

# Labour market of Stargard Subregion

Adaptability  
and growth  
potential





Report prepared for the City of Stargard by  
ManpowerGroup

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*Dear Investors,*

*Stargard's dynamic economic and social development is bringing about significant, positive changes which we see in our immediate surroundings. These phenomena are to a large extent in line with the ambitions and expectations of the city's residents. The development of local companies, new investors in industrial parks, as well as a rapidly expanding service sector engage a growing group of Stargard residents and attract new ones.*

*Dynamism and progress always bring new challenges. We want to meet them and ensure the continuation of development, as well as respond to the requirements of new times. That is why we undertake to examine the real possibilities of Stargard and its immediate surroundings in the context of a quantitative and qualitative analysis of the labour market.*

*We are aware that the space we have built over the past few years is a place conducive to companies with different potential. We have further steps ahead of us, including an attempt to find an answer to the question of what measures should be taken today to ensure that new industrial projects find their place in Stargard. We are also keen to provide access in our city to people who would like to pursue their professional and private goals here.*

*We would like to present to you a report prepared in cooperation with Manpower, a leading company in the recruitment and employment market. It is the result of joint analysis and research, including surveys conducted among employers and people seeking employment. I hope that this will be a valuable document for further analysis and studies on Stargard development.*



**Rafał Zajac**  
Mayor of the City of Stargard



*ManpowerGroup, operating since 1948 (since 2001 in Poland), over the decades, has developed an unmatched depth of experience in recruiting and hiring, as well as providing market intelligence to clients through unique insight, global and local expertise and market knowledge. This part of our business involves many fascinating challenges, but also great responsibility.*

*We are proud to have partnered with the City Hall to examine the labour market in the Stargard sub-region. We would like to present you with a report that is the result of this cooperation. We present the most important elements of the business, educational, transport and local government environment in Stargard and its sphere of influence, as well as an overview of the current situation and prospects for the near future. Thanks to the cooperation with the City Hall and the information resources we have gathered in the course of our activities, we were able to include many sources in this study, including public data, social networks or the most important portals on the Polish labour market. A special place among the analyses prepared is given to a survey conducted among companies present on the local market, which captured the current moods and hopes of entrepreneurs.*

*We hope that thanks to the information contained in the report and its conclusions, readers will be able to better understand the specificity of the labour market in the Stargard subregion, which is going through a period of intensive, multidirectional development enabling the realization of its full potential.*

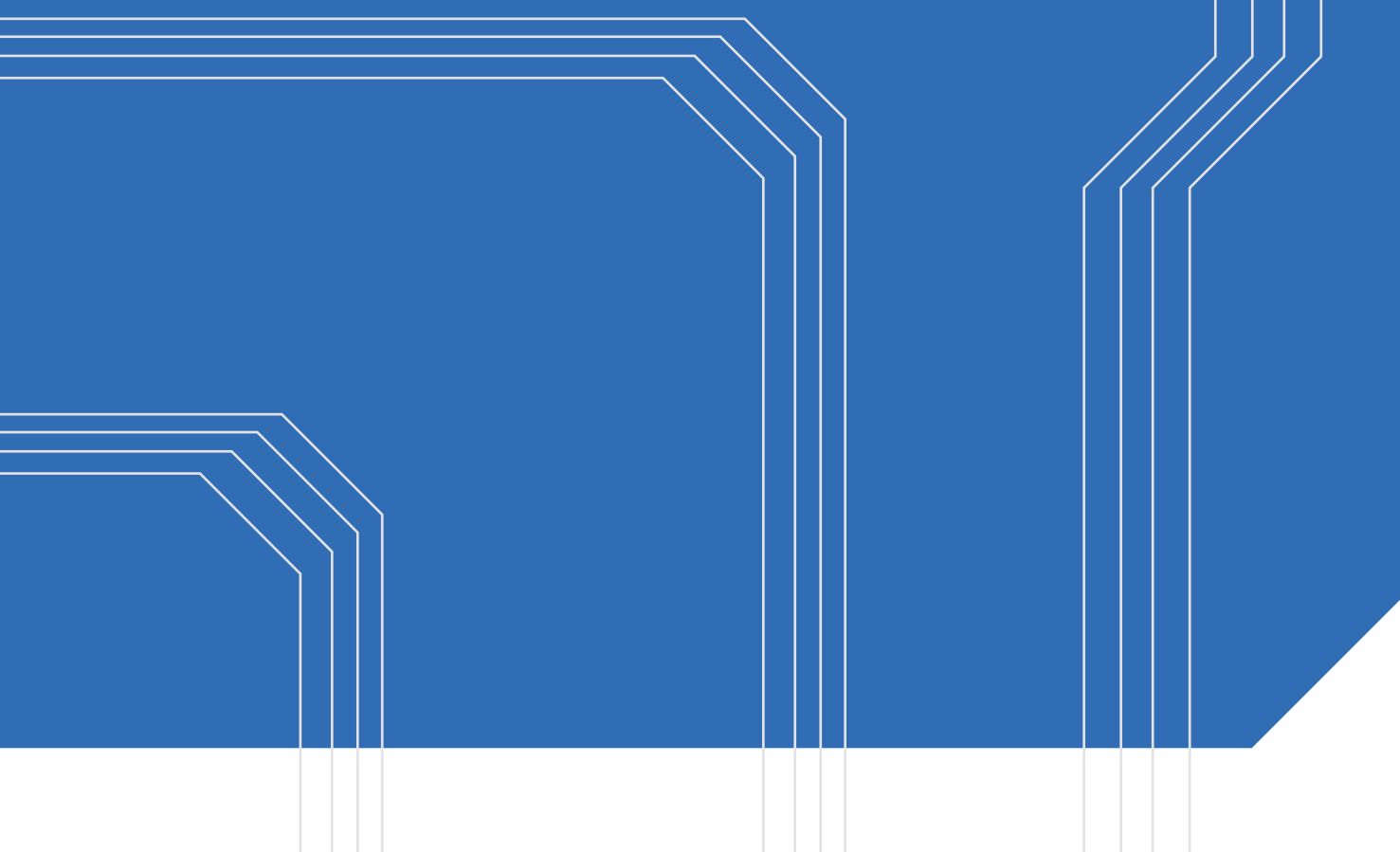


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**STARGARD  
INDUSTRIAL PARK  
AND HIGH  
TECHNOLOGIES  
INDUSTRIAL PARK**



Situated by the Ina river, Stargard is one of the oldest cities in Poland. With almost 70,000 inhabitants it is the third largest urban centre in the West Pomeranian Province. Together with Szczecin, Police, Gryfino, Goleniów and Świnoujście it forms the Szczecin Agglomeration. One of the key features of the town is its location along important communication routes - both road and rail. This makes Stargard perfectly connected with Szczecin, 36 km away, the port terminal in Świnoujście 120 km away and the capital of Germany, Berlin, 180 km away.

The city's location meant that the beginnings of industrial activity in the area dated back to the first half of the 19th century. Despite turbulent history, Stargard has remained an important economic centre and its development has only accelerated during the political transformation. This applies both to workplaces (light industry plants, trade and service outlets) as well as to public utilities and housing developments. Currently 64.93% of the economically active population is employed in services, 33.36% in industry and 1.72% in agriculture.

In Stargard there are two zones designated for investment areas: Stargard Industrial Park and Industrial Park of Modern Technologies. They are located on specially prepared areas and provide full infrastructure and communication with the city centre, both by individual and public transport.



## High Technologies Industrial Park

Located on the site of the former Kluczewo airfield in Stargard, the High Technologies Industrial Park stretches over an area of approximately 850 hectares. Such a large, compact area with a clear ownership structure allows for locating large investment projects in the High Technologies Industrial Park in Stargard, such as Bridgestone, Cargotec or Radiometer Solutions.

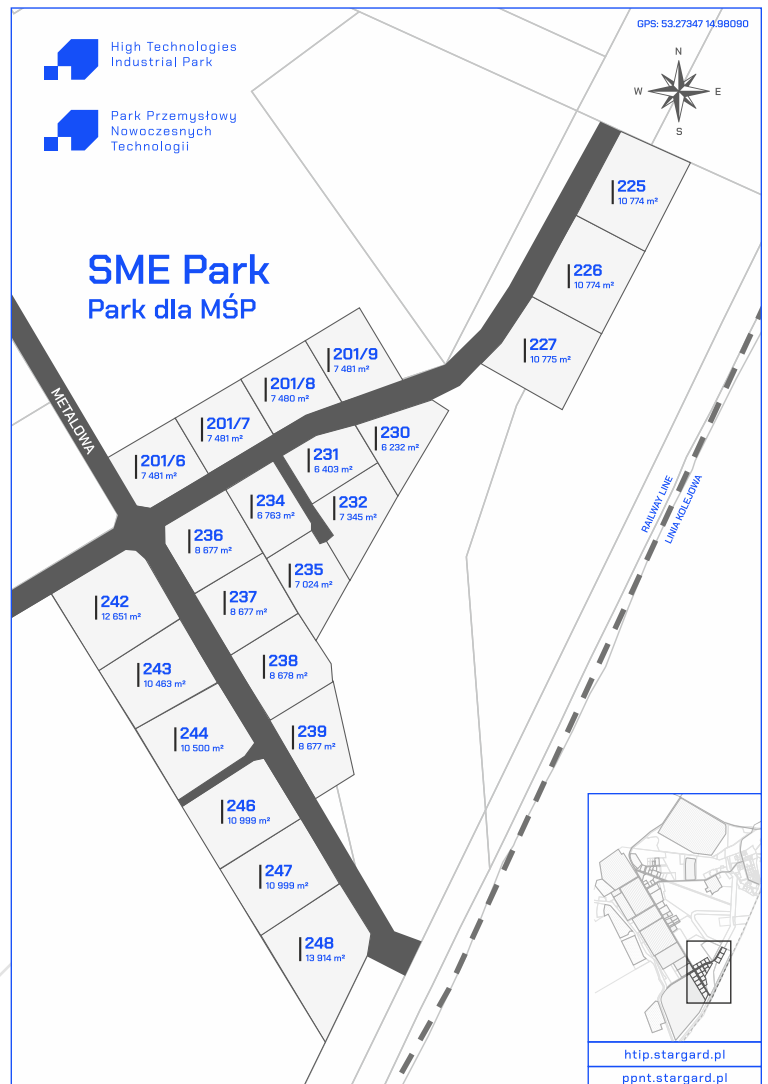
This does not mean, however, that the Park is closed to smaller entities. With them in mind, an integral part of the complex is the Small and Medium Enterprises Park, which provides land for smaller scale investments, thus ensuring sustainable development of various business initiatives in the region.

Figure 1. Map of Small and Medium Enterprises Park

## Stargard Industrial Park

Stargard Industrial Park was established in 2004 and it covers an area of 150 ha. It is located in the north-western part of the town of Stargard (about 8 km from the town centre). Due to the location of the town itself, it is about 35 km from Szczecin, 40 km from the western border of Poland, about 35 km from the international airport in Goleniow, 120 km from the ferry terminal in Swinoujscie and about 180 km from Berlin.

In Stargard Industrial Park operate more than 50 companies from various industries, which together employ more than 2500 people. At the moment, almost the entire area of the park is used by investors.



Source: Stargard Town Hall

In the distance of 5 km from the High Technologies Industrial Park runs the Stargard ring road - part of national road No. 10. Thanks to two lanes in both directions, road No. 10 ensures communication in the western direction with the port in Szczecin and via the A6 motorway with the western border of Poland. In the east direction towards Bydgoszcz it connects with the national road network. Of particular importance is the S3 expressway, which forms the transport spine of western Poland, starting in Świnoujście in the north. Continuing southwards past Gorzów Wielkopolski, Zielona Góra and Legnica, it ends its Polish section at the border with the Czech Republic. It is a part of the E65 route which, starting in Ystad, Sweden, crosses Central Europe via the road and ferry infrastructure to Crete, Greece. This and a number of other factors have led to the creation of a diverse economic climate from the very beginning of the Park's existence.



## Machinery industry

The largest number of companies are manufacturers of industrial equipment, specialised equipment for loading and unloading goods, among others in ports, sub-suppliers to the engineering industry, manufacturers of steel structures, prefabricated elements for machine construction, production lines, technology for railways. Vocational education adapts courses of study to the needs of this industry.

Hiab – Kalmar – Kuca – Hydroline – Finish Steel Painting – Specma – Drogbud – Hydroflex – Delta Technique – In Stal



## Medical industry

Thanks to the investments of companies belonging to the Danaher concern, Stargard is becoming the „medical valley” for the production of this sector in the region. Stargard is also the location of the largest medical logistics centre in the region. The medical manufacturing sector generates a significant number of employees and is at the top of the list of the most sought-after industries. Medical production is strongly supported by technical universities, medical universities in Szczecin and vocational schools in Stargard.

Nolato – Radiometer – Radiometer Solutions



## Automotive industry

One of the strongest sectors in Stargard local economy, creating demand for technical majors in local vocational and technical schools, attracting technical university graduates from Szczecin and all over the country. This branch provides the largest number of jobs for highly qualified specialists.

Klippan Safety – Andrénplast – Bridgestone



## Sewing industry

One of the most traditional industries in Stargard. Strong tradition of sewing companies, staff and location close to the German border, attracts highly advanced production companies from the fashion industry. Stargard produces sports goods, wedding dresses, and fashion exported to Scandinavian countries.

World Sports Company – Filter – United Bridal Factory



## Electronics production

The presence of technical and vocational education in technical subjects (electronics and mechatronics) supports companies that employ people specialised in the production of electronic components and subassemblies.

Backer – Eltwin – Scanwir – Mekoprint



## Food industry / food distribution

Excellent location in the region, transport accessibility and resources for food production (agricultural region) make Stargard a perfect place to locate a business related to the production or logistics of food products. You can find distribution centres of retail chains as well as local producers who have been producing for many years.

Ozimek – Lidl – Cukrownia Kluczewo – Rarytas – EURO Cash



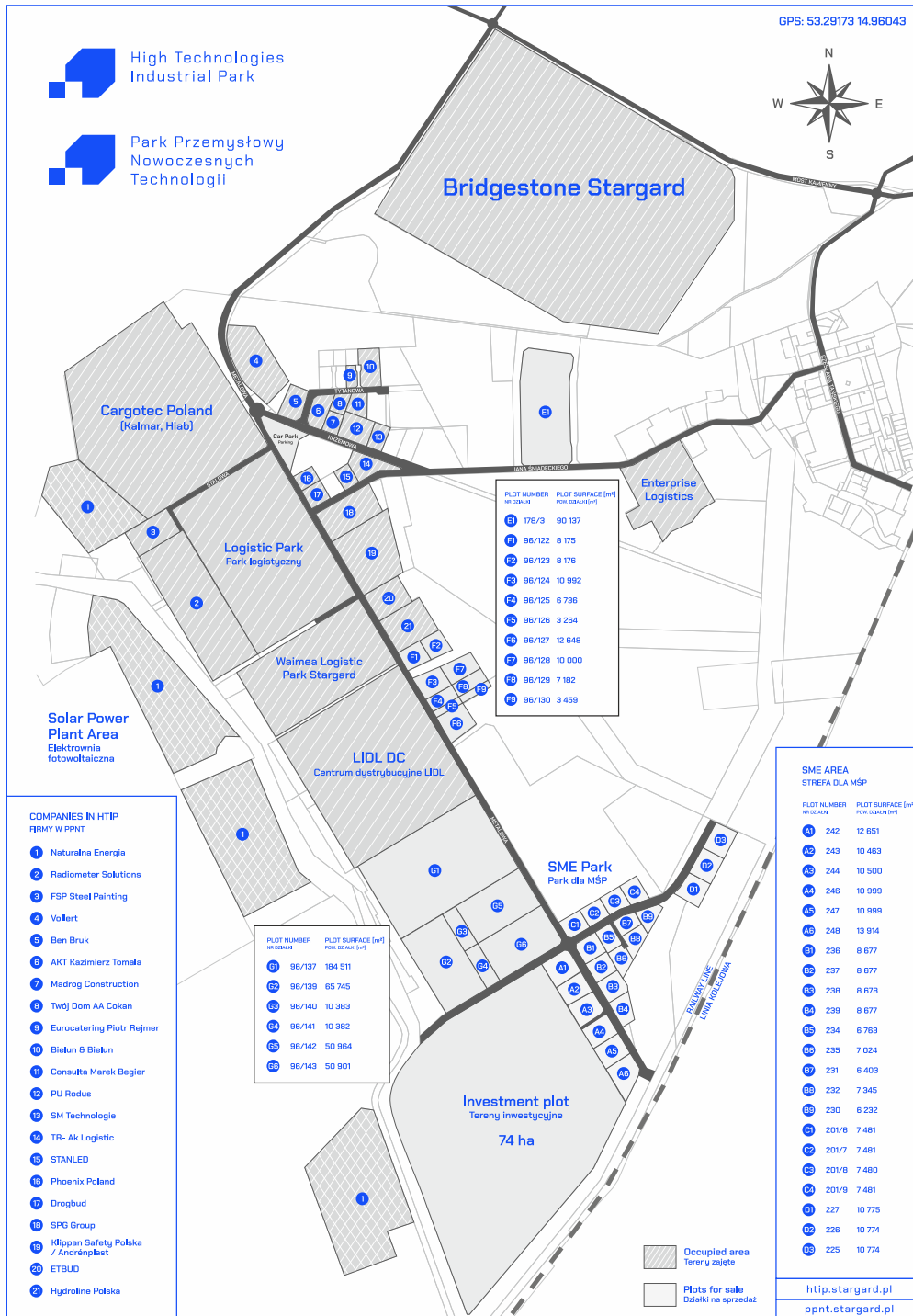
## Logistics / E-commerce

The Park is located 30 km from the German border, and 90 km to the Baltic Sea crossing to the Scandinavian countries. It is an excellent location for transport companies, logistics centres, e-commerce companies that can benefit from the geographical advantage.

Enterprise Logistics – Mirat.pl – Ottensten Polska – Marcotrans

Visually, the current state of development of the Park is as follows:

Figure 2. Current development of the High Technologies Industrial Park



Source: Stargard Town Hall

As the map above shows, the Park still has investment areas allowing for the location of an establishment of almost any scale.

As can be seen, the High Technologies Industrial Park provides convenient conditions for running a business in a location which convenience can hardly be overestimated. However, the labour market is primarily created by people. And it is them that the next section will look at.

