

# **INTEGRATIVE APPROACH TOWARDS STAFF TRAINING AND HUMAN RESOURCES DEVELOPMENT – WPUT's case**

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1. WPUT'S strategic documents: HR development vs. staff mobility
2. Staff training (mobility) – institutional solutions
3. Approach to mobility for teaching purposes (= training for teachers)
4. Approach to mobility for training purposes
5. After mobility: results and acknowledgement
6. Challenges

# West Pomeranian University of Technology, Szczecin

1 January 2009: merger of **Szczecin Technical University (1946)** and **Szczecin Agricultural University (1954)**

10 faculties

45 study areas

ca. 9500 students, including ca. 450 international students, both full programmes and exchange (ca 5%)

ca. 1765 staff members including 838 teachers



**ERASMUS+ MOBILITY (both KA103 and KA107) in the period 2016 – 2019**

**Ca. 200 IIAs, including 5 in partner countries**

**ST budget not used in 100%**

	2016/2017	2017/2018	2018/2019
SMS	83	59	60
SMP	41	32	32
<b>STA</b>	<b>58</b>	<b>59</b>	<b>82</b>
<b>STT</b>	<b>17</b>	<b>12</b>	<b>15</b>
SMS incoming	230	237	225
<b>STA incoming</b>	<b>26</b>	<b>30</b>	<b>?</b>
<b>STT incoming</b>	<b>5</b>	<b>13</b>	<b>?</b>

## INSTITUTIONAL STRATEGY FOR DEVELOPMENT 2011-2020

OBJECTIVES	DEFINED TASKS
<p><b>3. HIGH QUALITY UNIVERSITY</b></p> <p>3.1 High quality graduates 3.2. High quality academic teachers</p>	<ul style="list-style-type: none"> <li>- Building research and teaching capacity of academic staff</li> <li>- Implementing system of enhancing teaching skills</li> </ul>
<p><b>4. RATIONAL HUMAN RESOURCES MANAGEMENT</b></p> <p>4.1. Integral system of evaluating and motivating staff 4.2. Competent and ethical staff</p>	<ul style="list-style-type: none"> <li>- Implementing system of incentives</li> <li>- Implementing system of staff's continuing development including (co-)financing courses / activities targeted at developing professional skills and competences</li> </ul>

# INSTITUTIONAL STRATEGY OF INTERATIONALISATION 2013-2020

## I. INCREASING OUTGOING STUDENT MOBILITY v. INCREASE WPUT'S PARTICIPATION IN INTERNATIONAL PROJECTS

OBJECTIVES	DEFINED TASKS
<p><b>II. ATTRACTING MORE INCOMING STUDENTS (horizontal and vertical mobility)</b></p> <p><b>IV. INCREASING ACCESS TO INTERNATIONALISATION @HOME</b></p>	<ul style="list-style-type: none"> <li>- Launch full English-taught programmes</li> <li>- Increase the number of courses offered to exchange students</li> <li>- Launch joint programmes (if possible)</li> <li>- Enhance promotion of study possibilities at WPUT abroad</li> <li>- <b>Enhance teaching skills of academic staff through participation in teaching and training mobility and transferring good practice / innovative solutions</b></li> <li>- Increase non-mobile students participation in English-taught programmes provided both by local and incoming teachers</li> </ul>
<p><b>III. ENHANCING QUALITY OF STUDENT AND STAFF MOBILITY</b></p>	<ul style="list-style-type: none"> <li>- <b>Build linguistic and intercultural competences of staff directly involved in student and staff services through participation in training abroad among others</b></li> </ul>



## Is mobility of staff actively encouraged by your institution as part of its strategy for internationalisation?

KA103 ST mobility, total of 230 individual reports (\* 2 more reports expected by 30.09.2019).

	2016/2017	2017/2018	2018/2019
Number of outgoing ST staff (KA103)	72	67	91*
Very much / much	85% (43 – 42)	85% (36 – 49)	87% (36 – 45)
Little	15%	15%	13%



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## International Mobility Office (since 01.03.2018)

- **Overview of WPUT's staff mobility** for all purposes (total number of mobile staff, purpose of mobility, source of funding, analyses and reporting) (ca. 450 – 500 non-E+ flows annually)
- **Complex assistance** to mobile students and staff, both outgoing and incoming (information, precedures, formalities)
- **Management of Erasmus+ mobility projects** (KA103, KA107) – implementation supported by faculty structures including **Faculty (Mobility) Coordinators**
- **Lookout** for networks and initiatives supporting international mobility (e.g. CEEPUS networks, Baltic University Programme)
- **Information about schemes funding** international academic mobility (e.g. domestic, foreign and International scholarship programmes), support for applicants
- Involvement in developing central strategic documents linking international mobility with institutional development



## **WPUT's internal granting scheme (till the end of 2018)**

- Central budget
- Co-financing continuing development courses and training activities for all categories of staff (e.g. language courses, postgraduate courses, enhancing professional qualifications)

**ANY SUBSTITUTE ?**



## APPROACH TO STA

- Selection criteria approved at the central level
- Selection requirement: Individual Teaching Programme approved by the dean (QA concerning the teaching content at the faculty level)
- Selection commission at the faculty level
- priority given to: staff with no previous participation record, teachers mobile within joint programmes (if any)
- Formal check at central level (Erasmus+ requirements)
- 2-3 selection rounds
- should serve also as **a springboard for junior staff members** (building professional network, discuss projects, build necessary confidence)



