

REVISED ACTION PLAN

Case number: 2018PL357687

Name of Organisation under review:

National Centre for Nuclear Research

Organisation's contact details:

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1. Organisational Information

Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	328
Of whom are international (i.e. foreign nationality)	55
Of whom are externally funded (i.e. for whom the organisation is host organisation)	66
Of whom are women	98
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	71
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	134

Of whom are stage R1 = in most organisations corresponding with doctoral level	123
Total number of students (if relevant)	56
Total number of staff (including management, administrative, teaching and research staff)	1153
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	64 554 000
Annual organisational direct government funding (designated for research)	13 195 000 ca
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	9 926 000 ca

Annual funding from private, non-government sources, designated for research	0
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>The National Centre for Nuclear Research (NCBJ) is a Polish public research institute supervised by the Ministry of Climate. NCBJ is located in Otwock, Warsaw and Łódź. It conducts research and R&D in the areas of subatomic physics, radiation physics, plasma technologies, materials physics, particle acceleration devices and detectors, application of these devices in medicine and the economy, research and production of radiopharmaceuticals. NCBJ operates the only Polish research nuclear reactor. In 2017, the Ministry of Science and Higher Education, making a comprehensive assessment of the quality of scientific and R&D activities, awarded NCBJ the highest category, A+.</p>	

2. Strengths and weaknesses of current practice:

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p>Strenghts:</p> <ul style="list-style-type: none"> ▪ Confirmed in the last survey: RESEARCH FREEDOM and PROFESSIONAL RESPONSIBILITY have the highest marks (98% positive answers) among all principles. ▪ NCBJ management and researchers adhere to the codes of ethics: “Good manners in science” and “The Code of Ethics of a Research Worker” – documents adopted by the Polish Academy of Sciences. Renewed Code of Ethics of the Polish Academy of Sciences - confirmed by the NCBJ Scientific Board in 2020. ▪ The results of research are shared and used; NCBJ supports processes of commercialization of research results. ▪ NCBJ researchers implement practices leading to work safety, and take the necessary health and safety precautions, confirmed by local and international inspections visiting NCBJ and its nuclear installations every year.

	<ul style="list-style-type: none"> ▪ Researchers are convinced that their research activity is known to the general public. The Institute's promotional services ensure dissemination of research results. The Institute successfully uses social media, its website, prepares press releases and informational film material, and organizes and supports contacts between its researchers and journalists. ▪ NCBJ was awarded with Forbes Magazine Diamonds 2021 among the most dynamically developing companies in Poland ▪ NCBJ offers a unique educational centre, which familiarizes the general public, in particular secondary school students, with the subjects of research conducted at the Institute. The activities were suspended due to COVID pandemic, now the relaunch is planned ▪ NCBJ does not discriminate researchers in any way on the basis of gender, age, ethnic, national or social origin, religion, sexual orientation, political opinions, etc. During the last 5 years there was no formal complaints on these issues. <p>Weaknesses:</p> <ul style="list-style-type: none"> • In the repeated (2021) survey some respondents still answer that they are not familiar with the strategic goals of the institute/departments, are not familiar with the funding
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	<p>mechanisms etc. We noticed increase of the positive answers only by 3% (76% in 2018 to 79% in 2021) It happens despite trainings and info delivered via Intranet. This situation probably stems from the multitude of ways to finance research, the multiplicity and diversity of formal requirements related to specific funding paths. Also COVID-19 pandemic did not make communication easier. Researchers may still feel the lack of some information and sufficient support from the administrative / supporting functions in the Institute.</p> <ul style="list-style-type: none"> • Internal communication practices are not sufficiently effective which was confirmed by interviews with the consulting team in the Interim Assessment process. There is some improvement according to the opinion poll among all employees (2021 vs 2020). This area requires further action.
Recruitment and selection	<p>Strengths:</p> <ul style="list-style-type: none"> • NCBJ recruitment procedures are open, transparent, and tailored to the type of positions advertised. Advertisements give adequate, realistic descriptions and deadlines for applications.