An important element of the investment offer is the resolution on regional aid for investors. The public aid proposed in the resolution takes the form of exemption from property tax. The subjective scope of exemption includes land, buildings and structures constituting new investments, occupied for business activity. The exemption is addressed to entrepreneurs who carry out investments mainly related to production activity. The entrepreneur has the right to obtain public aid for

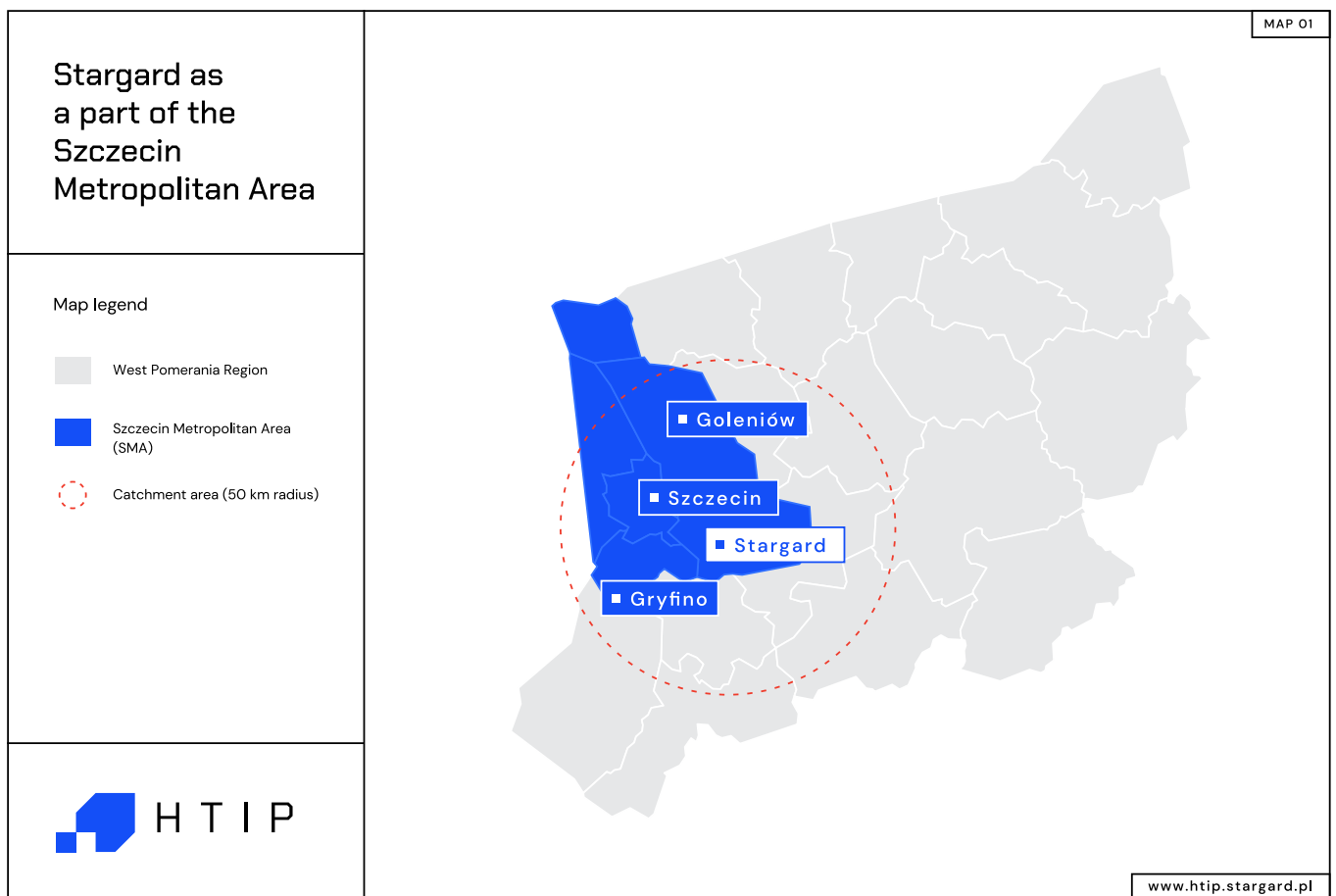
- Supporting new investments
- The acquisition of an enterprise which is in liquidation and the creation of new jobs
- Creation of new workplaces connected with the new investment

Stargard is located in Kostrzyn-Slubice Special Economic Zone, which allows to obtain support in the form of CIT or PIT income tax exemption.

#### Influence zone

Due to Stargard's location the zone of influence of the Park on the local market stretches within a radius of 50 km, which allows it to cover the majority of the Szczecin Metropolitan Area and the surrounding county. This is illustrated by the map in Figure 3.

Figure 3. Impact zone of the High Technologies Industrial Park



Source: Stargard Town Hall

As you can see, the High Technologies Industrial Park provides favourable conditions for conducting business in a location whose convenience can hardly be overestimated. However, the labour market is primarily created by people. And it is them that the next section will look at.

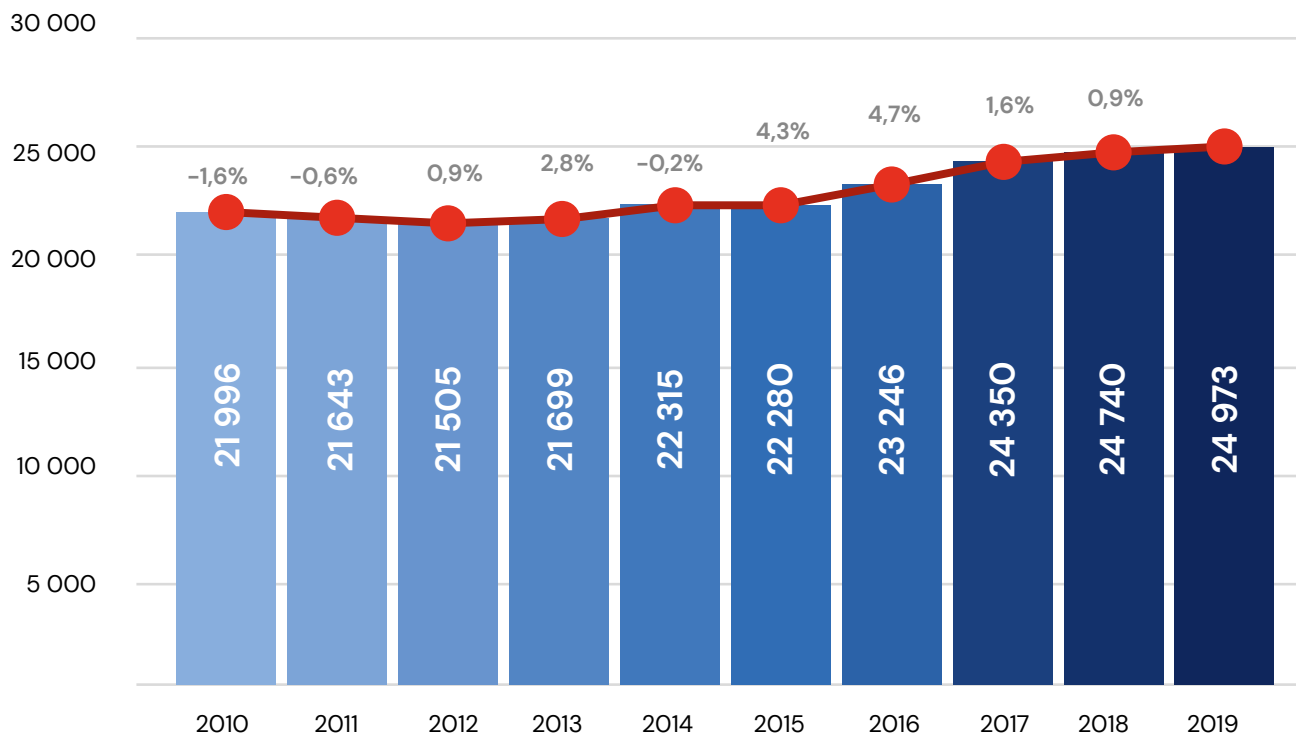




**TALENT MARKET  
– HISTORICAL VIEW  
AND CURRENT  
SITUATION**

This section aims to analyse the labour market in Stargard County. As evidenced by data collected from government and local government sources, social media and classifieds sites, the local labour market is characterised by a high degree of diversity that provides specialists drawn from a wide range of fields while maintaining the growth rate of available talent.

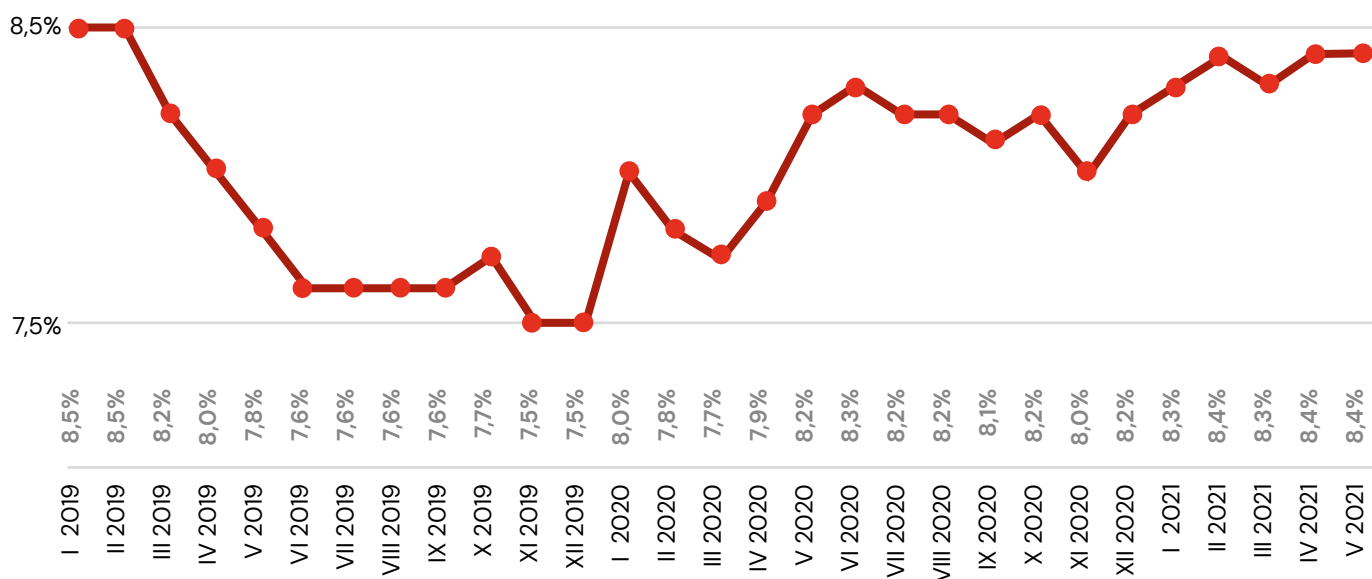
Chart 1. Number of employees in Stargard County 2010-2019



Source: Central Statistical Office

During the decade 2010-2019, the number of employed people in Stargard County grew steadily, increasing from just under 22,000 to almost 25,000. In light of current demographic trends, this indicates an influx of new population into the county, which demonstrates its potential to attract with attractive living conditions.

Chart 2: Unemployment rate in Stargard County January 2019-May 2021



Source: Central Statistical Office, Stargard County Labour Office

Over the period January 2019 - May 2021, the unemployment rate in Stargard County remained stable, ranging (according to the methodology of the Central Statistical Office) between 7.5% and 8.5%. The local market is not affected by significant fluctuations related to seasonality or fluctuations related to the COVID-19 pandemic. This demonstrates the stability of the market and the strong presence of industries characterised by high stability of employment.

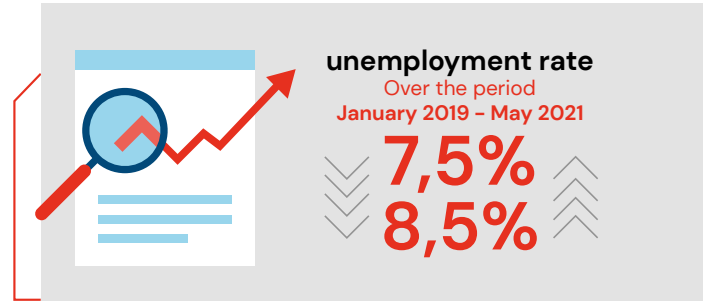
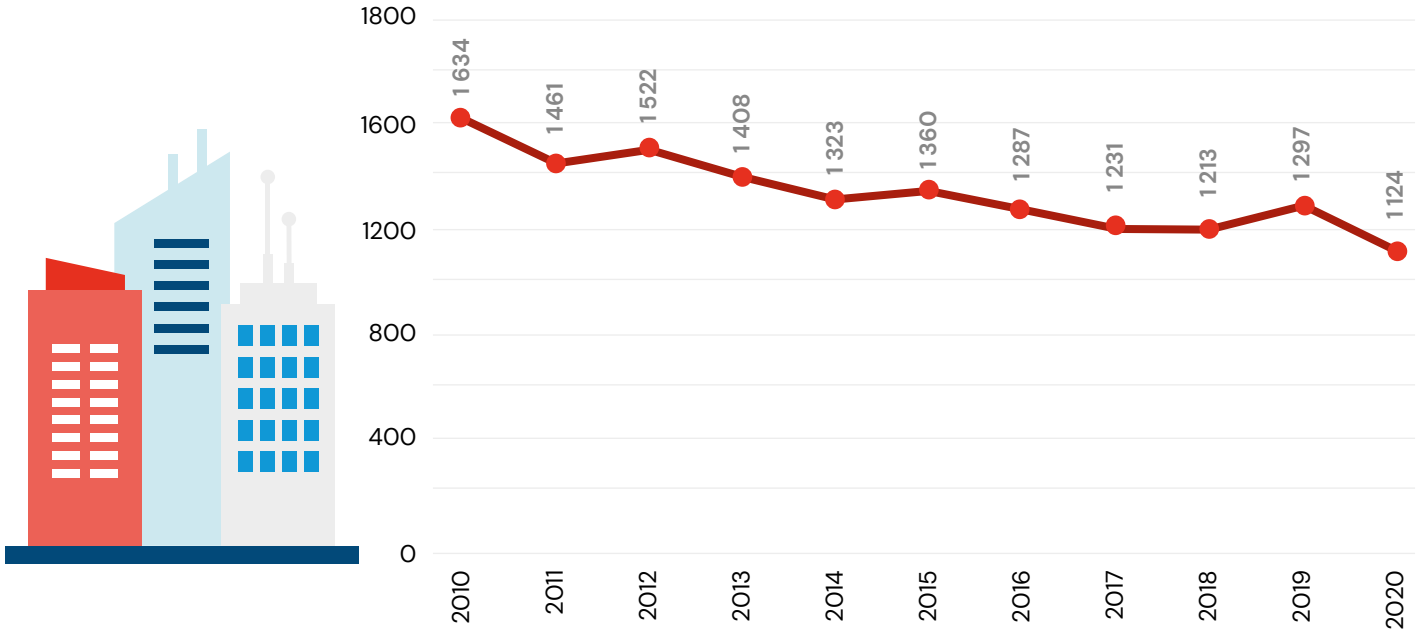


Chart 3. Newly registered enterprises in Stargard County in the years 2010-2020



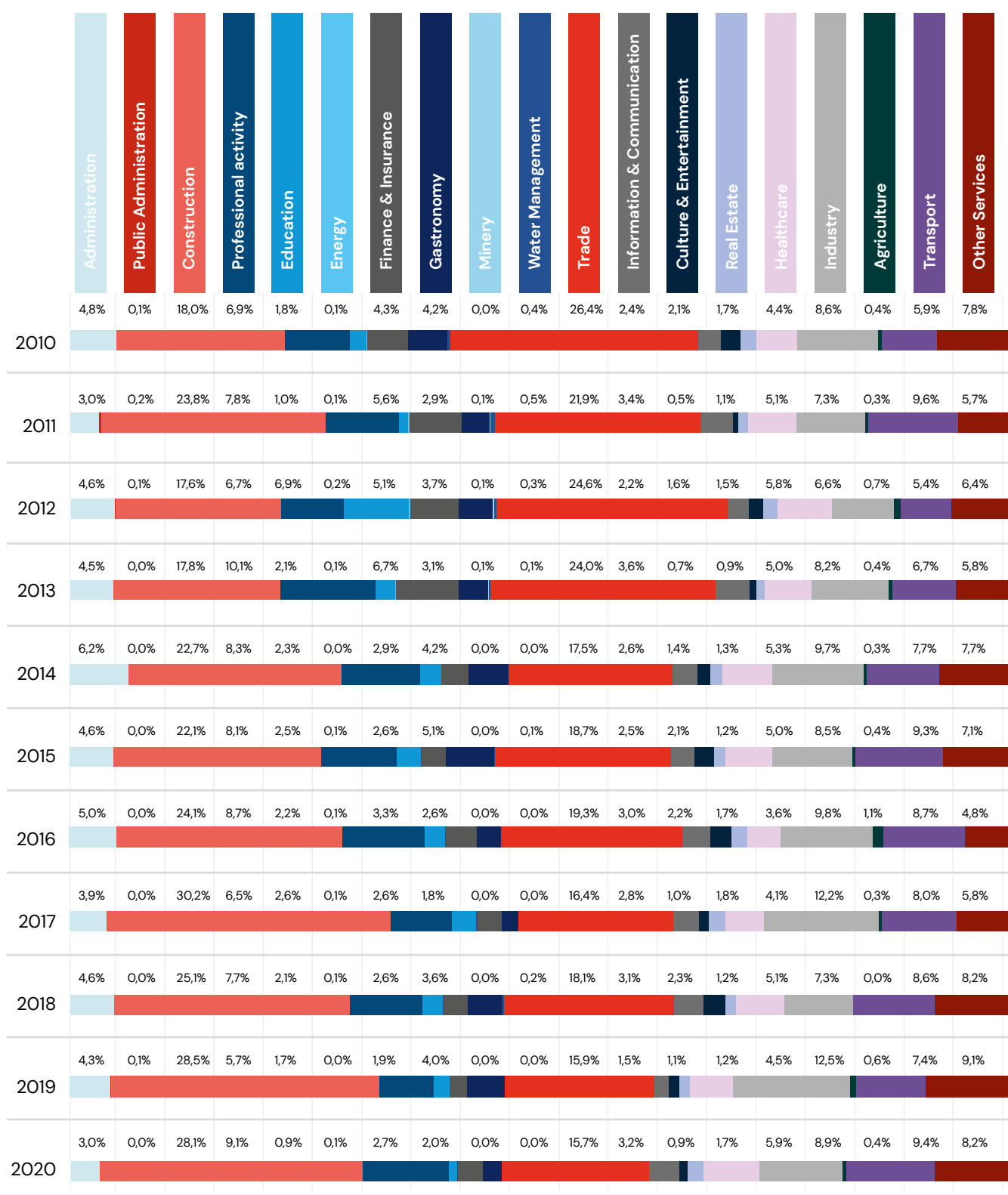
Source: Central Statistical Office, Stargard County Labour Office

# NUMBER ESTABLISHED ENTERPRISES IN 2020r, 1124



Over the last decade the number of businesses opened in Stargard County has remained relatively stable, with a slight downward trend. This is mainly due to a general direction towards consolidation within industries as well as an increasing share of full-time employees in the total number of economically active people. The year 2020, when the unstable situation resulting from the COVID-19 pandemic weakened the desire for new business ventures and the preference for full-time employment became more pronounced, resulting in a bit more visible decline.