## Participation of academic teachers with no previous STA experience

2016/2017	2017/2018	2018/2019
9% (5)	13% (7)	22% (17)



## APPROACH TO STT

should develop key skills and competences in the areas of:

- **INTERNATIONALISATION OF STUDY PROGRAMMES AND TEACHING PROCESS (STUDENT-CENTERED OBJECTIVES)**
- **HIGH QUALITY INTERNATIONAL MOBILITY OF STAFF AND STUDENTS**
- **INTERNATIONALISATION @ HOME**
- **INSTITUTIONAL CAPACITY FOR INTERNATIONAL COOPERATION**



## APPROACH TO STT

Combination of

- **bottom-up:** ITP suggested by a candidate, evaluated against institutional strategy and
- **top-down approach:** WPUT recruits centrally for a given ITP as the resulting skills and competences are considered important for its strategy = „commissioned” training flows (since 2016/2017), including E+ priority *training for enhancing teaching and curricula development skills* (since 2018/2019)

Reflected in the STT budget 2018/2019:

- **50%** - training for enhancing teaching and CD skills (ca. 27%)
- **50%** - open selection (bottom-up, 2-3 rounds) and commissioned training (top-down, selection according to the organiser's deadlines)



## **„COMMISSIONED” ST – SOME EXAMPLES**

- **„Dynamics of Talent Development”, „Sustainable University” – Hanze University of Applied Sciences (NL)**
- **„Building cultural competence for internationalisation at home” – Linnaeus University Kalmar/Vaxjo (SE)**
- **„Internationalisation of administration (admINT project)” – Bauhaus Universität Weimar (DE)**
- **Teaching activity (4 hours) combined with teacher training (STA) – Oulu University of Applied Sciences (SF)**

**Specific leading topic, target group defined, selection of participants, number of contact hours specified, type of activities guarantees active involvement and interaction**



## APPROACH TO STT – OPEN SELECTION (BOTTOM-UP)

- Selection criteria approved at the central level
- Selection requirement: individual Training Programme approved by superiors
- Formal evaluation of ITP by selection commission at the central level (appointed by the Rector)

**COMMISSION:** International Mobility Office, Quality Assurance in Educational Matters, Faculty Coordinators

**EVALUATION:**

- objective – 5 points (description of skills and competences, relevance to the position),
- programme – 8 points (incl. workload, type of activities)
- expected results – 5 points (expected impact on the participant and his/her institution, level of impact, dissemination)

**TRESHOLD:** min. 8 points

- priority given to: administrative staff, staff with no previous participation record,
- 2-3 selection rounds



## RECOGNITION OF STAFF MOBILITY

### ACADEMIC TEACHERS

Performed every four years, last 2018 and 2019 (new law on higher education)

Participation in a teaching or training activity abroad is recognised as an element of a formal evaluation of an academic teacher, in 2019 even more than before

Score expressed in points

### ADMINISTRATIVE / TECHNICAL STAFF

Evaluation of staff in a novelty (first performed in 2019)

No reference to a training abroad and its „value” (no points assigned)

The superior decides if a training activity abroad will be taken into consideration

Score „as expected”, „below expectations”, „above expectations”





## RESULTS OF ST MOBILITY – average 2016/2017 – 2018/2019

Based on KA103 individual participant reports, total of 230

Communicating the results to the top management is a must!

	STA	STT
<b>New practical teaching methods</b>	<b>75%</b>	
<b>Improved language skills</b>	<b>85%</b>	<b>77%</b>
<b>Benefiting from good practice of host institution</b>	<b>95%</b>	<b>100%</b>
<b>Extending professional network</b>	<b>93%</b>	<b>88%</b>
<b>Strengthening cooperation with host institution</b>	<b>90%</b>	<b>71%</b>
<b>Enhancing social, linguistic and /or intercultural skills</b>	<b>87%</b>	<b>88%</b>
<b>Greater satisfaction from work</b>	<b>96%</b>	<b>98%</b>



## **SUSTAINABILITY OF STT MOBILITY RESULTS**

**A questionnaire 1-2 years after mobility (September 2019 – STT mobilities 2017/2018)**

**Reflect on the experience**

**2016/2017, 17 STT:**

- **Who defined training needs?**

**76% dialogue with superiors, 12% commissioned, 12% himself/herself**

- **Which results still apply to your daily work?**

**59% concrete solutions, methods and skills, 35% language, 29% change of attitude and/or greater flexibility**

- **What was the institutional impact of your mobility?**
- **How was it relevant to the institutional strategy of development and internationalisation?**
- **How have you disseminated the results of the mobility inside and outside the university?**



## CHALLENGES (PLANS) FOR FUTURE

- INTERNATIONAL mobility incorporated in the system (direct reference)
- Introducing **continuing professional development plan** including (optional?) mobility for (all?) categories of staff
- **Enhancing teaching and curricula development skills** – how to filter them from the general offer? how to reach the institutions providing training?
- Recognition of mobility results in the evaluation of administrative staff
- Systemic **exploiting motivational potential of mobility**
- Diplomatic interference into somebody else's competencies 😊



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**THANK YOU**

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