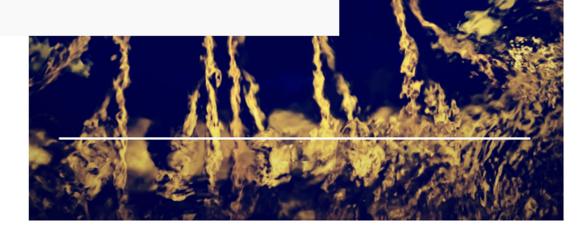**Narodowe Centrum Badań Jądrowych**
National Centre for Nuclear Research
ŚWIERK

HR Excellence
in Research

ACTION PLAN

ACTION PLAN

Case number: 2018PL357687

Name Organisation under review:

National Centre for Nuclear Research (NCBJ)

Organisation's contact details:

Address: Andrzeja Sołtana 7 St. 05-400 Otwock

Contact e-mail: ncbj@ncbj.gov.pl

Phone: +48 22 27 31 001

VAT n.: PL532 010 0125

1. Organisational Information

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	*279*
Of whom are international (i.e. foreign nationality)	*34*
Of whom are externally funded (i.e. for whom the organisation is host organisation)	*48*
Of whom are women	*80*
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	*37*
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	*115*
Of whom are stage R1 = in most organisations corresponding with doctoral level	*84*
Total number of students (if relevant)	*34*
Total number of staff (including management, administrative, teaching and research staff)	*1023*
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	*61 013 444*
Annual organisational direct government funding (designated for research)	*25 000 000 ca*
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	*36 000 000 ca*

Annual funding from private, non-government sources, designated for research	0

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

The National Centre for Nuclear Research (NCBJ) is a Polish public research institute supervised by the Ministry of Energy. 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+.

2. Strengths and weaknesses of current practice:

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	**Strengths:** • Research freedom as a principle is perceived as a no.1 strength by the survey respondents. • 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. The Institute conducts research with the use of live animals according to the highest ethical standards, in particular to the UNESCO Universal Declaration of Animal Rights and the Animal Protection Act of the Republic of Poland. • The results of research are shared and used; NCBJ supports processes of commercialization of research results. Favorable conditions are created, among others through the Science and Technology Park. • NCBJ researchers implement practices leading to work safety, and take the necessary health and safety precautions, confirmed by numerous local and international inspections visiting NCBJ and its nuclear installations every year. • 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 offers a unique educational centre, which familiarizes the general public, in particular secondary school students, with the subjects of research conducted at the Institute, its social significance and the most important results. • 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 few years there

3

	were no formal complaints on these issues.
	Weaknesses: • Some survey respondents answer that they are not familiar with the strategic goals of the institute/departments, are not familiar with the funding mechanisms of research and/or do not look for all necessary approvals before starting research. This situation probably stems from the multitude of ways to finance research, the multiplicity and diversity of formal requirements related to specific funding paths. Researchers may feel the lack of some information and sufficient support from the administrative/supporting functions in the Institute. • Internal communication practices are not sufficiently effective. There is a need to investigate this issue more thoroughly. • Although researchers ensure that their research activity is known to the general public, this recognition sometimes does not translate into a real impact on the decision-making process in society and public life. The position of our scientists as experts in matters within the areas of their competence seems insufficient. This applies to energy issues, specific technical issues as well as matters in the field of formal and continuing education.
Recruitment and selection	**Strengths:** • NCBJ recruitment procedures are open, transparent, and tailored to the type of positions advertised. Advertisements give adequate, realistic descriptions and deadlines for applications. • There is an internal directive (issued by the Director of NCBJ) describing the recruitment process for scientific positions and pointing out the European Commission regulations on standards contained in the Charter for Researchers and Code of Conduct for the Recruitment of Researchers to be applied to recruitment at NCBJ. • A new HR team was created in August 2018 (3 persons, 2 FTE) which is cooperating with the HR administrative team. The HR Team currently supports managers in the recruitment and selection process at each stage as needed. • 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 (announced internally as a mandatory requirement in September 2018). • Selection committees are gender balanced. • Opinions expressed within the survey on qualitative aspects of the recruitment and selection process (principles 13,14,16,17) are positive – there were 90% or more positive answers. • NOMATEN – a large new long-term international project which is now starting (a new department will be established – in the area of materials physics). It may be perceived as a pilot project for new HR approaches and solutions; among others those concerning the recruitment and selection processes.