Chart 4. Newly registered enterprises in Stargard County in the years 2010-2020 - types

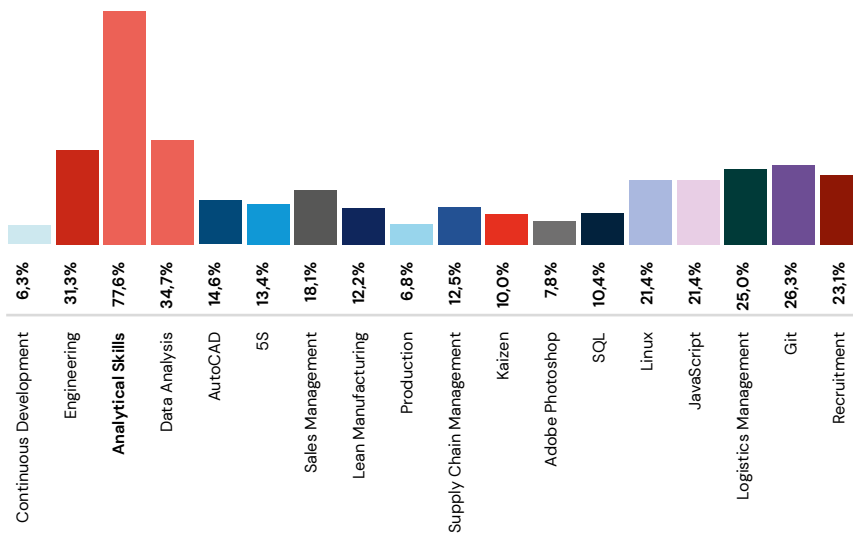


Source: Central Statistical Office

While the epidemic situation has affected the number of business start-ups in general, its impact on the types of business start-ups is markedly less. One industry that has significantly reduced its share is the Catering and Hospitality sector (from 4.0% to 2.0%), which over the last 1.5 years has been one of the most severely affected by the current

restrictions. In line with general trends, most new entrants come from the retail sector (15.7%) and the construction sector (28.1%). Transport (9.4%), Industry (8.9%) and the professional activity (9.1%), which is dynamically growing in relation to 2019, also have a significant share.

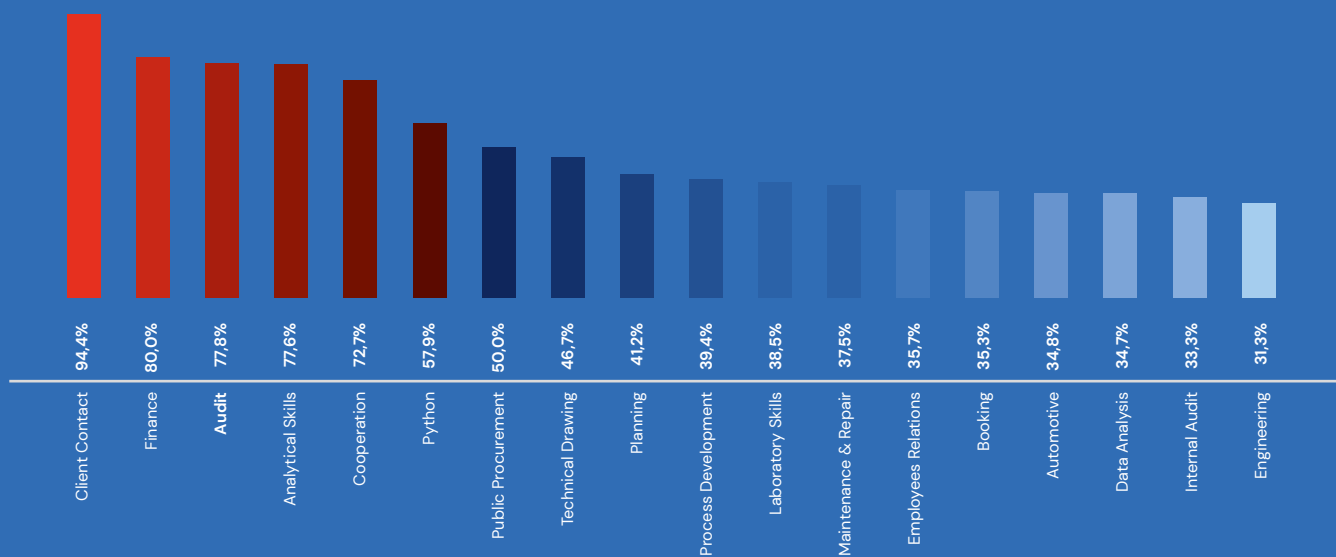
Chart 5. The most popular skills declared by professionals on the local labour market



Source: Own elaboration based on LinkedIn data

Among the professionals present in social networks such as LinkedIn, where users post their professional profiles, there are clearly visible groups of skills, which allow us to say what type of experts are present in the Stargard labour market. The first group are engineers, which is evidenced by the high position not only of engineering or analytical skills, but also specialized tools such as AutoCAD. The second group are IT specialists, which is marked by the presence of key technologies for this industry - SQL, Linux, JavaScript or Git. The last distinct group of skills - and people who possess them - are all kinds of managerial competences, mainly present in the context of sales and logistics.

Chart 6. The most rapidly gaining in popularity skills declared by specialists on the local labour market



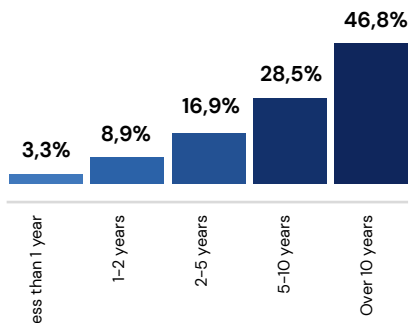
Source: Own elaboration on the basis of LinkedIn.com data

Professionals in the local market are trying to adapt to the prevailing trends, as shown by an analysis of the growth in declared skills over the past year. With remote working on the rise and a growing awareness of the balance between home and work, interpersonal skills such as customer contact, collaboration and employee relations are becoming key to ensuring business continuity. The second distinct group is made up of skills linked to the data-driven trends that have been developing strongly over recent years, with the rise of the Python programming language being a prime example.





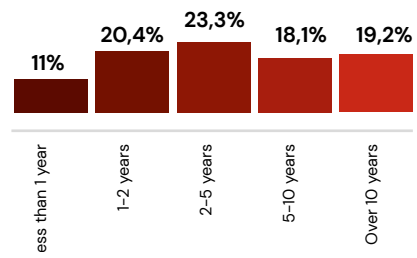
Chart 7. Experience declared by specialists on the local labour market



Source: Own elaboration based on LinkedIn data

Almost half of the Stargard specialists present on popular platforms have more than 10 years of professional experience, and 3/4 - at least 5 years. On the one hand, this translates into a high level of qualifications resulting from the accumulation of knowledge. On the other hand, it is difficult to recruit such specialists due to the fact that professional mobility often decreases with age and experience. This further emphasises the importance of good cooperation with universities.

Chart 8. Seniority in current employment declared by specialists on the local labour market



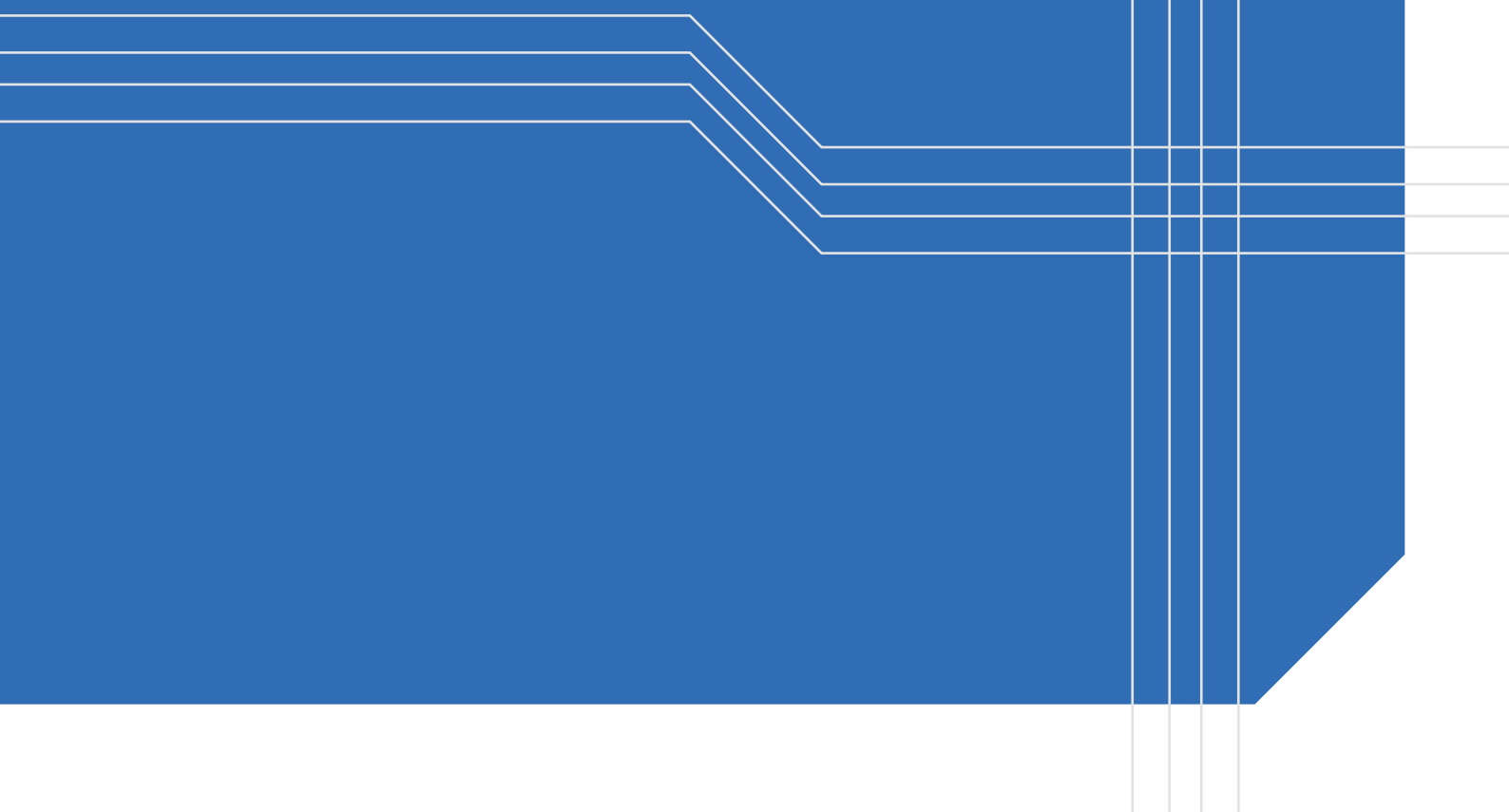
Source: Own elaboration based on LinkedIn data

As far as the length of service in the current company is concerned, it is equally distributed among all separated groups, which shows that the main factor influencing it is the policy of a given company rather than the specificity of the local market. This is a sign of its good condition, where there is neither an exceptionally fierce competition (which would result in high turnover and shorter tenures) nor stagnation (which would manifest itself in low turnover and long tenures).





# **EDUCATIONAL OFFER – THE PERSPECTIVE OF COOPERATION WITH THE BUSINESS COMMUNITY**



The search for employees means that employers increasingly often do not limit themselves to qualified specialists, but also reach for those still in training. This trend is noticeable not only at the stage of higher education, but also when it comes to secondary schools, which - in their essential part - prepare directly for a profession. This makes it possible to engage young people who come to work with commitment and without the baggage of experience from other places. Therefore, one of the most important steps that should be taken by an employer when starting a business in a given place is to analyse the local educational offer. This is also the subject of this section.

**„...one of the most important steps that should be taken by an employer when starting a business in a given place is to analyse the local educational offer.”**

## SECONDARY SCHOOLS

The structure of public educational institutions at the secondary level, for which - in accordance with the Polish educational system - the managing body is the powiat (county), includes two general secondary schools: I General Secondary School and II General Secondary School, four School Complexes and a Special Primary School. Within the Complexes of Schools there are technical schools and industry schools of the first degree. Additionally, there is a Vocational Training Centre. Within the School Complex no. 1 there is the Powiat Centre for Lifelong Learning, which consists of the General Secondary School for Adults and the Post-Secondary School for Adults.



Table 1. Secondary schools run by Stargard County

	I High School	
	II High School	
	School Complex No 1	
	School Complex No 2	
	Technical Construction School Complex	
	School Complex Nr 5	

In addition to the schools listed above, Stargard county operates:

- a) Bursa Szkolna, which is located at Plac Majdanek 7. Bursa has 195 places
- b) Psychological and Pedagogical Clinic, which from September 1, 2018 is located in the building of the School Dormitory at Majdanek Square 7
- c) Psychological and Pedagogical Clinic, which as of 1 September 2018 is located in the building of the School Bursa at 7 Majdanek Square
- d) Vocational Training Centre, which is located at 35 Pierwszej Brygady Street
- e) District Teachers' Training Centre, which is located at 7 Majdanek Square

In the school year 2020/2021, 4458 pupils were educated in 192 units of schools managed by Stargard County. Most of them are students attending technical schools - 2205 students, followed by high schools - 1392 students. The smallest number of pupils were students of industry secondary schools - 689. 161 pupils studied in the Special Primary School and 11 in the Special School Assimilating to Work, which is part of the School Complex No. 5

## HIGH SCHOOLS

Stargard County in the 2020/2021 school year ran three general secondary schools including:

a) two independent:

- I Liceum Ogólnokształcące im. A. Mickiewicza,
- II Liceum Ogólnokształcące im. C.K. Norwida,

b) Liceum Ogólnokształcące dla Dorosłych (for Adults), being a part of the Zespołu Szkół Nr 1.

Table 2. Number of wards and pupils attending general secondary schools in the school year 2020/2021

School	School year 2020/2021
	Pupils
I High School	738
II High School	618
School Complex No 1	36
High School for Adults PCKU	<b>1392</b>

Source: Educational Information System, as at 30 September 2020

Table 3. 2020 Bacculaureate results

Table 3. shows the results of the matriculation examination. Considering all types of schools, the overall pass rate (82.39%) is in line with the national results (82.35%). The Adam Mickiewicz Secondary School No. 1 stands out in particular here, with a very high pass rate (99.45%), which also stands out against the national average for this type of school (87.1%).

School	Matriculated	% passed
I LO	182	99,45%
II LO	137	87,59%
ZS NR 1	142	69,01%
ZS NR 2	109	79,81%
ZSBT	19	47,36%
ZS NR 5	30	50,00%
<b>Together</b>	<b>619</b>	<b>82,39%</b>

Source: Central Examination Commission; results include September resit exams

## VOCATIONAL SCHOOLS

In the school year 2020/2021, Stargard County ran the following types of vocational schools:

- 4-year vocational technical schools,
- 5-year vocational technical schools,
- vocational schools of the 1st degree 3-years old, including sections of special classes,
- preparatory vocational schools 3-years old

Table 4. Dynamics of the development of vocational education in Stargard County in the school years 2018/2019-2020/2021

Statistics	2018/2019	2019/2020	2020/2021
Number of units	92	114	117
Number of pupils	2181	2841	2905
Number of courses	30	30	34

Source: Educational Information System, as at 30 September 2020



As shown in Table 4, each year there are more and more not only students and units, but also professions in which one can study. Many of them are specialised professions providing a ready set of competences for use in the labour market.

In the above-mentioned schools, after passing the examination confirming professional qualifications, students can obtain a profession :

- electrical engineering
- electronics technician
- mechanical engineering technician
- technician wood technology
- technician information technology
- technician mechatronics
- economic technicia
- the logistics technician
- nutrition and household technician
- construction technician
- automotive technician
- landscape architecture technician
- hotel management technician
- tourist service technician
- road and railway bridge technician
- forwarding technician
- advertisement organisation technician
- technician of digital graphic processes
- lift equipment mechanics technician
- salesman technician
- carpenter
- electrician
- machine and plant fitter
- cook
- salesman
- bricklayer
- confectioner
- fitter of sanitary systems and equipment
- construction and finishing works fitter in building industry
- concrete and steel erector
- finishing technologist
- car mechanic
- car mechanic, car electromechanic
- hairdresser
- salesperson
- photographer

See Table 5 for a breakdown by facility.

Table 5. number of wards and number of students attending vocational schools in the 2020/2021 school year

School	School year 2020/2021	
	Vocational Schools	Number of pupils
School Complex No 1	Technician School No 1	901
	Secondary Craft School No 1	118
School Complex No 2	Technician School No 2	843
	Secondary Craft School No 2	54
Technical Construction School Complex	Technician School No 3	221
	Secondary Craft School No 3	350
School Complex No 5	Technician School No 5	240
	Secondary Craft School No 5	167
	Vocational School – Work Preparatory	11
<b>Together</b>		<b>2905</b>

Table 6, shows the results of the professional examinations in both sessions held in 2020.

Table 6. Average pass rate for vocational exams in 2020

School	Average pass rate for vocational exams			
	January – February Term		June – July Term	
School Complex No 1	Technical School	72,60%	Technical School	65,44%
	Craft School	-	Craft School	19,35%
School Complex No 2	Technical School	75,38%	Technical School	76,55%
School Complex No 5	Technical School	93,47%	Technical School	75,00%
	Craft School	-	Craft School	50,00%
Technical Construction School Complex	Technical School	59,57%	Technical School	80,80%
	Craft School	-	Craft School	85,85%

Source: Central Examination Commission

Among the professions with the highest pass rates in local schools are those requiring IT skills, as well as those related to trade and logistics, construction, and agriculture and food production.

Table 7. Occupations with the highest pass rate in vocational exams in 2020

Position	School	Average pass rate
Digital graphic processes technician	ZS nr 1	100%
Information technology technician		88,88%
Tourist services technician		93,75%
Trade technician	ZS nr 2	100%
Hotel management technician		100%
Technician of logistics		88,37%
Automotive technician	ZS nr 5	100%
Agricultural mechanics and agrotechnics technician		80,00%
Technician of nutrition and catering services		100%
Construction technician	ZSBT	89,47%
Technician of finishing works in building industry		100%

Source: Central Examination Commission

**At present, the schools run by the Stargard County cooperate with more than 70 companies, which gives them a lot of experience and understanding of the specifics of different businesses, which influences both the organisation of internships and apprenticeships and the curricula.**

Rycina 4. Wybrane firmy współpracujące ze szkołami w regionie



Local secondary schools also run a number of initiatives that integrate them with the business community. These include:

- **Competitive professionals from the Vocational Secondary School No. 2 in Stargard** - a programme aimed at improving the quality of vocational education by adapting its forms and conditions to labour market requirements and increasing students' activity in building their career paths. The project involves 130 students of School Complex No. 2 in the following professions: economic technician, logistics technician, trade technician, IT technician, and hotel management technician. Each participant is guaranteed participation in a paid work placement of 150 hours.
- **Cooperation agreement with Cadelan Polska and IBS Poland** - students of IT classes learn the secrets of designing car parts using professional programming tools.
- **Adaptation of vocational education to the requirements of the labour market** - implemented since September 2017 by the School Complex No. 2,

the programme was attended by 162 people studying the following professions: economic technician, logistics technician, forwarding technician, IT technician and hotel technician. Each participant was guaranteed participation in a paid work placement of 150 hours.