	<ul style="list-style-type: none"> • There is an internal directive (issued by the Director of NCBJ) describing the recruitment process for scientific positions and pointing out the EU regulations on standards contained in the Charter for Researchers and Code of Conduct to be applied to recruitment at NCBJ. • HR team created in August 2018 (3 persons, 2 FTE) supports managers in the recruitment / selection processes. • Advertisements of research positions are published on the Institute's website, the Ministry of Science and Higher Education's website as well as at the EURAXESS portal (starting from September 2018). • Selection committees are informed and trained on OTM-R requirements. • Opinions expressed within the survey on qualitative aspects of the recruitment and selection process (principles 13,14,16-20) are positive – there were 90% or more positive answers; similar or higher scores were confirmed on the last survey (2021). • NOMATEN, a large new department was established in 2019 (international Centre of Excellence in the area of materials physics). We use the best practices taken from this department in the area of recruitment.
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	<p>Weaknesses</p> <ul style="list-style-type: none"> • The existing recruitment tool is still not sufficient enough. The work of the EOD system is prolonged • Information for candidates not always include information about selection criteria, number of available positions and career development prospects. • Feedback concerning the strengths and weaknesses of their applications for not accepted candidates is not always monitored. This aspect requires more attention
Working conditions	<p>Strenghts:</p> <ul style="list-style-type: none"> • NCBJ has vast resources in terms of office and laboratory space as well as laboratory equipment which enables scientists freely to implement their research plans and has an invigorating impact on innovative approaches to new challenges and ideas • The activities of the NCBJ management in the difficult time of the COVID-19 pandemic in the 2020/2021 employee opinion poll were assessed very highly. The decisions on ensuring security and on how to switch to remote mode of work (in teams where it was possible) were appreciated.

	<ul style="list-style-type: none">• Polish law ensures an additional 10 days of holiday for researchers (therefore they have 36 days = 26+10).• The majority of labour contracts are permanent, what gives a sense of security to employees.• NCBJ's regulations concerning monthly salaries paid to researchers are much more conducive to effective performance and productivity. The researcher is paid a so-called "guaranteed" remuneration plus a project-oriented part that depends on his or her participation in externally funded grants/projects.• NCBJ has implemented procedures for scientific staff appraisal in order to assess their scientific achievements and planned progress through presentations before a Commission. The assessment procedure is constantly being improved.• NCBJ has defined procedures for handling complaints, grievances and appeals. These concern the results of scientific staff appraisals, complaints related to conflicts between supervisors and early-stage researchers as well as conflicts between employees in general. There are also regulations preventing mobbing. <p>Weaknesses</p>
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	<ul style="list-style-type: none"> • There is a strong need for renovation of old buildings (experimental halls, offices, social areas). The changes and renovations to date (until 2021) are progressing relatively slowly. • The current infrastructure only in some cases ensure full accessibility for disabled researchers - such facilities as lifts, wide doorways to allow a wheelchair to pass through easily, ramps, accessible toilets. • As a nuclear centre NCBJ is located away from major cities and has fixed working hours (6:30-14:30 or 8-16) due to shuttle transportation for employees from/to their place of residence. Support for international mobility of young researchers still should be stronger.
Training and development	<p>Strengths</p> <ul style="list-style-type: none"> • At NCBJ there is a “permanent education” system (internal seminars, discussion sessions) easily accessible to all willing researchers. Individual learning opportunities are quite wide. All research staff may apply to participate in external training, conferences etc. All researchers are encouraged to attend

	<p>these internal and external job related events. There are obvious limitations due to budgetary constraints.</p> <ul style="list-style-type: none"> • In 2019-2021, a development program for young NCBJ researchers called Future Leaders was prepared and organized. This practice will be continued and repeated. • Young researchers (up to 35y of age) have access to special funding for projects and participation in conferences. Grants for young scientists are available under which they may gain practical knowledge in the field of project management. The results greatly contribute to finalizing their PhD thesis and professional advancement. • NCBJ offers regular PhD studies in physics/chemistry. There are three different doctoral schools run by the Institute. Care for the admission of foreign PhD students continues to improve. • There is a well established practice of evaluation commissions for researchers before and after PhD which not only assess every two years the progress of individual scientific achievements, but also give inspiration for future career steps. These practices should be broadened/improved. • Much attention is devoted to the popularization of science. We offer an extended programme of educational activities for both school (mainly secondary ones) students and teachers, as well
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	<p>as an offer of training/consulting services for the business sector, public management sector, etc.</p> <p>Weaknesses</p> <ul style="list-style-type: none">• There is still a “generation gap” - a lack of senior researchers/leaders/mentors especially those who have a long professional career ahead of them (40-55 years old) and have the experience, competence and commitment to be able to offer younger researchers appropriate support. This has improved since 2018, but the “generation gap” is still there.• Sometimes NCBJ researchers have no clearly defined, individual plan of professional career development, and find that official support in this field is lacking. This is due to a significant deficiency in mentors. This has been changed, in the Annual Appraisal Talks and in the committee reviews; but it still needs to be improved in the current, real practice.• Some members of the managing scientific staff are very top scientists but do not have sufficient managerial skills.
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3. Actions