	Weaknesses: • Some of the actual recruitment practices in different departments are close to OTM-R standards, but some are not (in particular job offers were not always published in English; there is no required standard time between advertisement of a vacancy and the deadline for replies). • There are no detailed, written guidelines for internal OTM-R policy • The existing recruitment form used by managers as an internal tool (on the Intranet) needs to be translated into English and adjusted to make it coherent with detailed OTM-R requirements. • Information for candidates should be broadened and include information about selection criteria, number of available positions and career development prospects. • Feedback concerning the strengths and weaknesses of their applications for candidates not accepted is not monitored, practices are not uniform between departments. • A complaints/appeals mechanism concerning the recruitment process is not in place.
Working conditions	**Strengths:** • 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 • 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, which gives a sense of security to employees. • NCBJ's recent regulations concerning monthly salaries paid to researchers are much more conducive to effective performance and productivity. The researcher is paid a so-called "guaranteed" renumeration plus a project-oriented part that depends on his or her participation in externally funded grants/projects. • The NCBJ management is aware that the "guaranteed" part of the renumeration is too low and that this is correlated with the level of statutory (governmental) funds. Thus, valorisation of salaries has become a high priority in the salary policy of NCBJ for the last three years. • NCBJ has implemented procedures for scientific staff appraisal in order to assess their scientific achievements and planned progress through presentations before a Commission. • 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.

	Weaknesses:
	- There is a strong need for renovation of old buildings (experimental halls, offices, social areas). - The current infrastructure does not ensure full accessibility for disabled researchers from the point of view of 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 cites and has fixed working hours (6:30-14:30 or 8-16) due to shuttle transportation for employees from/to their place of residence. There are no formal and practical regulations supporting parents of small children in balancing their careers with raising a family. - 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 who are able to support and inspire the professional development of younger researchers. Support for international mobility of young researchers should be stronger There is a need to provide more support for foreigners starting their PhD studies and work at NCBJ.
Training and development	**Strengths** - 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 these internal and external job-related events. There are obvious limitations due to budgetary constraints. - 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. In 2018 it began a programme of interdisciplinary PhD studies in radiopharmaceutics for molecular medicine diagnostics and medical therapy as well as in reactor physics. - 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) students and teachers, as well as an offer of training/consulting services for the business sector, public

management sector, etc.

Weaknesses

- There is 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.
- There is no support programme offered for emerging leaders (which may include professional training and development, career mentoring, etc.)
- Some members of the scientific staff are very top scientists but do not have sufficient managerial skills.

3. Actions

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

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. **Prepare and run detailed analyses** on: (a) internal communication - what kind information needs are not fully met - concerning strategic research goals/plans?, research funding mechanisms? ways of obtaining approval? (b) needs concerning communication/relationships with supervisors (c) gender balance issues Form of the analysis would be : additional short surveys with several questions within research departments; open focus sessions/workshops within departments	**4. Professional attitude,** **27. Gender balance** **36. Relation with supervisors** **40. Supervision**	1 Q 2019 – 4Q 2019	*HR Unit*	Existence of the planned activities Plan for improvements in internal communication; execution of these improvements Plan and execution of gender balance actions Plan and execution for leadership development education.

Then plan: - specific actions to improve internal communication practices at the department/Institute level - educational activities on leadership awareness and skills adressed to supervisors (heads of departments/divisions; research group leaders) – to be linked with Action 8.				
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.** The Charter is already published on the Intranet. Ways of proceeding in formal complaints/appeals to be defined and then announced by a directive of the Director of the Institute. New central function of Compliance Officer will be established. Communication activities: prepare and publish: (1) notice of non-discrimination; (2) practical communication describing "what to do" steps. New procedures will include existing procedures for handling complaints on: (a) mobbing behaviour (b) appeals against the evaluation of research achievements.	**10. Non discrimination** **34. Complaints /appeals**	3Q 2020	*Scientific Secretary + HR Unit*	Non discrimination notice published. Compliance Officer appointed New complaints procedure approved and announced