## PRIVATE SCHOOLS

Apart from public institutions, there are also institutions run by private entities in Stargard. In the table below you can find a list of them:

Table 8. Second level private schools operating in Stargard

Governing Body	Schools
Group of Private Schools	Non-public High School
COLLEGIUM „MEDICA”	First Non-public Upper High School „COLLEGUM MEDICA” in Stargard Non-public Upper High School „COLLEGIUM MEDICA” in Stargard Craft School „MEDICA” in Stargard Upper High School „COLLEGIUM MEDICA” First Upper High School „COLLEGIUM MEDYCZNE MEDICA” Hairdressing Technician School „MEDICA” in Stargard Medical Technician School „MEDICA” in Stargard
Non-public High School in Stargard „Nad Iną”	Non-public High School in Stargard „Nad Iną”
Centre for Science and Business Żak, Sp. z o.o	High School for Adults in Stargard - Żak Upper High School Centre for Science and Business in Stargard Medical Care Upper High School Żak in Stargard
Non-public School Complex No 1	Upper Secondary School for Youth Hotel Technical School Information Technology Secondary School
Social Association for Press-Knowledge Stopka	Post-secondary School of Pharmacy

Source: Stargard County Office



## UNIVERSITIES

Apart from its proximity to Szczecin and good transport connections with other large cities in northern and western Poland, such as Tricity and Poznań, Stargard's educational offer also enables students to gain higher education. Below you will find a list of fields of study and specializations for which recruitment is conducted for the academic year 2021/2022.

As the list below shows, both universities are focused on the disciplines of knowledge directed towards specific professions and preparing graduates with skills useful in entering the labour market or reorienting their careers.



Table 9. Fields of study offered by the Stargard branch of the West Pomeranian Business School

Bachelor studies	Masters studies
<p>Economics</p> <p>Specialities:</p> <ul style="list-style-type: none"> <li>• Accounting and finance</li> <li>• Logistics - Shipping - Transport               <ul style="list-style-type: none"> <li>• Business management</li> <li>• Business psychology</li> </ul> </li> <li>• Human resources in organisation</li> </ul> <p>- Occupational health and safety manager</p>	<p>Specialities:</p> <ul style="list-style-type: none"> <li>• HR &amp; Payroll</li> <li>• Logistics</li> </ul> <p>• Remote learning methodologies for trainers and teachers</p> <ul style="list-style-type: none"> <li>• Accounting</li> </ul>

Source: university website

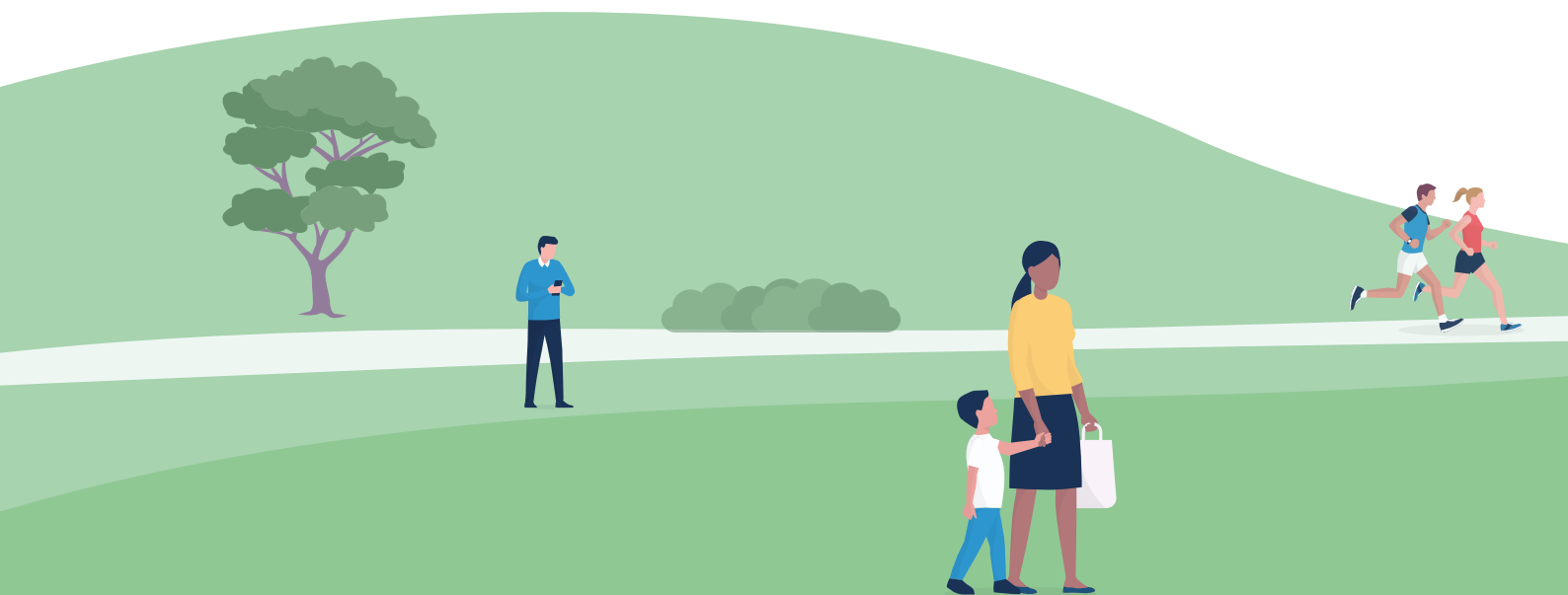
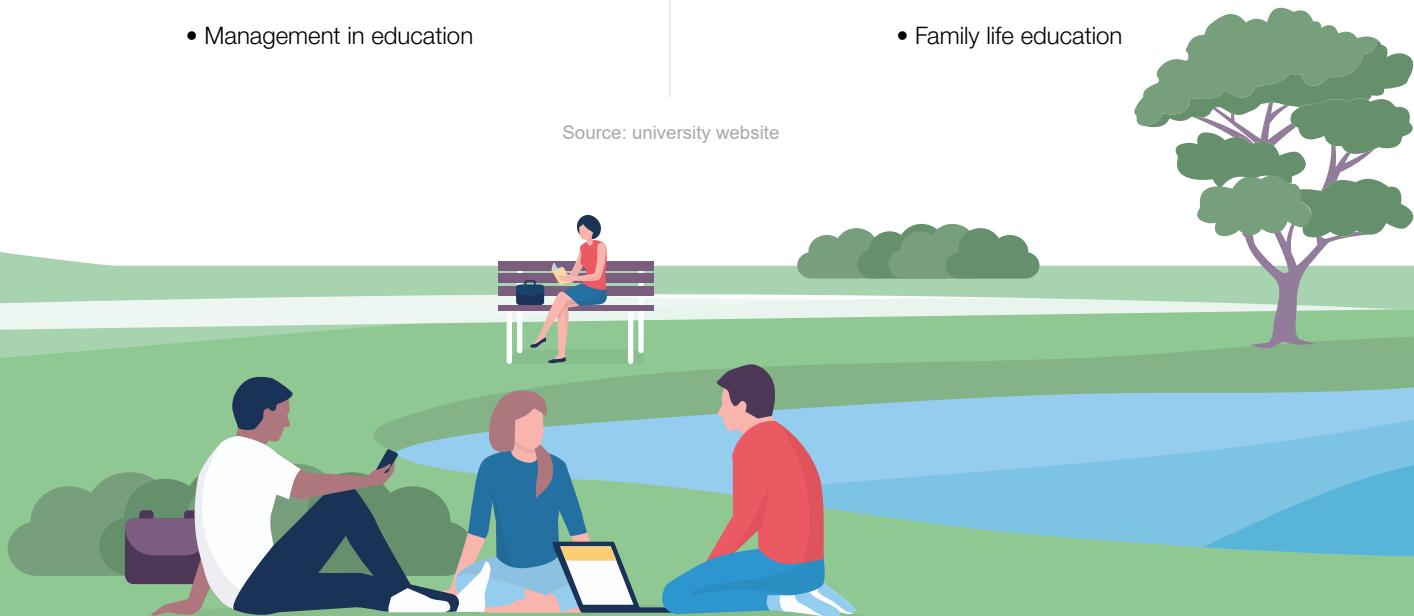




Table 10. The courses offered by the Stargard Branch of the Szczecin School of Higher Education Collegium Balticum

Bachelor studies	Masters studies
<p>Specialities:</p> <ul style="list-style-type: none"> <li>• Pedagogy</li> <li>• Internal Security</li> </ul>	<p>Specialities:</p> <ul style="list-style-type: none"> <li>• Pedagogy</li> <li>• Internal Security</li> </ul>
Postgraduate studies	
<ul style="list-style-type: none"> <li>• Diagnosis and pedagogical therapy with art therapy</li> <li>• Diagnosis with elements of pedagogical therapy</li> <li>• Education, remedial and supportive care of persons with autism</li> <li>• Library science with scientific information and readership animation               <ul style="list-style-type: none"> <li>• Medical personal trainer                   <ul style="list-style-type: none"> <li>• Neurodynamics</li> <li>• Oligofrenopedagogy</li> </ul> </li> <li>• Care and educational pedagogy</li> <li>• Visual arts and technology for teachers                   <ul style="list-style-type: none"> <li>• Socioterapy</li> </ul> </li> <li>• Surodapia pedagogy                   <ul style="list-style-type: none"> <li>• Thyphlopaedagogy</li> </ul> </li> <li>• Management in education</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Career guidance and development               <ul style="list-style-type: none"> <li>• Safety education</li> </ul> </li> <li>• Gerontology and geriatric coordinated care with elements of e-medicine               <ul style="list-style-type: none"> <li>• Informatics for teachers</li> <li>• Sensory integration</li> </ul> </li> <li>• Coaching competences with elements of andragogy               <ul style="list-style-type: none"> <li>• Logopaedics</li> </ul> </li> <li>• New quality of education: teacher-parent-child               <ul style="list-style-type: none"> <li>• Re-socialisation pedagogy</li> </ul> </li> <li>• Psychological-pedagogical and didactical preparation for the teaching profession               <ul style="list-style-type: none"> <li>• Early English language teaching</li> <li>• Knowledge of Society</li> <li>• Family life education</li> </ul> </li> </ul>

Source: university website



## EXPERT'S COMMENTARY

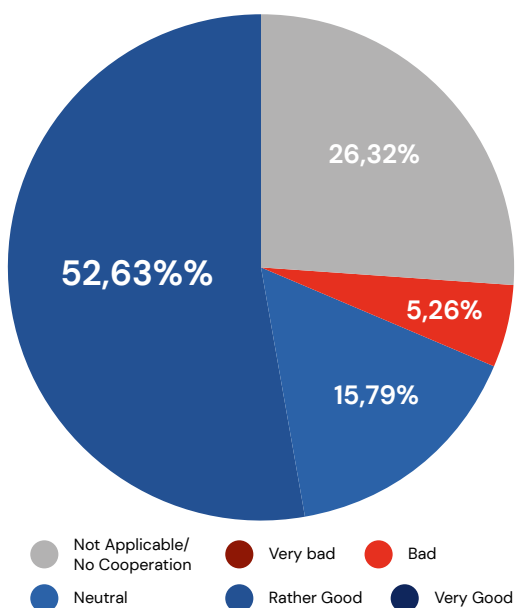
*Stargard is a city with a high dynamics of economic development and investment potential. This directly implies the need for highly qualified personnel. The presence of a strongly practical higher education in Stargard helps to build local human capital with specialist competences necessary in modern business. The emphasis of practical higher education in Stargard is placed on both „hard” industry-related competencies and „soft” competencies necessary in the work of an effective leader or manager.*

### EWELINA ŚWIERGIEL

Dean  
West Pomeranian School of Business in Stargard

In the survey conducted for this report, questions were asked about the evaluation of cooperation with research units.

Chart 9. Assessment of cooperation with research institutions

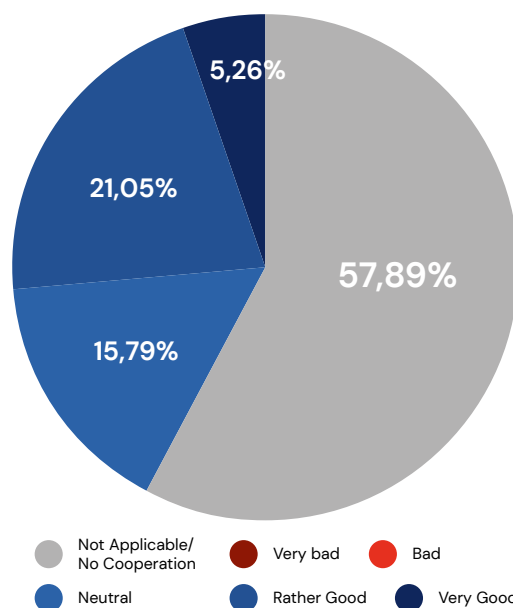


Source: Own study based on the results of the survey

As the results show, while companies with such experience are in the minority (42.1%), none of them has any negative experience resulting from this type of cooperation. This shows the potential inherent in this type of initiatives, which should be developed and promoted.

In a peculiar way it is emphasized by the results presented in Chart 10. concerning the qualifications of the university graduates employed by the entrepreneurs operating on the local market. Not only in almost 3/4 (73.7%) they had contact with them, but also in slightly more than half of them (52.6%) give them a more positive assessment, with only 5.3% negative opinions.

Chart 10. Evaluation of university graduates' qualifications



Source: Own elaboration based on the results of the questionnaire

From the perspective of this report, opinions on cooperation with universities in the field of internships and apprenticeships, which in today's labour market is an important element of recruitment campaigns, are also important.

**As the collected results show, the cooperation with universities - if it occurs - is assessed positively (26.3%) or neutrally (21.1%) by the surveyed entities. This shows that academic entities can be important partners in building recruitment strategies.**

**COOPERATION WITH  
UNIVERSITIES**  
AS A PARTNER IN BUILDING  
**A RECRUITMENT  
STRATEGY**

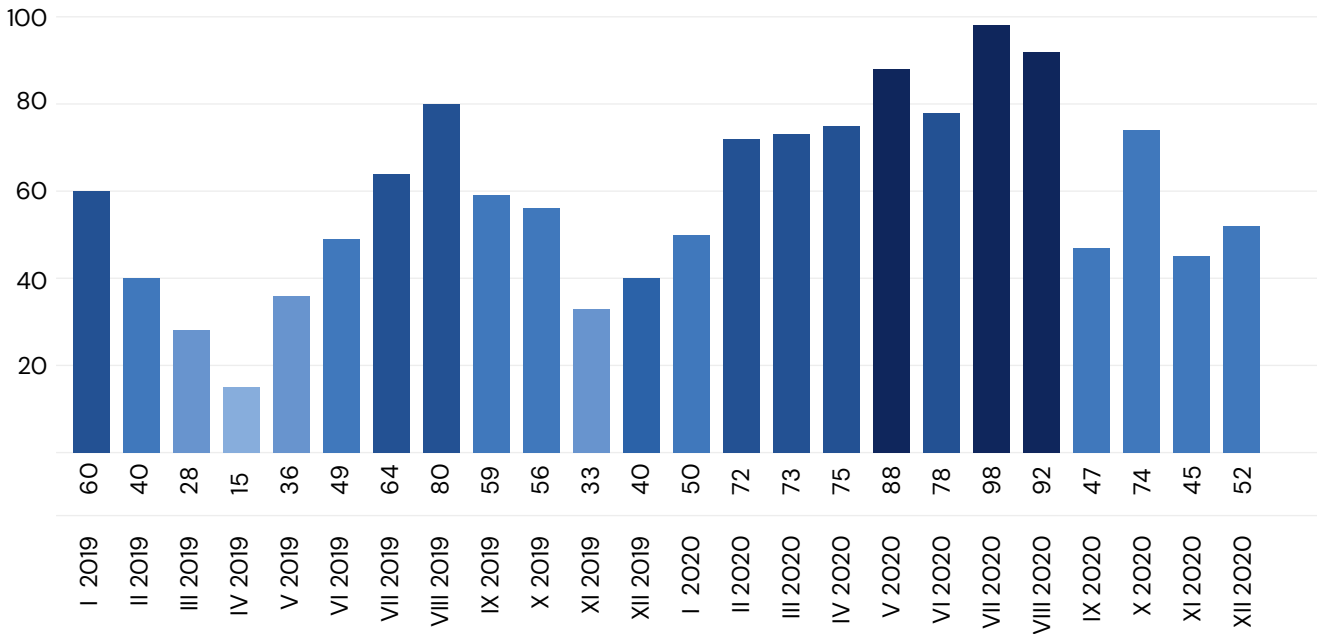




**JOB OFFERS  
– ANALYSIS  
OF EMPLOYER  
ACTIVITY**

Despite the epidemic situation that has led to unemployment spikes in many countries and the difficulties experienced by industries particularly affected by the restrictions, the Polish economy has maintained a low level of unemployment, which - according to Eurostat methodology - is the lowest in the entire European Union. Therefore, the competition for employees is still present in the domestic market, which makes employers try new channels of reaching employees and constantly work on their advertisements to be able to present the best conditions to potential candidates at the very beginning. Therefore, this chapter examines the historical and current state of advertisements, with particular emphasis on the benefits and forms of employment offered.

Chart 12. Offers published by the District Labour Office in Stargard in the period January 2019 - December 2020

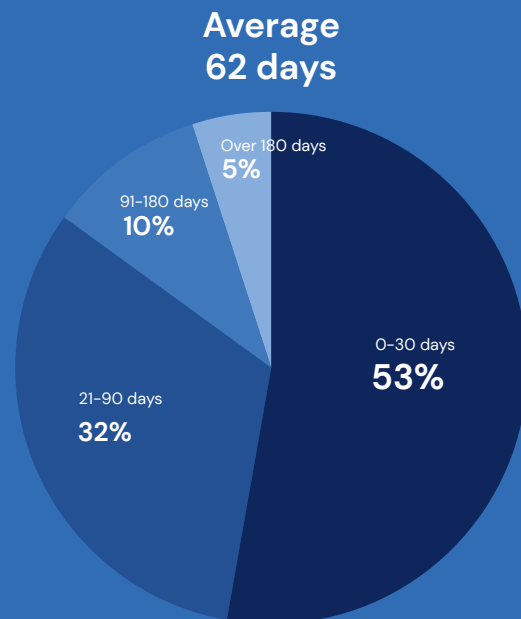


Source: Central Statistical Office

The offers in the local employment office are characterised by seasonality, with a peak in the July-August period. The year 2020, despite the epidemic situation, did not bring clear declines in the number of advertisements published, and in fact recorded increases almost from the beginning of the year - every month in the period February-August had more advertisements available than any other month in 2019 (except August).