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

*URL: <https://www.ncbj.gov.pl/en/hr-excellence-research>

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Action 1. INTERNAL COMMUNICATION IMPROVEMENT	24. Working Conditions	4Q 2021 – 2Q 2022; then permanent activity	Communication and Promotion Office	Improving the results of the employee opinion survey in

<p>Improve the effectiveness of getting through with information relevant to employees. In particular, concerning: (1) changes and regulations concerning employees and working conditions; (2) important new projects and research ventures (3) new and former activities (Actions) carried out under the HR Excellence program, in particular Action 7 (Mobility) and procedures as complaint process.</p>	<p>29. Value of Mobility. 34. Complaints / appeals</p>			<p>the area of internal communication</p> <p>Reducing the number of critical comments on internal communication in the employee opinion survey</p>
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<p>a) Conducting an analysis of information / communication needs (interviews with managers) in research and project teams in terms of both the preferred channel (form) of communication and the category of expected content</p> <p>b) Drawing conclusions and probably launching a regularly functioning new tool (channel) of internal communication (a</p>				
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<p>"targeted" tool to consider - to defined groups of recipients)</p> <p>c) Promoting good practices of internal communication, also locally - in departments, teams</p>				
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<p>Action 2. Increase awareness of general principles described in the European Charter for Researchers. Unify the procedures for setting different categories of complaints and appeals.</p>	<p>10. Non discrimination 34. Complaints /appeals</p>	<p>ACTION COMPLETED IN 2021</p>	<p>Scientific Secretary + HR unit</p>	<p>Non discrimination notice published. Compliance Officer appointed New complaints procedure approved and announced</p>
<p>Action 3. PERFECTING THE ENGLISH LANGUAGE SERVICE FOR NEWCOMERS. MORE "BILINGUALISM" OF THE INSTUTUTE</p>	<p>10. Non discrimination 12. Recruitment</p>	<p>4Q 2021 – then permanent activity English version of the Intranet completed until 4Q 2022</p>	<p>HR unit</p>	<p>Existence of an internal guide for newcomers. Existence of support for foreign researchers.</p>

<p>Improving activities for employees starting work, especially for newly hired English-speaking employees.</p> <p>a) NEWCOMERS:</p> <p>Creation of the Welcome Point team - (several people with functions of Hospitality Managers) - improvement of onboarding procedures for foreigners</p> <p>Improving the onboarding procedure (providing information materials for</p>				
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<p>managers hiring new employees, providing materials to new employees, organizing the NCBJ Day for newly hired people)</p> <p>b) ALL EMPLOYEES</p> <p>Creation of a more complete, friendly information service in English - modification of an existing Intranet. Better access to English versions of procedures, documents, etc.</p> <p>c) Introducing a standard that in each administrative unit (indicated list) there are employees who</p>				
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can service employees in English				
Action 4. Develop and promote a database/internal information system - concerning existing and under used research and technical equipment.	23. Research environment	ACTION COMPLETED IN 2021	Communication and Promotion Office	Existence of the database Number of employees making use of the database
Action 5. FURTHER IMPLEMENTATION OF FLEXIBLE WORKING TIME SOLUTIONS	24. Working conditions	1 Q 2022	HR unit (cooperating with HR admin team)	New rules and guidelines published.

<p>Task-oriented working time already exists as a possibility.</p> <p>Other possibilities were considered and after COVID-19 pandemic remote way of work, on 07/07/2021, due to the change of sanitary rules resulting from the pandemic, by the Order of the Director of NCBJ No. 9/2021, the regulations for hybrid work were introduced.</p> <p>Next steps (08.2021)</p>				
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<p>a) Monitoring of the adopted solutions, creating materials to support managers in managing teams working hybrid</p> <p>b) Optimization of the solution introduced in 07.2021</p>				
<p>Action 6. Develop new functions/roles: Hospitality Manager as support for researchers from abroad</p>	<p>29. Value of mobility</p>	<p>ACTION COMPLETED IN 2021</p> <p>Some NOMATEN experiences will be transferred to the entire NCBJ and combined</p>	<p>HR unit</p>	<p>Hospitality Manager appointed.</p>

		into extended Action 3.		
<p>Action 7.</p> <p>MORE EFFECTIVE IMPLEMENTATION OF PROMOTING INTERNATIONAL MOBILITY OF RESEARCHERS</p> <p>a) Improving the method of informing (information service) employees about the available opportunities for PhD, post doc, internships, and project trips. Informing about sources of information on this topic: where to</p>	29. Value of mobility	1Q 2022 – 3Q 2022 then permanent activity	Scientific Secretary Division	<p>Existence of an information service on the Intranet</p> <p>Number of researchers from NCBJ going on foreign internships and post-doc assignments</p>

