Recruiting academics with outstanding research or teaching achievements from other recognised, especially foreign, academic centres.

## **II. Strengthening human resources - incentive system guaranteeing support for professional and personal development**

A fundamental principle of the University's human resources management policy is to enable all staff to develop professionally. Due to the scientific development of the University in its role as a research university and the changes occurring in the educational process, the need to professionalise the work of those employed in the University's administration has become apparent. Driven by the strategic goals and taking into account the long-term professional development of employees, the University has introduced a plan to raise the level of necessary competencies. In addition to the clearly defined scope of work of individual persons, it emphasises the process character of the work performed and the importance of a comprehensive training system aimed at improving the professional functioning of non-academic staff and the development of the so-called soft skills of all employee groups. The system of employee assessment is an essential element of this plan. Periodic assessment of academic and non-academic staff is performed on the basis of prepared, adopted and

known rules. The assessment is done using an IT system and takes into account the individual career path.

The periodic assessment is the starting point for granting rewards and promotions. Awards for outstanding achievements are granted by the Rector for academic staff and the Chancellor when authorised by the Rector for non-academic staff.

The promotion procedure provides for vertical or horizontal promotion depending on the staff group. The University also has an incentive system in place, which can be a financial promotion in the form of a temporary or permanent salary increase, an award, and an incentive payment for non-academic staff.

### **III. University as a safe, inclusive and friendly workplace**

The University's organisational structure and workplace culture significantly influence the shaping of a safe, inclusive, and friendly workplace. These include, among others, clear and transparent regulations concerning employee duties, promotion procedures, remuneration; the transparent flow of information (including that related to professional development opportunities); the development of internal communication (strengthening relations between persons working at the University); the knowledge of methods of amicable dispute settlement and procedures for reporting possible irregularities. A friendly workplace also ensures that decision-making is as collegial as possible and all stakeholders are involved in making regulations, especially those at risk of exclusion and marginalisation. It also provides for the diversity and inclusiveness of the bodies operating at the University.

A friendly workplace is a place where it is possible to balance work and private life while taking into account the roles of workers as caregivers. Therefore, the solutions adopted make it possible to combine work and family responsibilities. A vital element of the human resources management policy is social support for people in difficult life situations. Social benefits are determined taking into account the standard of living of those entitled to benefit from the offer (including retired pensioners), leisure time needs and access to culture.

The research work, the multidirectional forms of education pursued by students and doctoral students and all the official duties performed by the University employees take place in a safe and hygienic workplace. Relevant organisational units conduct constant monitoring in this respect; they also carry out dissemination and educational actions.