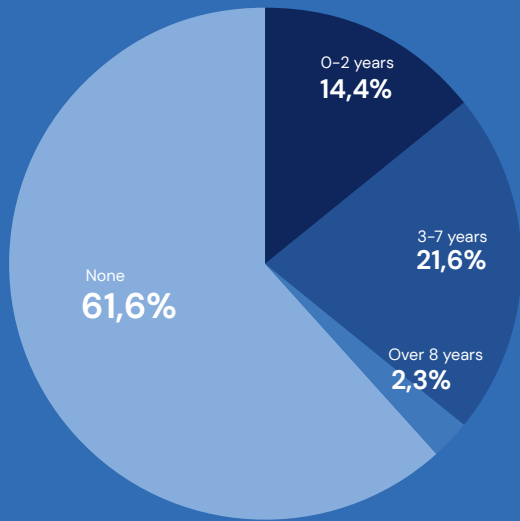
Over the last 12 months the average ad was published for 62 days. Comparing this to the national average - 54 days - one can conclude that the Stargard job market is competitive. Slightly more than half of the advertisements are published for less than a month, which shows that with a suitably attractive role and an efficiently run recruitment campaign it is possible to fill a vacancy quickly. 15% of the advertisements are online for more than three months, showing that some advertisers are experiencing clear problems finding staff, but there are also positions that are being recruited for all the time.

Chart 13. Length of publication of advertisements in the local labour market in 2020-2021



Source: Gartner TalentNeuron

Figure 14: Level of experience mentioned in the ads in 2020-2021



Source: Gartner TalentNeuron

A key element in correctly calibrating an advert is to specify the level of experience required for the position. 61.6% of the ads published in Stargard and the surrounding area over the last year either did not require or did not contain such a specification. This practice can be a deterrent to potential candidates and should therefore be avoided. Of the remaining 37.4% of the advertisements, the majority (21.6%) are for people with several years of experience, which from the employer's perspective facilitates the implementation process. The low share of advertisements for very experienced professionals (2.3%) may not be indicative of a lack of development opportunities for such people in the local market, but rather of a preference for internal promotion among employers in the region.

Figure 5. Graphical representation of the most frequently mentioned skills in job advertisements in 2020-2021



Source: Gartner TalentNeuron

A review of the most common skills sought in job adverts shows that 'hard' and 'soft' skills are equally important to employers. In order to create a friendly and effective working environment, it is important that employees are not only good at the core activities of their positions, but also function efficiently as part of a larger team. Nevertheless, the technological orientation of the local labour market is also evident.

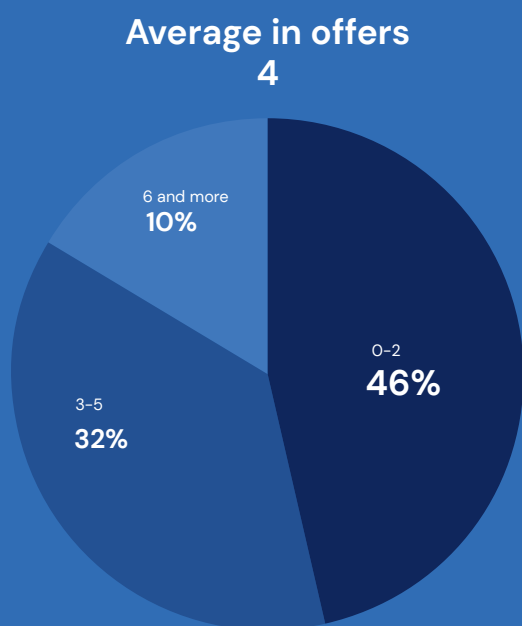


*Hard and soft skills are equally important to employers*





Chart 15. Number of benefits offered in job advertisements on the Stargard labour market



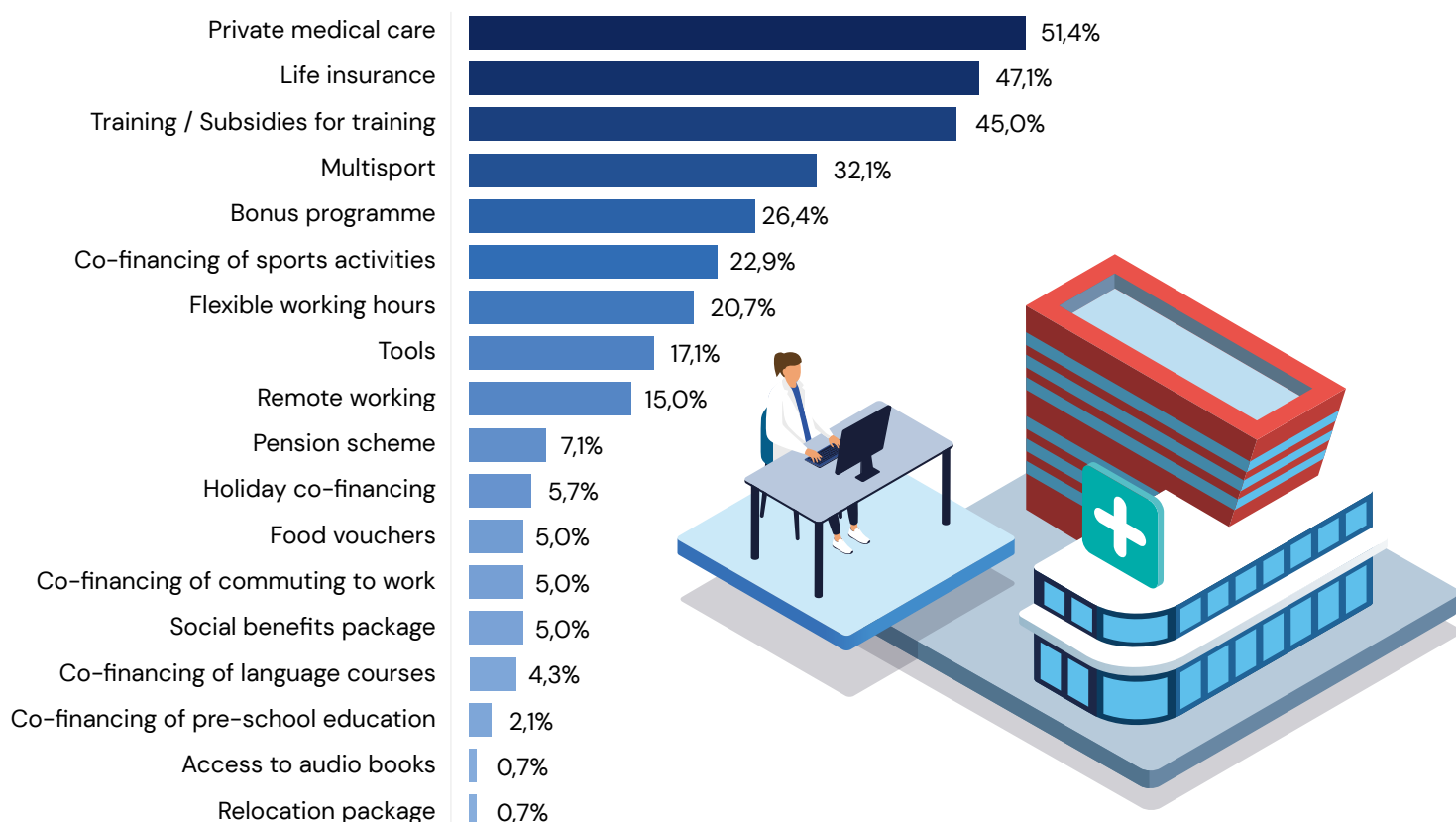
Source: Own compilation based on advertisements in Pracuj.pl, LinkedIn.com and the District Employment Office in Stargard in the second half of June 2021

A constantly developing trend on the job market is enriching the offer with non-wage benefits, such as medical care package, financing of sports activities, company events, etc. In the analyzed ads, on average 4 such allowances are listed, with record companies able to list as many as 11. In the analyzed advertisements on average 4 such allowances are listed, of which record companies are able to list as many as 11. They are among the 16% of companies that list at least 6 benefits. More than one-third (37%) provide an average number of allowances, while 46% of advertisers list at most two of them.

**It should be remembered that an important variable determining the range of non-wage benefits on offer is company size.**

Smaller units do not have the opportunity to participate in large-scale measures such as extended medical care, but offer greater flexibility and a family atmosphere. However, in the case of larger organisations, an extensive social package is often regarded as standard by potential employees and is an important element in attracting them to a given offer.

Chart 16. Overview of benefits offered in advertisements by employers on the Stargard labour market



Source: Own compilation based on advertisements in Pracuj.pl, LinkedIn.com and the District Employment Office in Stargard in the second half of June 2021

## EXPERT'S COMMENTARY

Over the last few years, non-wage benefits have become practically standard on the Polish labour market. The trend presented in the analysis is therefore analogous to that observed throughout the country. In Poland, on average, every second employer offers non-wage benefits to potential employees. The choice of benefits is strongly influenced by the current pandemic situation, which puts medical care in the first place of benefits provided to employees. Right behind it is life insurance. In connection with the restrictions introduced in the last year due to the global health emergency, passes entitling to the use of sports facilities lost importance, as employees simply could not use them. On the other hand, training courses, which allow staff to develop their competences and acquire new skills - especially in the area of foreign languages - are desirable benefits in times of pandemics. The increasingly wide range of non-wage benefits offered to candidates by organisations shows that employers are constantly looking for new, attractive benefits that will help them attract talent.

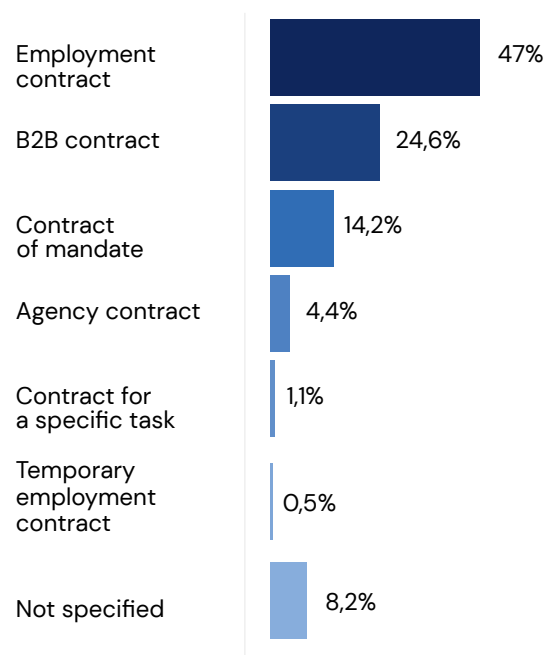
### AGNIESZKA WIŚNIEWSKA-PULIKOWSKA

Regional Manager  
ManpowerGroup

The analysis of local advertisements shows that about half of employers offer their employees private medical care (51.4%), life insurance (47.1%) and training (45.0%). This fits in with the trends described earlier and shows that safety and development opportunities are the most important issues for employees. The impact of the epidemic situation, which has left its mark on office work and consequently on job offers, is evident. 20.7% of employers in their advertisements emphasise flexible working hours and 15.0% the possibility of remote working. However, it is important to note that not all types of work are possible to do remotely. Therefore, some employers, in order to encourage employees from further surroundings, also offer subsidised commuting (5.0%) and even a relocation package (0.7%).

The modern labour market is characterised by openness - not only in the context of flexibility of time and place of work, but also the form of employment. Therefore, while the dominant form of employment mentioned first in the offers is the employment contract (47.0%), almost 1/4 (24.6%) offers a contract based on business activity and 14.2% - a contract of mandate. For some groups, these forms of employment may not only be financially more attractive, but also better suited to a working mode where services are provided to different clients. On the other hand, many people are also attached to the security offered by an employment contract. Therefore, it is good practice - where possible - to offer different forms of employment to suit a wider range of potential candidates.

Chart 17. Types of contracts offered on the local labour market



Source: Own compilation based on advertisements in Pracuj.pl, LinkedIn.com and the District Employment Office in Stargard in the second half of June 2021

## EXPERT'S COMMENTARY

*According to the attached chart the dominant form of employment in Stargard is the employment contract which constitutes almost half of all contracts offered. This situation is pleasing and may fill with optimism because it indicates that the local labour market is quite stable and predictable. B2B contracts are offered most often to specialists, especially from the IT sector - this is a result of market development and the growing popularity of this model of cooperation.*

*As part of national trends related to the growing dynamics of the business environment, flexible forms of employment are gaining importance. In Stargard, more than 14% of contracts are contracts of mandate, signed for a specific period of time needed to perform the planned tasks.*

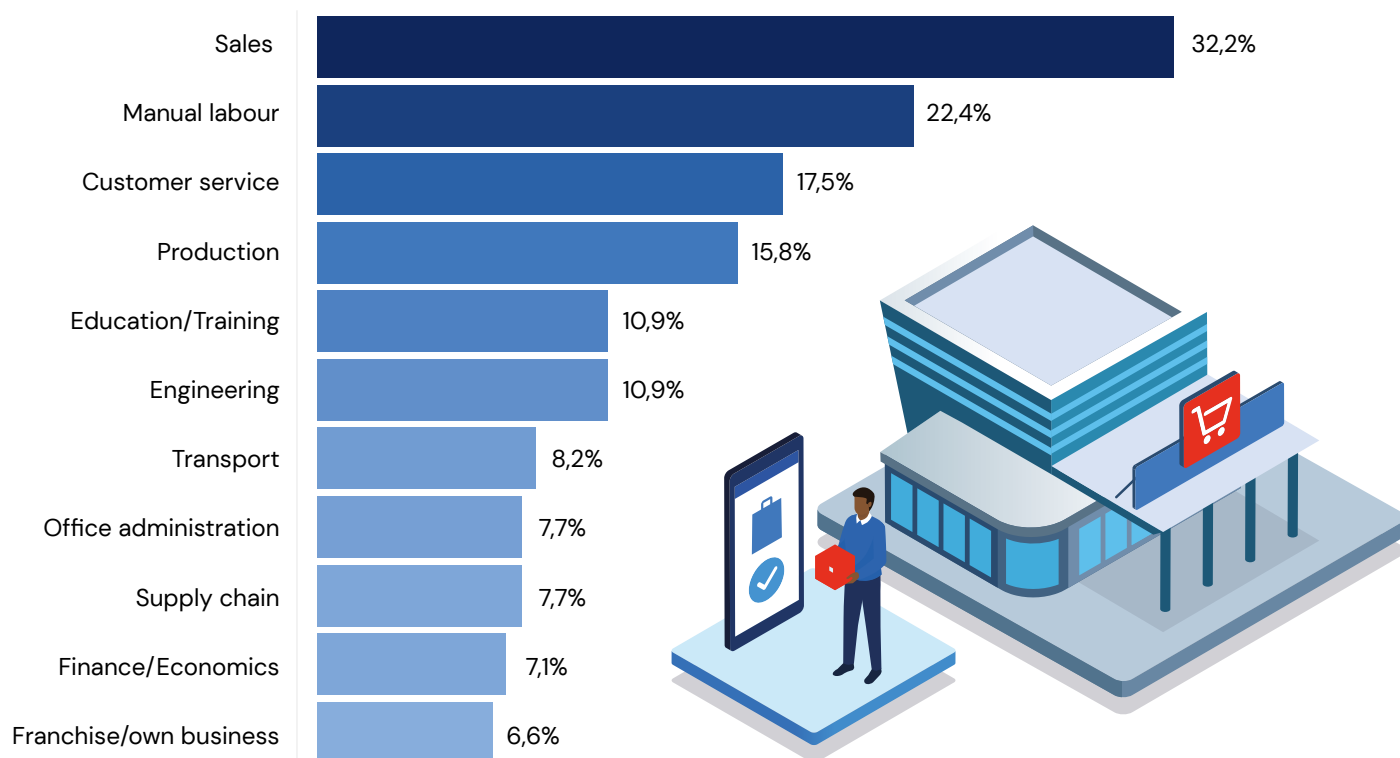
*Employers are also open to temporary workers, whose employment is often the answer to growing staffing needs in the period of increased orders. Contracts of mandate are often the form preferred by foreigners coming to Poland for seasonal work. Therefore, the statistics of the share of commissioned contracts in total employment may cyclically show increases.*

*The labour market is currently undergoing significant transformations. Flexible forms, remote and hybrid work models are becoming more popular. Employers who want to increase their competitiveness on the labour market should take these trends into account when developing their recruitment strategy - all the more so as acquiring staff with the desired competences is becoming increasingly challenging.*

**LUIZA LURANC**

Sales Director  
ManpowerGroup

Chart 18. Distribution of advertisements on the local market by industry



Source: Own compilation based on advertisements in Pracuj.pl, LinkedIn.com and the District Employment Office in Stargard in the second half of June 2021

The local market has a wide cross-section of job vacancies in different industries and requiring different levels of qualification. Naturally, the largest percentage of vacancies are for common jobs where there can be high turnover. These include sales (32.2%), manual work (22.4%) and customer service (17.5%). A significant percentage are technical positions (production - 15.8%; engineering - 10.9%) and jobs related to logistics (transport - 8.2%; supply chain - 7.7%).

## EXPERT COMMENT

*Candidates are increasingly placing an emphasis on home-office work and are actively seeking work away from home, which is undoubtedly a pandemic effect. As is the growing interest in benefits in the form of medical care. The situation on the market of production workers is equally difficult and it is becoming increasingly difficult to find a candidate for a job. In the case of a young organisation, developing in the environment of well-known companies with an established position on the local labour market, attracting and keeping a candidate requires a lot of input from the employer. This is a good time to take care of non-wage elements of the employment relationship - those that create a „climate” and give the employee a sense of job stability and security.*

### ELIZA MAKOWSKA

HR Manager  
Andrenplast Polska Sp. z o.o.





**RECRUITMENT  
EXPERIENCE  
– RESULTS OF THE  
BUSINESS SURVEY**

An important part of the survey carried out for this survey report was questions about the recruitment experience of businesses operating in the local market. This provided insight into how their efforts to recruit new employees have evolved over the 2020/2021 period

Chart 19. Declaration of change in employment in the period 2020-2021 and achievement of recruitment targets.

Source: Own elaboration based on the results of the questionnaire



As Chart 19 shows, despite the unprecedented situation on the labour market, the vast majority of the surveyed entrepreneurs have maintained the level of employment or even increased it - this group constitutes almost 90% of the respondents. Equally positive information is that almost 3/4 of the entrepreneurs managed to meet their recruitment targets. However, 52.6% of the respondents admit that it was not without problems, which proves the competitiveness of the market.

The interviewed entrepreneurs also see the nearest future in bright colours. When asked about their recruitment plans for the coming months, more than half (57.9%) stated that they would aim to increase employment. The others (42.1%) plan to maintain employment at a similar level, which is illustrated in Chart 20 below.