<p>look, who can be a helpful contact.</p> <p>An analysis of the possibility of implementing an information service with similar functionality as at large universities (University of Warsaw) will be carried out.</p> <p>Active promotion of trips where NCBJ has scientific cooperation</p> <p>b) Implementation of access facilitation to mobility programs operated by such agencies as NAWA</p>				
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<p>c) Systematic and more complete data collection on trips (conferences, post-doc secondments, internships)</p> <p>d) Take into account the mobility aspect in the course of the Annual Appraisal Talks as a standard</p> <p>e) Consistently influence the occurring attitudes of a certain reluctance in some managers towards the intentions of foreign trips of members of their teams</p>				
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<p>Action 8. MENTORING - SUPPORT IN PROFESSIONAL DEVELOPMENT AND CAREER DEVELOPMENT</p> <p>Conducting a series of separate seminars (on the forms and principles of individual mentoring and career counseling in science) for research departments</p> <p>The seminars would be proposed for all senior research workers (R3 and R4). It</p>	<p>28. Career development</p> <p>30. Access to career advice</p> <p>36. Relation with supervisors</p> <p>40. Supervision</p>	<p>4Q 2021 – 2Q 2022</p>	<p>HR Unit (cooperating with Scientific Secretary)</p>	<p>Seminars - sharing best practices - for mentors organised.</p>
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would be conducted in the Best Practice Sharing convention.				
<p>Action 9.</p> <p>DEVELOPMENT OF LEADERSHIP AND MANAGEMENT SKILLS AMONG THE CURRENT AND FUTURE NCBJ MANAGEMENT</p> <p>a) Organization and implementation of the next edition of the Future Leaders program based on the experience from the 2020/2021 edition</p>	<p>28. Career Development</p> <p>30. Access to Career Advice</p> <p>36. Relation with Supervisors</p> <p>40. Supervision</p>	<p>a) 4Q 2021 - 3Q 2022</p> <p>b) 4Q 2021, then repeated at least once a quarter</p> <p>c) 4Q 2021, the following years as needed</p>	<p>HR unit (cooperating with Scientific Secretary)</p>	<p>Existence of a Future Leaders program and other planned activities</p> <p>Number of participants in the programme</p>

<p>b) Best Practice Sharing - a series of open sessions for NCBJ managers on team management</p> <p>c) Training in selected topics of team / project management methods, eg Agile Project Management</p>				
<p>Action 10. Leadership/managerial skills as a mandatory element of doctoral studies. Evaluation of the quality of teaching.</p>	<p>33. Teaching 40. Supervision</p>	<p>ACTION COMPLETED IN 2021</p>	<p>Scientific Secretary (cooperating with Heads of Doctoral Schools)</p>	<p>Evaluation of the quality of teaching in the Doctoral Schools implemented</p>

Actions proposed for implementation of the OTM-R Code of Conduct				
Action OTM-R 1. Prepare and publish internal version of the OTM-R policy to be published on the NCBJ website and on the Intranet	13. Recruitment	ACTION COMPLETED IN 2019	HR unit	OTM-R policy published
Action OTM-R 2. Prepare a description of the process for advertising / recruiting / selecting concerning all researcher vacancies	13. Recruitment	ACTION COMPLETED IN 2019-2021	HR unit	Existence of the guidelines and templates.

<p>Action OTM-R 3. Prepare and publish written guidelines describing recruitment standards – in the form of a Manual of Recruiting Standards for Research positions</p>	<p>13. Recruitment</p>	<p>ACTION COMPLETED IN 2019-2021</p> <p>The action was combined with closely related Action 13 (OTMR-2).</p>	<p>HR Unit</p>	<p>Internal guide to Recruiting Standards for Research positions published</p>
<p>Action OTM-R 4. IMPROVEMENT OF SELECTED PRACTICES IN RECRUITMENT PROCESSES</p> <p>a) Implementation of a better standard of informing candidates about the recruitment</p>	<p>15. Transparency</p>	<p>4Q 2021 – 2Q 2022</p>	<p>HR Unit</p>	<p>Better standards Implemented.</p> <p>Improved indicator in the survey in 2024 (15.Transparency)</p>