Chart 20. Plans concerning the level of employment in the next 12 months



Source: Own elaboration based on the results of the questionnaire

### EXPERT'S COMMENTARY

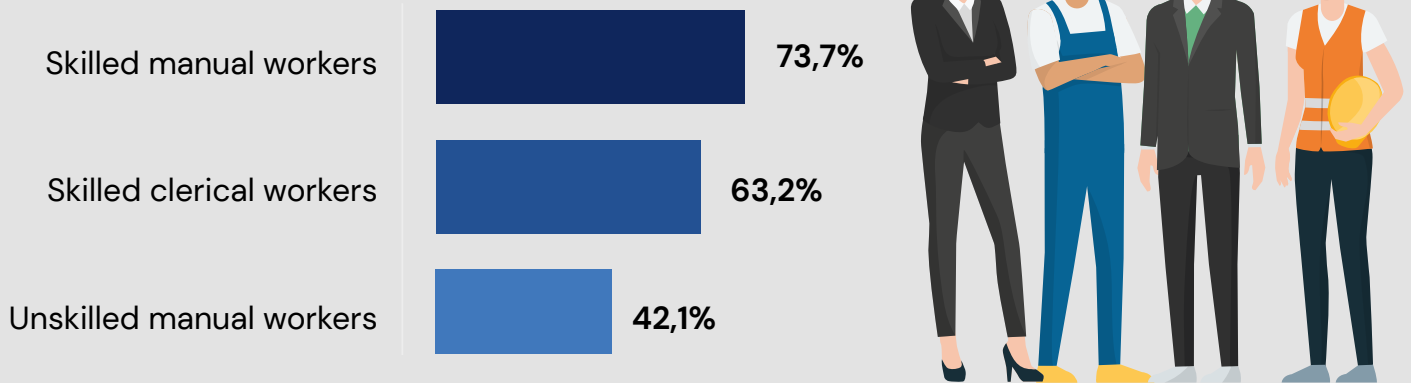
*The current labour market is very dynamic. We are seeing an influx of new offers in virtually all sectors, although in the sectors most affected by the COVID-19 pandemic it is rather moderate. We are also noticing more activity from candidates and their increasingly bold moves in the labour market. Shortly after the outbreak of the global health emergency, many people were holding back their decisions to change employers. Employees opted for stability and job security. Today, this trend is changing, with companies competing for candidates in a very challenging market offering a wide range of new career opportunities. Manual workers can count on high basic salaries and attractive non-wage benefits, which employers try to attract them with. People employed in offices, on the other hand, appreciate the remote and hybrid work model and expect employers to continue such cooperation - so it is a valuable benefit, which definitely strengthens the offer of the organisation.*

**ANNA LITWIŃSKA**

Regional Manager  
ManpowerGroup

Digging deeper, it appears that local entrepreneurs plan to find mostly skilled workers, both manual (73.7%) and clerical (63.2%). While some of the surveyed entities plan to recruit unskilled manual workers (42.1%), none of them intend to recruit unskilled office workers in the near future. In turn, about one fifth (21.1%) have no recruitment plans in the near future.

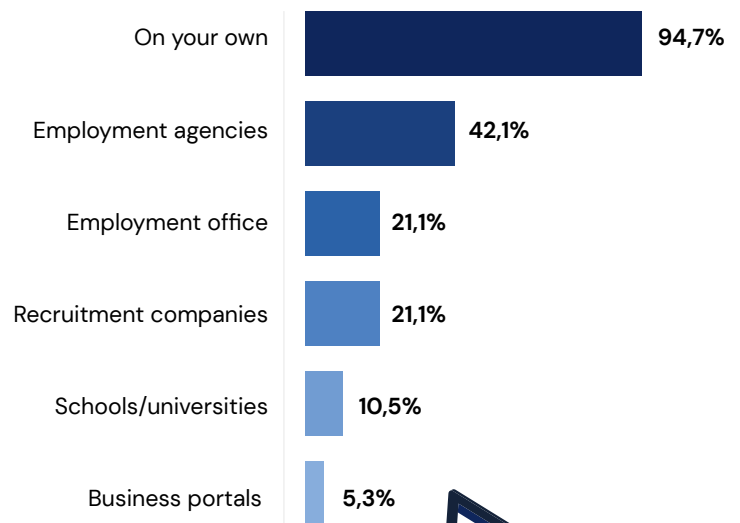
Chart 21. Recruitment plans for the next 12 months by type of position.



Source: Own elaboration based on the results of the survey (more than one answer was possible)

As shown in Figure 22, in addition to natural attempts to recruit employees on their own (94.7%), many employers opt for external support. Especially important here are private entities such as employment agencies (42.1%) or recruitment companies (21.1%). However, this does not mean abandoning public ways of support - 21.1% of entities declare cooperation with the Employment Office and 10.5% with educational institutions.

Chart 22. Entities used by entrepreneurs in recruiting employees



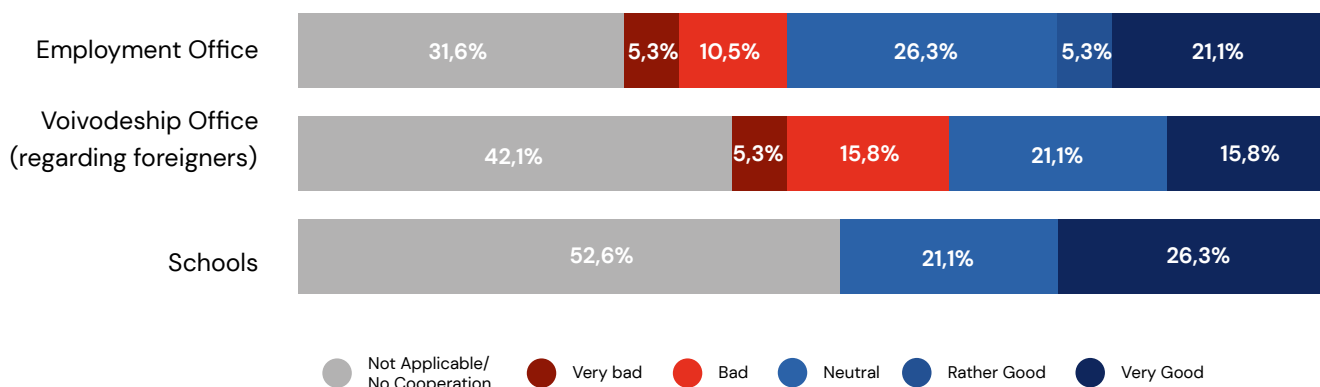
Source: Own elaboration based on the results of the survey (more than one answer was possible)

***in addition to natural attempts to recruit employees on their own (94.7%), many employers opt for external support***



The survey also looked in more detail at how cooperation with public entities is perceived, as shown in Figure 23.

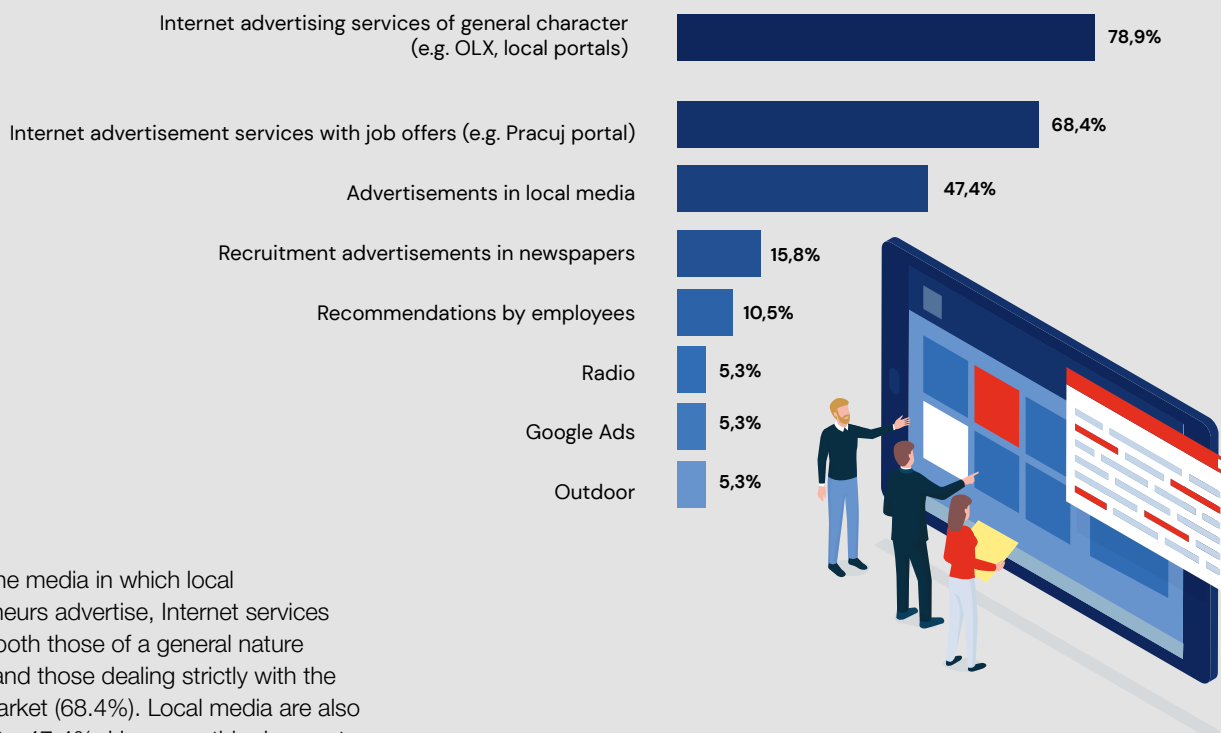
Chart 23. Assessment of cooperation with public institutions during recruitment



Source: Own elaboration based on the results of the questionnaire

Most, i.e. over 2/3 of the respondents (68.4%) have experience in cooperation with the Labour Office. It is also the best rated institution - 26.3% of entities rated it as such, where 21.1% were very positive. The percentage of negative evaluations amounted to 15.8%, which is 5.3% better than the result obtained by the Voivodship Office. The entrepreneurs surveyed here pointed to the time dragging of some administrative procedures, which is room for improvement. Less than half of the entities-respondents (47.4%) have experience in cooperation with local universities, but all of them evaluate it neutrally or positively.

Chart 24. Media used for recruitment

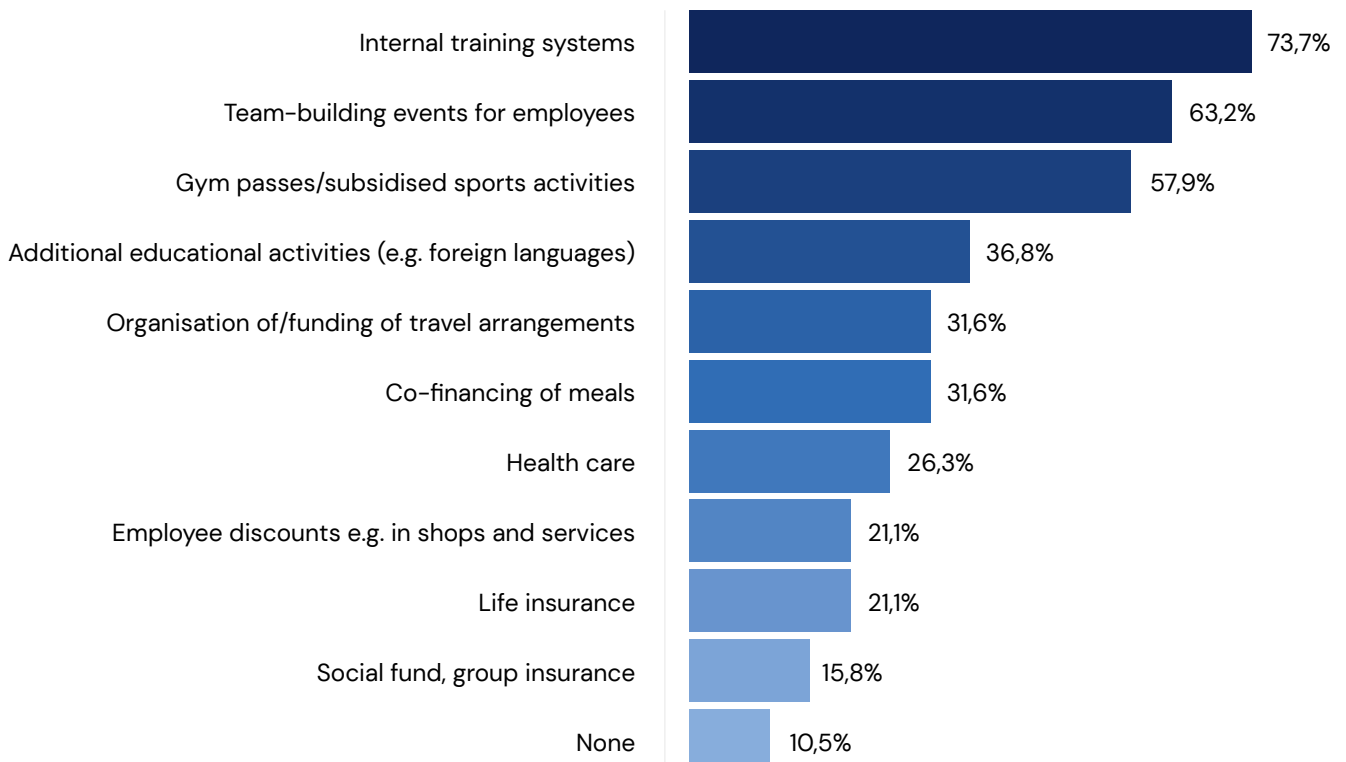


Among the media in which local entrepreneurs advertise, Internet services prevail - both those of a general nature (78.9%) and those dealing strictly with the labour market (68.4%). Local media are also important - 47.4%. However, this does not mean the abandonment of more traditional means such as the press, radio or outdoor advertising - all of them received from a few to several percent of indications.

Source: Own elaboration based on the results of the survey (more than one answer was possible)

As for the content of the advertisements themselves, in order to make them more attractive, it is also important to provide information about non-wage benefits present in the company. This is done by the vast majority (89.5%) of the surveyed employers, as shown in Chart 25.

Chart 25. Non-wage incentives used in advertisements

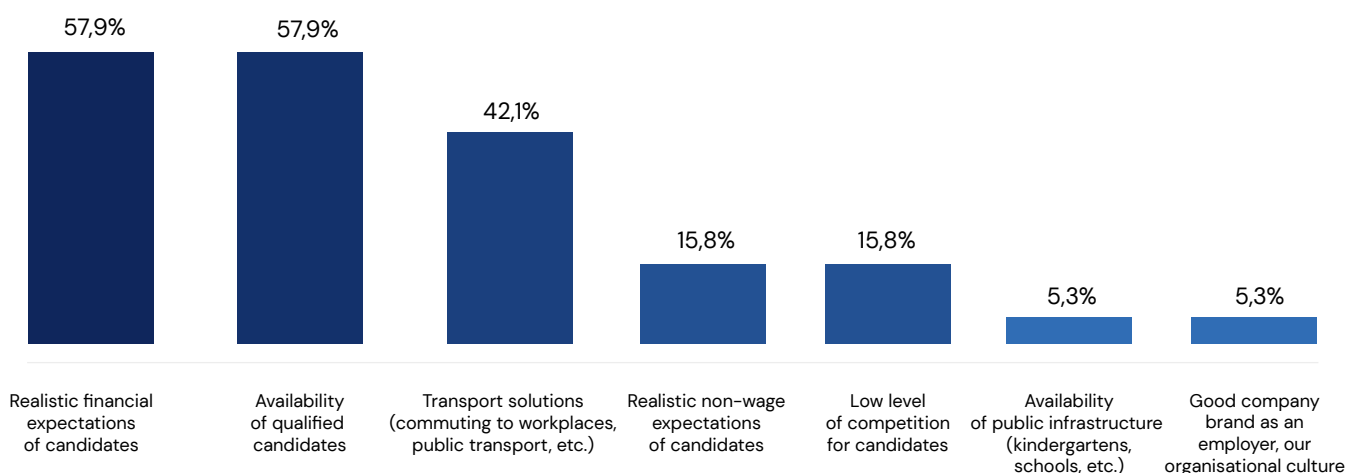


Source: Own elaboration based on the results of the survey (more than one answer was possible)

Most of the surveyed employers mention internal training systems (73.7%), integration events (63.2%) and financing of sports activities (57.9%). Some of them develop their educational offer by offering additional classes (36.8%), while others relieve their employees of the organisational and financial burden related to travelling or meals (36.1% indications each).

Summing up their recruitment successes, entrepreneurs indicated above all realistic financial expectations of candidates and availability of qualified employees (both specified by 57.9% of the surveyed entities). Existing communication solutions were also very important here (42.1%).

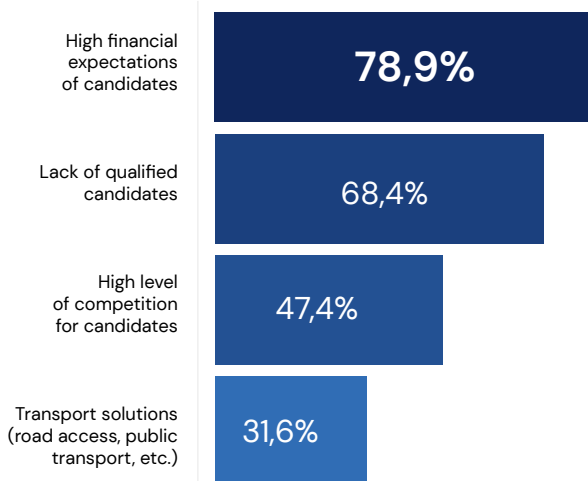
Chart 26. Main success factors during recruitment



Source: Own elaboration based on the results of the survey (more than one answer was possible)

In turn, when asked about the main challenges during the recruitment process, entrepreneurs point primarily to factors related to competitiveness, such as high financial expectations of candidates (78.9%) or the inability to find people with the right qualifications (68.4%). For almost half (47.4%) the high level of competition is particularly noticeable. In turn, almost one third (31.6%) drew attention to communication solutions which may discourage potential employees. This shows that in this area - despite also being indicated as positive - there is room for improvement, which can be positively influenced by planned transport initiatives such as P&R parking, the Szczecin Metropolitan Railway or the further development of the Integrated Transfer Centre.

Chart 27. Main challenges during recruitment



Source: Own elaboration based on the results of the survey (more than one answer was possible)

## EXPERT'S COMMENTARY

*The key challenges facing companies are a reflection of the changes taking place in the labour market. The scales are constantly tilting towards candidates and employees (although not in all industries in the current pandemic situation). 2020 has definitely changed the labour market. We note that this situation has an impact on candidates' search for employers who can provide job security.*

*In the current year, we were tasked with recruiting 100 employees for blue collar positions. We managed to complete this task in 100%. It is a good practice in our company to use employee referrals, and in the case of vacancies in administrative areas, we encourage our employees to apply for them in the first place. On the Stargard market we definitely notice a greater supply of female labour. Women account for over 80% of our employment*

*Today's recruitment processes are a bit like a commercial activity where the recruiter presents the product, i.e. a job in the company, in such a way as to arouse the interest of the client, i.e. the candidate, and is supposed to lead to the finalisation of the contract, i.e. employment. We are aware of the fact that in this process we, as an organisation, also have to perform well, create an appropriate atmosphere and show empathy during a recruitment meeting. We pay a lot of attention to candidate experience. We build involvement, candidates always receive feedback, communication with the selected candidate is maintained until the moment of employment.*

*Candidates, apart from a reliable presentation of the working conditions, also expect the opportunity to get to know the direct superior. In our company, the recruitment process for administrative positions is also conducted with the participation of the head of a given department.*

*Adequate introduction of an employee, both in terms of the duties performed and learning about the organisation of work in the company, makes the employee feel part of the organisation faster and makes him/her start performing the tasks entrusted to them in accordance with the accepted standards. Each employee is assigned a person with more professional experience and interpersonal skills. The teacher teaches everything that will make it possible to function effectively in the organisation, provides feedback. Employees receive an induction schedule on their first day of work, so they know what will happen to them in the next 3 months,*

*they know what training they will take part in. In our company there are families, couples and people who work as friends on a daily basis. We are pleased that our employees can be ambassadors for our company. Over the years, Klippan Safety has developed a good reputation in the market and created a credible employer image. It may sound like a truism, but the key to success is „a trustworthy, honest and reliable employer“.*

---

## MARLENA HERTEL-UCHOTA

HR Specialist  
Klippan Safety





fot. Marcin Fedorowicz



# COMMUNICATION OF STARGARD FROM THE PERSPECTIVE OF COMMUTING

As described in previous sections of this paper, today's approach to the workplace is characterised by flexibility. This is not only true for the approach to remote working, but also for the perception related to commuting when performing tasks which require on-site presence. The development of public transport and road infrastructure can open up a neighbourhood to new areas from which employees can come without making the costly and difficult decision to move. Also relevant here are the globally observable trends towards optimisation of car traffic and promotion of public transport in order to relieve congestion, make cities safer and minimise the impact on the climate.

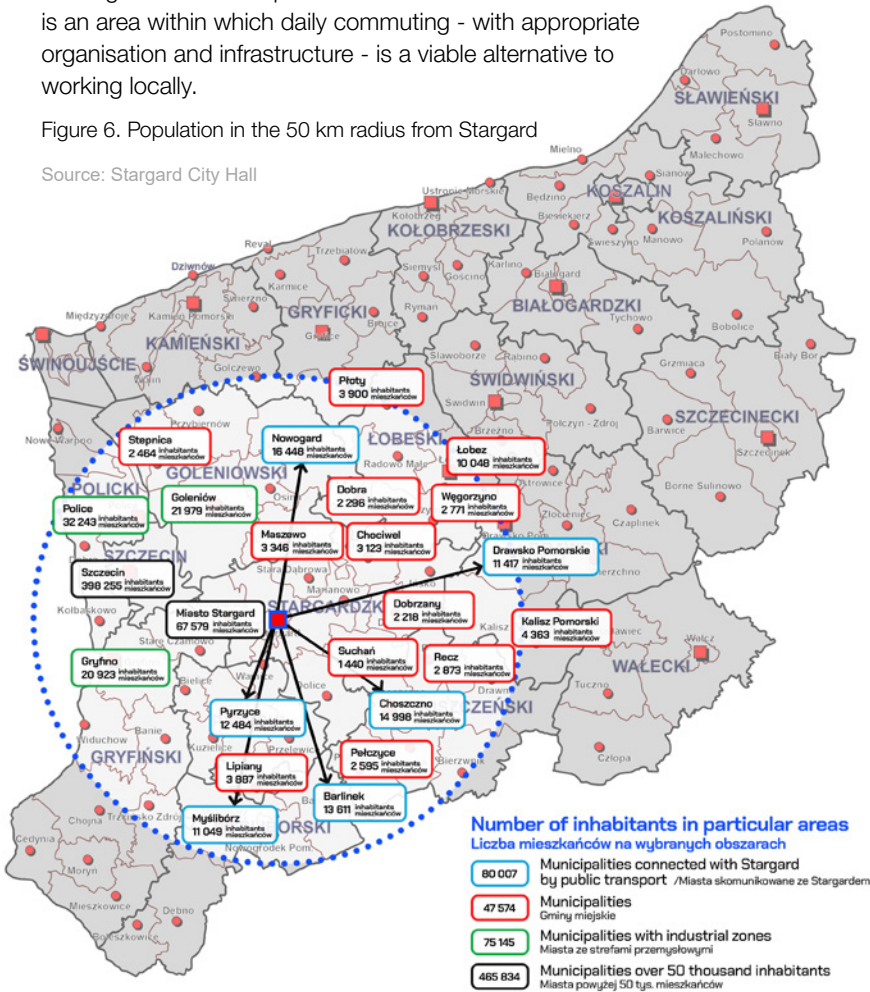
Therefore, this section aims to look at the transport solutions currently available in Stargard, taking into account the current state, ongoing and planned investments and possible areas for further support.

### Catchment Area

The analysis of Stargard's transport environment should start with defining the area which could be a labour reservoir for existing and new entrepreneurs. A radius of 50 kilometres is an area within which daily commuting - with appropriate organisation and infrastructure - is a viable alternative to working locally.

Figure 6. Population in the 50 km radius from Stargard

Source: Stargard City Hall



As the figure shows, a large part of the West Pomeranian voivodeship is located within the defined radius, covering areas belonging to 25 communes and inhabited by almost 670,000 people, i.e. more than 1/3 of the total population of the region. This potential is not to be overestimated and still has a lot of operating room. Apart from the proximity of the voivodeship's capital, Szczecin, which has almost 400,000 inhabitants, there are a number of towns and villages to which Stargard is connected by public transport, provided by various operators. However, there are a number of towns – with a total population of around 45,000 – which do not have adequate access to the High Technologies Industrial Park. Moreover, some of the nearby poviats are characterised by relatively high levels of unemployment. These include the poviats of Choszczno (17.5%), Łobez (16.7%), and Kamień Pomorski (15.9%), where this indicator much higher than in the case of Stargard poviats, where it fluctuated between 7.5 and 8.5% over the last two years. An attractive job offer providing convenient access to Stargard would probably be a serious consideration for people living in these areas.

A good example of using the population potential while supporting public transport in the region is Amazon with its logistics centre in Kołbaskowo. Having established cooperation with local carriers, the company operates direct connections to many locations, including Gorzów Wielkopolski, which is almost 100 kilometres away. Zalando is also doing the same with its Gryfino outlet.

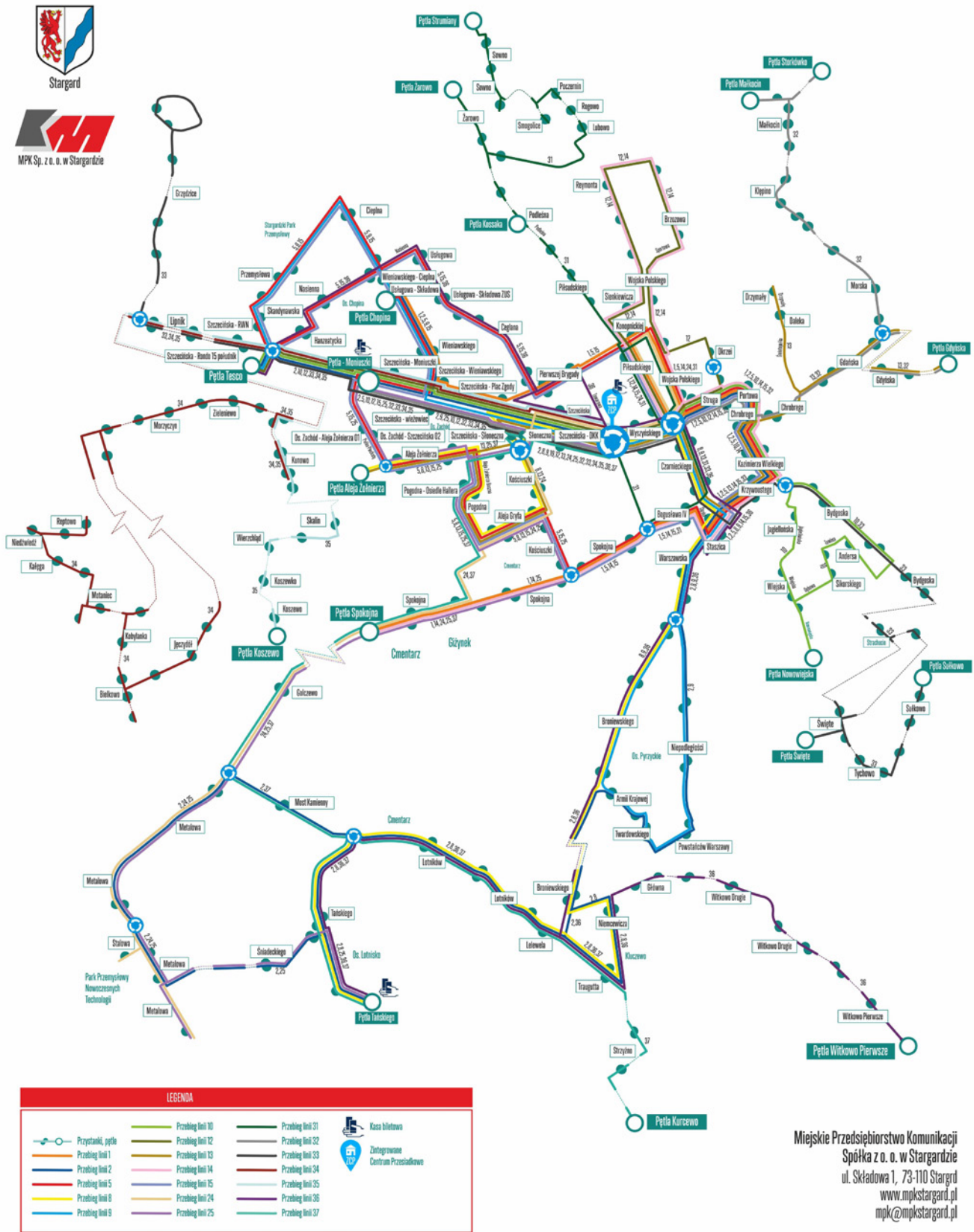
Municipalities Miasta	Number of inhabitants Liczba mieszkańców*
<b>Municipalities over 50 thousand inhabitants</b> Miasta powyżej 50 tys. mieszkańców	
Szczecin	398 255
Stargard	67 579
Total number of inhabitants /Łączna liczba mieszkańców <b>465 834</b>	
<b>Municipalities with industrial zones</b> Miasta ze strefami przemysłowymi	
Goleniów	21 979
Gryfino	20 923
Police	32 243
Total number of inhabitants /Łączna liczba mieszkańców <b>75 145</b>	
<b>Municipalities connected with Stargard by public transport</b> Miasta skomunikowane ze Stargardem	
Barlinek	13 611
Choszczno	14 998
Drawsko Pomorskie	11 417
Pyrzyce	12 484
Nowogard	16 448
Myślibórz	11 049
Total number of inhabitants /Łączna liczba mieszkańców <b>80 007</b>	

Municipalities Miasta	Number of inhabitants Liczba mieszkańców*
<b>Municipalities Gminy miejskie</b>	
Chociwel	3 123
Dobra	2 296
Dobrzany	2 218
Drawno	2 250
Kalisz Pomorski	4 363
Lipiany	3 887
Łobez	10 048
Maszewo	3 346
Pełczyce	2 595
Płoty	3 900
Recz	2 873
Stepnica	2 464
Suchań	1 440
Węgorzyno	2 771
Total number of inhabitants /Łączna liczba mieszkańców <b>47 574</b>	
<b>Total number of inhabitants in selected municipalities within catchment area</b> Łączna liczba mieszkańców wybranych miast w catchment area <b>668 560</b>	

\* Data from Statistics Poland from 2020 /Dane GUSu z 2020 roku

This shows that it is not so much the distance itself that is important, but how one gets to a potential workplace. The implementation of targeted solutions in this respect would not only increase the pool of potential employees, but could also influence the career decisions of people from the areas closer to Stargard, who use the transport options offered by the aforementioned companies, among others.

Figure 6. Route diagram of MPK Stargard




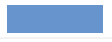



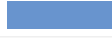

























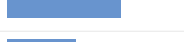










Currently MPK Stargard operates 19 bus routes, which cover the city and its surroundings. Most importantly, they provide direct access from the city centre to both the Stargard's Industrial Park and the High Technologies Industrial Park. The ticket tariff, which includes, in addition to the traditional single-ride and monthly tickets, ten-ride and daily options, provides a significant degree of flexibility, which is further supported by the division into three zones.

However, given the development potential of the High Technologies Industrial Park, it is worth looking at the commuting perspective from a broader perspective. Therefore, the next two tables offer an overview of commuting options from the surrounding municipalities. Both public transport and commuting by car have been taken into account. The motorisation rate in Poland is relatively high - 642 passenger cars per 1000 inhabitants, which ranks fifth in the European Union - and is particularly visible in rural areas. Therefore, it cannot be ignored in this analysis and should be an integral part of the first phases of transport transformations through the introduction of Park & Ride solutions.

Table 11. Overview of travel options to the Stargard Industrial Park from the surrounding municipalities

Town	Means of Transport	Time (min)	Distance (km)	Transfers	Number of adult inhabitants (municipality)
Chociwel	 Train + City bus	 59	30	1	4 562
	 City bus	 34			
Dobrzany	 Suburban bus + City bus	 61	36	1	3 830
	 City bus	 41			
Dolice	 Train + City bus	 47	29	1	5 940
	 City bus	 29			
Ińsko	 Suburban bus + City bus	 75	48	1	2 925
	 City bus	 48			
Kobylanka	 City bus	 28	9	1	4 523
	 City bus	 12			
Marianowo	 Suburban bus + City bus	 58	24	1	2 031
	 City bus	 29			
Stara Dąbrowa	 Suburban bus + City bus	 49	18	1	2 910
	 City bus	 26			
Suchań	 Suburban bus + City bus	 45	32	1	3 286
	 City bus	 25			
Warnice	 Suburban bus + City bus	 41	14	1	2 546
	 City bus	 24			
Pyrzyce	 Suburban bus + City bus	 58	33	1	14 759
	 City bus	 33			























Source: Own elaboration based on carriers' websites

Among the analyzed municipalities from Stargard County and the closest municipalities to Stargard in Pyrzyce County, only in case of using public transport from Ińsko located almost 50 km by car from Stargard the journey to Stargard Industrial Park takes more than one hour (in case of well synchronized transfer). Car transport is - due to the possibility of direct access - faster than public transport with time differences ranging from 16 minutes (Kobylanka) to 29 minutes (Marianowo). In all analysed settlements changes are necessary. When travelling by public transport, Chociwel and Dolice allow to use a train (operated by Przewozy Regionalne) for the first stage of the journey. The remaining ones are based on bus transport where at the first stage one has to use the services of

one of the private carriers running suburban courses, which requires the possession of two tickets. Kobylanka, which is within the reach of public transport, is an exception to this rule.

The Integrated Transfer Centre, which has been in operation since 1 February 2019, helps to effectively organise a variety of public transport options. Situated in the vicinity of the railway station in the city centre, it allows passengers to use the offer of many carriers in one place while ensuring comfortable waiting conditions for the bus. From the carriers' perspective, it is important to provide facilities in the form of bus stop stands and facilities for parking vehicles.

Tabela 12. Przegląd opcji dojazdu do Parku Przemysłowego Nowoczesnych Technologii z okolicznych miejscowości gminnych

Town	Means of Transport	Time (min)	Distance (km)	Transfers	Number of adult inhabitants (municipality)
Chociwel	 Train + City bus	75	30	1	4 562
	 Suburban bus	35			
Dobrzany	 City bus + Suburban bus	86	36	1	3 830
	 Suburban bus	35			
Dolice	 Train + City bus	115	29	1	5 940
	 Suburban bus	26			
Ińsko	 City bus + Suburban bus	94	48	1	2 925
	 Suburban bus	51			
Kobylanka	 Suburban bus	75	9	1	4 523
	 City bus	20			
Marianowo	 City bus + Suburban bus	78	24	1	2 031
	 Suburban bus	30			
Stara Dąbrowa	 City bus + Suburban bus	69	18	1	2 910
	 Suburban bus	27			
Suchań	 City bus + Suburban bus	65	32	1	3 286
	 Suburban bus	24			
Warnice	 City bus + Suburban bus	54	14	1	2 546
	 Suburban bus	12			
Pyrzyce	 City bus + Suburban bus	88	33	1	14 759
	 Suburban bus	27			



Source: Own elaboration based on carriers' websites

Situated to the south-west of the city, the High Technologies Industrial Park (HSTIP) is currently one of the main locations for business development. Due to its area and later time of establishment it is located further from the city centre than Stargard Industrial Park, which has a significant impact on commuting, especially when using public transport. The time difference between using buses and trains and going directly by car ranges from 40 minutes (Chociwel) to 61 minutes (Pyrzyce). As in the case of the Industrial Park, for most of the analysed settlements it is connected with combining the services of MPK Stargard and one of the private carriers operating on suburban routes.

While in most cases the direct commuting option will always have a certain time advantage, it should be remembered that it involves increased costs for the employee (fuel, car maintenance) and possible difficulties (traffic jams, parking spaces). Projects are also currently underway to support public transport and to integrate it effectively with individual transport.





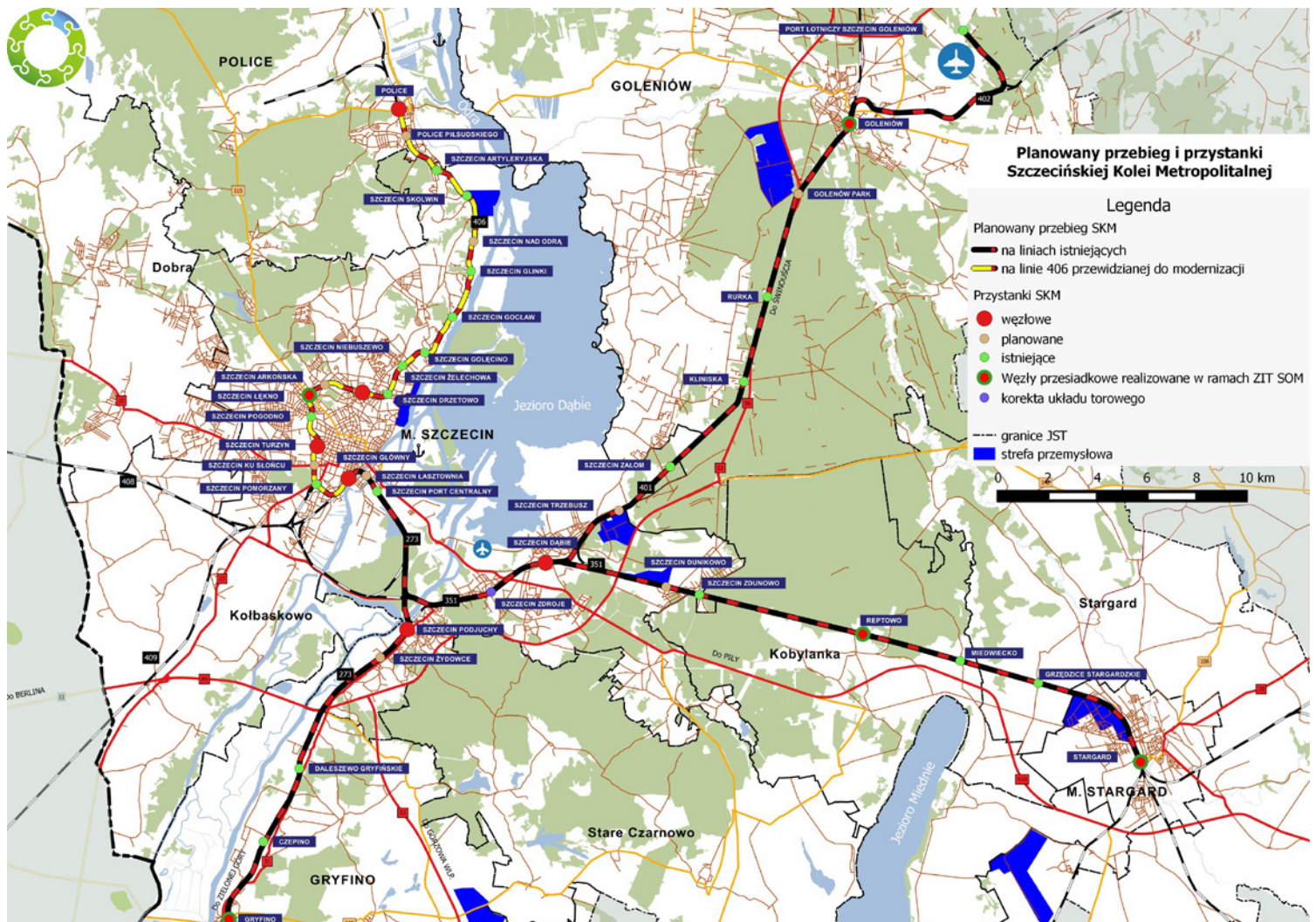
## Szczecin Metropolitan Railway

The project, which is being carried out within the Szczecin Metropolitan Area, aims to connect the south-eastern parts of Szczecin, Police, Goleniów, Stargard and Gryfino with the city centre by means of a network of stops built along the existing railway routes. The four lines created in this way will fundamentally change the rail transport landscape in the region. For the time being, the investment is scheduled for completion in 2022. In addition to the traction work, train sets (manufactured by Newag) are currently being delivered and an operator has been selected for the period 2021-2030 in the form of Polregio. In Stargard itself, as part of the railway investment, the railway line is being modernised and station platforms and four viaducts are being rebuilt.