<p>process and selection criteria, the number of available positions, career development prospects.</p> <p>b) After completing the selection process, provide more careful feedback on candidates' applications</p> <p>c) Strengthening awareness of NON-DISCRIMINATION in recruitment processes</p>				
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<p>Action OTM-R 5. Intranet tool for some stages of the recruitment process.</p> <p>Will be implemented as a functionality of the EOD system (implementation planned for 2019-2020 but delayed until 2022).</p>	<p>13. Recruitment 14. Selection</p>	<p>4Q 2021 – 2Q 2022</p>	<p>HR unit</p>	<p>Implementation of the EOD system</p>
<p>Action 16. GENDER EQUALITY PLAN a) Analysis and evaluation of the</p>	<p>10. Non discrimination 27. Gender balance</p>	<p>a) , b), c) 4Q 2021; d) - according to developed plan</p>		<p>Existence of GEP and its execution</p>

<p>current situation at NCBJ (statistical data analysis - quantitative and interviews with women scientists</p> <p>b) Creation of an expert group (max 3 people - female scientists at all levels of research career + HR)</p> <p>c) Preparation of an implementation plan for new activities along with a list of current activities</p> <p>d) Implementation of activities and monitoring</p>				
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If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL: <https://www.ncbj.gov.pl/en/hr-excellence-research>

4. Implementation

General overview of the expected implementation process:

Objectives/goals

Implementing the HRS4R renewed strategy will have an impact on changing the internal “ecosystem” to make it more open, vivid, stimulating and attractive.

- To develop **internal communication and strengthen relationships** among different research groups by sharing knowledge and experience – building a more integrated environment of researchers who inspire each other.
- To strengthen the **employer brand of NCBJ** – as a research institution which may attract top talents – the best graduates and experienced scientists at different stages of their careers; (domestically and internationally). This might be achieved with reference to the prospective large international projects and due to

construction of new infrastructures and the increasing significance of the development of nuclear energy in Poland.

- Increase **awareness of career possibilities** – by improving communication, promoting geographical and internal mobility
- To encourage talented individuals to undertake **leadership and mentor roles** and to provide them with the necessary support and education
- To **change the organisational culture** making it more diversified and open.

Critical success factors for the successful implementation will be:

- An HR strategy based on OTM-R and HRS4R principles, which is published and disseminated to researchers;
- HR processes which should be developed, improved, optimized;
- Increased leadership accountability and awareness on HR issues at all management levels;

Process of implementation

The revised actions were created and planned based on the outcomes of the repeated survey (06.-07.2021) and qualitative research. The priorities were chosen based on importance for the organization and researchers.

The implementation of the Revised Action Plan will take place in the following steps:

Establish a new Steering Committee with members:

- prof dr hab Krzysztof Kurek – Director of NCBJ
- prof dr hab Ewa Rondio – Deputy Director, Science
- prof dr hab Agnieszka Pollo – Head of Astrophysics Division
- dr Marek Pawłowski – Head of Communication and Promotion Office

Main tasks of the Steering Committee:

- Providing input to the development of implemented actions, including the evaluation strategy,
- Approving the budget of actions,
- Approving objectives of implementation actions and helping to achieve their outcomes,
- Identifying priorities in the project – where special focus is needed,
- Monitoring quality of outcomes of the project as it develops,
- Approving changes of the project as it develops,

Establish an Implementation Group. Consisting of HR team members and Communication and Promotion Office representative

Main tasks of the Implementation Group:

- Defining and helping to achieve the project outcomes,

- Approving overall schedules and monitoring timelines,
- Defining and monitoring risks of implementation of each action
- Defining the schedule of implementation and approving and monitoring action schedules,
- Ensuring that work is neither overlooked nor duplicated,
- Actively promoting the outcomes of the project,

Appointing Action Owners.

Main tasks of the Action Owners:

- Developing required deliverables,
- Planning and monitoring the action steps/project,
- Managing risks,
- Monitoring overall progress and use of resources, initiating corrective actions where necessary. Maintaining an awareness of potential interdependencies with other actions,
- Preparing any follow-on action recommendations.

The Action Owner will report advances in execution of the action at least at the end of each quarter or when milestones have been achieved that will be reviewed by the Implementation Group. The Implementation Group will present a report on implementation progress to the Steering Committee.