The city of Stargard can definitely be one of the beneficiaries of this project, significantly increasing its attractiveness as a place to work for people living in areas to the west and north of the city. This fits into the catchment area of the High Technologies Industrial Park, further increasing its attractiveness.

*The city of Stargard  
can definitely be one  
of the beneficiaries  
of Szczecin  
Metropolitan Railway*

Figure 8. Scheme of Szczecin Metropolitan Railway



## Park & Ride

As mentioned earlier, an important element integrating various forms of transport is the creation of Park & Ride facilities allowing to leave a car (or a bicycle) close to a bus or train junction in order to continue a journey using public transport. This is exactly the task of the infrastructure being built on the former railway premises in Prince Barnim I Street. The cost of the investment - which is already an important element of the Szczecin Metropolitan Railway at the conceptual stage - is PLN 20 million, and its commissioning is planned for 2022. The location is of key importance here, as it enables not only easy access to the railway station, but also the Integrated Transfer Centre, which makes the city centre an important transport hub in the region, increasing the mobility of residents and the potential of the local labour market.

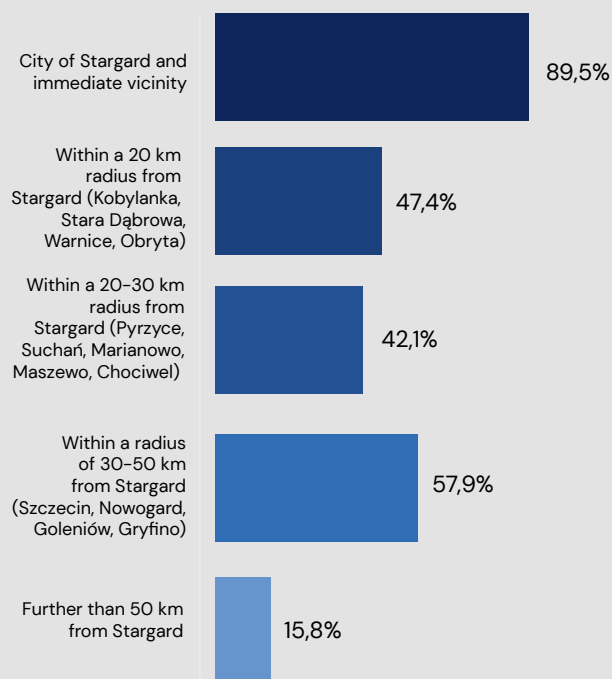


## Commute zones - results of the survey

The survey also addressed the issue of commuting distance. Representatives of the companies were asked to state whether there were any daily commuters from the zones among their employees:

- I. The town of Stargard and its immediate vicinity
- II. Within a 20 km radius from Stargard (Kobylanka, Stara Dąbrowa, Warnice, Obryta)
- III. Within a 20-30 km radius from Stargard (Pyrzyce, Suchań, Marianowo, Maszewo, Chociwel)
- IV. Within 30-50 km from Stargard (Szczecin, Nowogard, Goleniów, Gryfino)
- V. Further than 50 km from Stargard

Figure 28. Distances of daily commuting of employees



Source: Own elaboration based on the results of the questionnaire

As shown in Figure 28, as a natural progression, almost all surveyed companies (89.5%) have employees from Stargard and its close vicinity. Slightly less than half of the companies have employees commuting from towns within 20 km (47.4%) and 20-30 km (42.1%). The jump to 57.9% occurs in the 30-50 km zone. It already includes the capital of the voivodeship - Szczecin - which not only has a large population but is also very well connected to Stargard. People commuting from even further away occur sporadically, but in a visible percentage (15.8%).

The above results show that the sphere of influence of Stargard employers reaches really far, encompassing the neighbouring counties and a much larger regional city, which makes the communication initiatives being developed all the more important.





**INVESTMENTS  
AND INITIATIVES  
TO ATTRACTING  
NEW RESIDENTS**



The attractiveness of a given workplace is determined not only by issues directly related to the employer, such as the type of tasks performed, wages or non-wage benefits. As we saw earlier, the issue of means of communication is very important. The offer of housing and leisure facilities is also becoming increasingly important. This is particularly important among generation Y (also known as millennials) and Z, who expect both affordable housing and opportunities for active and creative relaxation after work.

According to the questionnaire, safety in Stargard is rated highly. Only 5.3% of assessments were negative, while 62.1% were clearly positive. A more neutral attitude prevailed in the evaluation of the leisure offer (57.9% of indications). This shows that work on the above initiatives is necessary to improve these ratings in the future. It should be remembered, however, that such perception is influenced by the proximity of Szczecin, which is a regional recreational and cultural centre.

Diagram 29. Evaluation of aspects of living in Stargard

#### Leisure offer



#### Security



● Very bad ● Bad ● Neutral ● Rather Good ● Very Good

Source: Own elaboration based on the results of the questionnaire

**It is therefore important for the local government to develop the city in this direction as well. This section contains examples of several initiatives of this type.**

## Stargard Vita and Stargard Resident Card

Available at [stargardvita.pl](http://stargardvita.pl), the website contains constantly updated information for potential and current residents, centred around three headings

- **Pracuj** - job offers of private and public entities operating in the area
- **Mieszkaj** - offers for property rental, purchase on the secondary market and development investments, along with an overview of available hotels and flats
- **Discover** - compilation of the most important information for residents
  - **Family** - overview of nurseries, family benefits and benefits associated with the Large Family Card (Stargard, West Pomeranian and National)
  - **Education** - a list with contact details to schools and nurseries and information on social benefits
  - **Culture** - calendar of upcoming events and overview of main attractions and cultural institutions

- **Active Stargard** - sports events and associations
- **Tourism and recreation** - a guide to the most important sights in Stargard
- **Public transport** - direct link to timetable

Closely linked to Stargard Vita is the Stargard Resident's Card, whose holders can count on a number of discounts, including:

- Municipal Transport Company (monthly tickets)
- Stargard Culture Centre
- Sports and Recreation Centre
- Youth Culture Centre
- and about 50 private entities operating in the city



## Aquastar

The Sports and Recreation Centre in Stargard will soon extend its offer with a new Aquastar swimming pool, which in a modern building will provide attractive forms of leisure activities - apart from the swimming pool there will be a sauna, a gym, a jacuzzi and a tepidarium available. The pace of the construction works means that the complex will be available for the inhabitants of the region as early as in 2021.



## Stargard Science Centre FILARY



Opened in 2021, Stargard FILARY Science Centre is a new place on the map of Poland, dedicated to the popularization of science. Its mission is to create a space where everyone, regardless of age, education and background, will be able to interact with science in an accessible, interesting and practical way. The Centre's activity is based on three pillars:

- History, which is the fictional background of the exhibition,
- Science, the experiential learning of which is the main focus of visits to the facility,
- Innovation, which we use to choose our methods of conveying knowledge.

The essential parts of the Centre are:

- Permanent exhibition - over 50 interactive exhibits available for classes, excursions and families wishing to spend a day in an interesting way.
- Workshops and demonstrations - presentations of chemical experiments, after-school activities, lectures and meetings with people of science.
- Events - organisation of birthday parties, special events, tours for adults and an outdoor Science Picnic.

## Geothermal Energy

Figure 9. Geothermal installation in Stargard

Source: G-TERM Energy



The Stargard geothermal energy plant, owned by G-TERM ENERGY, is an important element for municipal energy and new investors. Geotermia Stargard is the second largest geothermal installation in Poland in terms of heat production. By providing domestic hot water for the town's residents, it covers more than 30% of the municipal network demand in Stargard, which means that outside the heating season, the town is supplied exclusively with thermal energy from geothermal sources. During the heating season, however, additional thermal energy is supplied by PEC Stargard (Przedsiębiorstwo Energetyki Ciepłej).

At present, G-TERM ENERGY is implementing a geothermal expansion project, as a result of which, as early as 2022, heat production from geothermal sources may cover up to two-thirds of the Stargard municipal grid's demand for heat.

## Real Estate investments

Construction companies operating in Stargard systematically meet the demand of incoming residents by constantly developing their offer of new residential and commercial premises. Below is an overview of some of the investments.

Table 14. Overview of selected development investments in Stargard

	<p><b>Centrum Estate</b></p> <p>Complex of four residential, commercial and service buildings located between Szczecińska and 11 Listopada Streets in Stargard.</p> <ul style="list-style-type: none"> <li>• STAGE I (Q4 2018): 21 commercial units and 69 residential units with areas ranging from 26.49m<sup>2</sup> to 74.62m<sup>2</sup></li> <li>• STAGE II (Q2 2019): 3 commercial units and 89 residential units with areas ranging from 25.54m<sup>2</sup> to 86.78m<sup>2</sup></li> <li>• STAGE III (Q4 2021): 9 commercial units and 37 flats with areas ranging from 25.54m<sup>2</sup> to 75.91m<sup>2</sup></li> </ul>
	<p><b>Harmonia Park</b></p> <p>The project, located on Podleśna Street in Stargard, was launched in 2019. Seventeen buildings have been designed with flats ranging from 30 to 64 sqm. The entire investment is planned to be completed in 2026, while individual buildings will be put into use in stages.</p> <ul style="list-style-type: none"> <li>• STAGE I (Summer 2020): 51 flats and 3 retail units</li> <li>• STAGE II: 90 flats</li> </ul>
	<p><b>Łukasiewicz Gardens</b></p> <p>Closed, new housing estate located at Ignacego Łukasiewiczza Street in Stargard. Stage II, comprising over 80 flats, is under construction.</p> <p><b>Pyrzyckie Estates</b></p> <p>Single-family terraced houses from 124.36 to 146.05 m<sup>2</sup></p> <p><b>Platinum Park</b></p> <p>A housing estate located a few minutes from the centre of Stargard, at Spokojna Street in the vicinity of allotments and Batory Park. Buildings 9 and 12-15 with flats are currently under construction.</p>

FIRMA BUDOWLANA  
**ZED ELSKI**

### Norwida Estate

Developed on Niepodległości Street, the residential complex began construction in the first half of 2014 and reached completion in June 2019. The flats included in it range from 30 to 80 sqm.

**alsecco**  
mieszkania i domy

### Pierwszej Brygady 1A

The estate will consist of two three- and four-storey buildings, and the low-rise development gives the investment an intimate character. Construction work began in May 2021 and is scheduled to be completed in the first quarter of 2023. A total of 91 flats with areas ranging from 26 to 98 sq. m. and 5 commercial units will be built. Residents of each unit will be able to enjoy gardens (on the ground floor), balconies or terraces

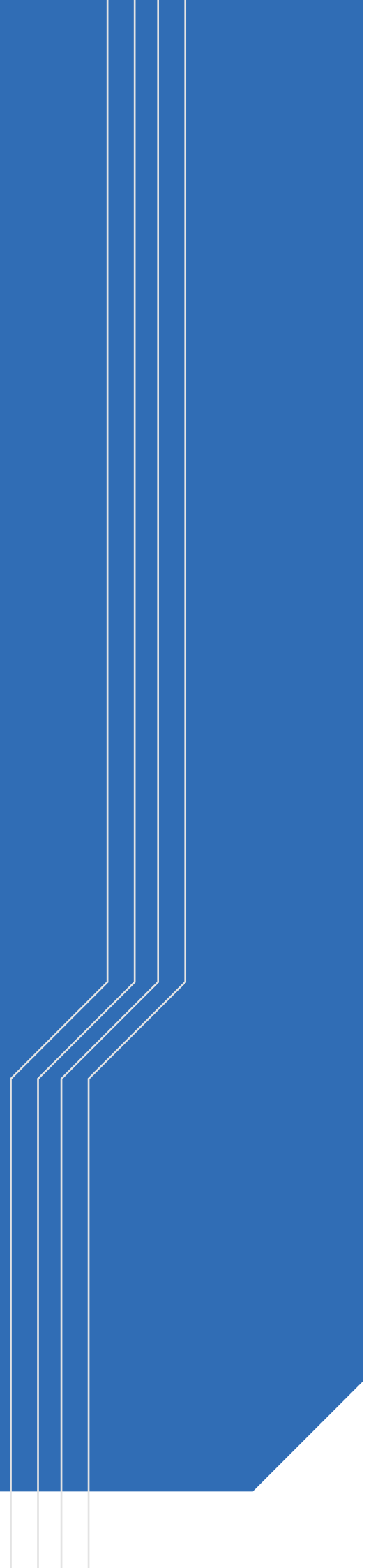
Source: Stargard Vita, real estate websites



Inwestycja TBSU przy ul. Jana Śniadeckiego

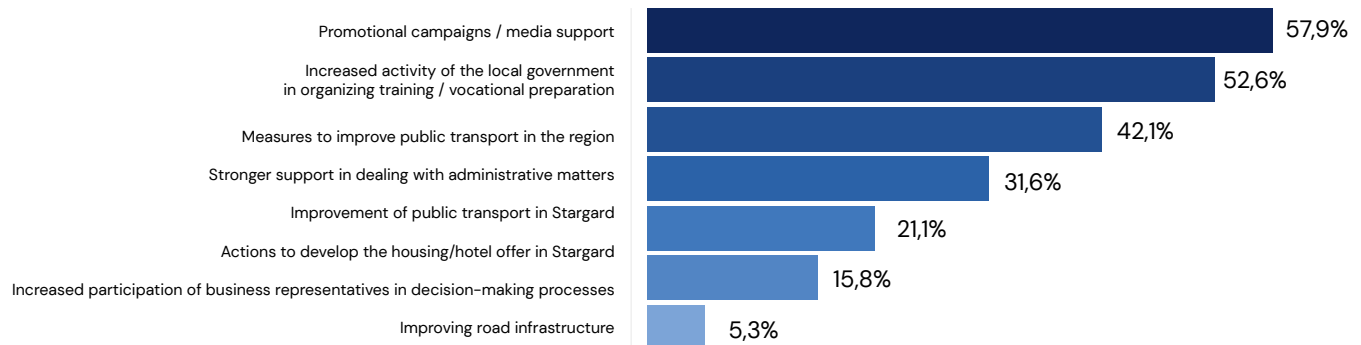


# SUMMARY



The entrepreneurs surveyed for this report also had the opportunity to comment on the most important, from their point of view, initiatives that could make the Stargard labour market even more attractive.

Chart 30. Actions that the City Hall should take to make employment conditions more attractive



Source: Own elaboration based on the results of the questionnaire

As the results presented in Figure 29 show, for entrepreneurs media support (57.9%) and that related to training and preparation for the profession (52.6%) are most important. Both spheres indicate a clear willingness to reach out to new groups, making them aware of the diversity of offers. Somewhat related to this is the willingness to develop public transport at a local level (42.1%), which shows that it is important to think as widely as possible in terms of the available labour and talent market. Other spheres received fewer indications. Nevertheless, administrative support (31.6%) or the improvement of the housing and hotel offer (15.8%) should remain on all stakeholders' minds.

Initiatives that can be taken in both public and private sphere are:

- **Employee hotels** – providing employees with the option to spend part of the week near their workplace would significantly expand the attraction zone of a given employer (or Stargard as a city) to other towns in the region, offsetting potential commuting problems for them.
- **Relocation packages** – popular in international recruitment, could also work well in domestic recruitment. Due to the costs associated with moving, Poland is a country with relatively low internal mobility. Employer's support in finding a flat (or even providing it for the first two-three months), assistance in dealing with formalities or organising luggage transport would expand the potential target group to include people from other parts of the country (and not only). This would be particularly relevant for senior staff.
- **Courses synchronised with the Szczecin Fast Tram** – the Szczecin Fast Tram, put into service in 2015, connects the left and right banks of the city, using the advantages of the classic tram and metro. Creating a bus connection to Stargard, as a kind of extension of the line, would give the opportunity of convenient commuting to many Szczecin residents and increase the importance of Stargard as a potential workplace.

- **Attendance at universities** – as shown in earlier sections of this study, cooperation between business and local government with higher education institutions is very important in mature and competitive labour markets. Therefore, both local government and employers should consider a stronger presence at universities - not only in the region but also in other parts of northern and western Poland – through fairs, internship and apprenticeship offers or participation in classes as lecturers.

The above actions could further strengthen the migration balance in the district, which – according to the Central Statistical Office – in recent years has been gaining momentum and is trending upward, which means the increase of residents.

As it was shown by the conducted analysis and questionnaire – the employers present in the area of Stargard Industrial Park highly value their presence there. The quality of cooperation with other units were assessed positively and the activities carried out in the area of recruitment are in line with modern standards which care for harmony between work and private life and flexibility which has become an extremely valuable asset in a pandemic situation. Thanks to this – and the strengths of Stargard and the surrounding area – the vast majority of business entities meet their recruitment targets.

The analyses and reviews conducted for the purposes of this report show that Stargard's labour market - as well as the city itself - is beginning to fully realise its potential by responding to the needs of residents and entrepreneurs. The coordination of activities in the spheres of investor support, transport and energy infrastructure, education, housing and leisure offers leads to synergies taking the city and county - and with them the local labour market - to a new level, ready to meet the challenges of increasing competitiveness and reorienting the global economy towards green solutions. Maintaining the current pace and synchronization of development activities will allow Stargard to become an extremely interesting business location not only regionally but also nationally.



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