Action 3. **Internal guide for new employees** with friendly guidelines will be developed and published – as a "Welcome kit" for newcomers (English and Polish versions). Sometimes foreign researchers starting work at NCBJ may feel insufficiently supported (or even discriminated against). A "Welcome kit" will be prepared in consultation with foreign employees who arrived within the last 2 years. Entry process for newly employed researchers will be described and more standardized making it more clear and friendly. Information and educational activities for managers/group leaders and department/division heads will be prepared and run.	**10. Non discrimination** **12. Recruitment**	4Q 2019 – 1Q 2020	*HR unit*	Existence of an internal guide for newcomers. Existence of support for foreign researchers.
Action 4. **Develop and promote a database/internal information system - concerning existing and under used research and technical equipment.** The real issue is to have easily accessible information on small- and medium-sized technical equipment and software used in different departments/divisions. Existing mechanisms for informing all potentially interested individuals and groups will be enhanced. Part	**23. Research environment**	1Q – 2Q 2020	*Communication and Promotion Office* *Heads of departments*	Existence of the database. Number of employees making use of the database.

of this action will be to propose motivating/promoting factors to share information on equipment that is not fully-used. Database with information about equipment to be used will be published on the Intranet.				
Action 5. **Review, prepare and publish rules/guidelines for flexible working time standards.** Task-oriented working time already exists as a possibility. There is a need to review, clarify and publish rules for accepting this mode. Other possibilities will be considered (e.g.: part time working rules) and consulted with department directors and research group leaders New rules will be addressed especially to the parents of small children.	**24. Working conditions**	2 Q 2019	*HR unit (cooperating with HR admin team)*	New rules and guidelines published**.**
Action 6. **Develop new function/role: Hospitality Manager as support for researchers from abroad** Experience gained during implementation of a large new long-term international project (NOMATEN – a new centre of excellence, created as a new department structure devoted to the area of materials physics) which is a pilot project for new	**29. Value of mobility**	2Q 2020 – 4Q 2020	*HR Unit*	Hospitality Manager appointed**.**

solutions in the area of supporting mobility. The new function of Hospitality Manager (ensuring better adaptation of foreign newcomers) will be extended and addressed to supporting all foreign employees.				
Action 7. **Create a new mechanism to promote and widely inform on mobility opportunities for researchers (foreign internships, postdoctoral assignments, conferences etc.)** New information/promotion mechanisms will provide updated, specific information on these options. It should emphasise the value and advantages of internships or temporary work abroad or at other domestic entities (for individual careers and for the Institute). Perspectives for coming back to work at NCBJ after temporary assignments should be clearly expressed. Some reluctance by managers/supervisors will be taken into account (they need to plan human resources better in order to support mobility of the members of their teams)**.**	**29. Value of mobility**	1Q 2019 – 4Q 2019	*Training and Education Division*	Existence of an "information point" on the Intranet Number of researchers from NCBJ working in foreign internships and postdoctoral assignments

Action 8. **Develop a new approach and procedures for mentoring and supervising activities supplementing existing procedures accompanying bi-annual evaluations.** Individual needs for mentoring will be better identified. The mentor's role should be better defined. Seminars and workshops sharing best practices for mentors will be offered. Format of individual mentoring programmes/sessions will be described. Mentoring tools and practices for mentors will be the subject of training, and best practices shared. Seminars for supervisors will include topic: how to inform/discuss with employees salary issues.	**26. Funding and salaries** **28. Career development** **30. Access to career advice** **36. Relation with supervisors** **40. Supervision**	4Q 2019 – 2Q 2020	*HR Unit (cooperating with Scientific Secretary)*	Seminars and workshops sharing best practices for mentors organised. Seminars for managers/ supervisors organised
Action 9. **Develop and implement a Talent Managment programme for future leaders (to be linked/aligned with Action 8)** The need for appointing and training future leaders is strong – a Talent Management programme will be developed. New standards could be developed - (in connection with appraisal procedures) for a procedure of identifying "talents" - to offer them participation in the programme	**36. Relation with supervisors** **40. Supervision**	2Q 2019 – 3Q 2020	*HR Unit (cooperating with Scientific Secretary)*	Existence of a Talent Management programme Number of participants in the programme

Elements of this programme may include:

- Identifying talented and motivated individuals (with outstanding research outcomes and naturally "soft" skills as well)
- Describing standards for Individual Development Paths supported with mentoring activities
- Offering training on leadership skills and other educational activities (on-line courses, etc.).

Action 10. **Leadership/managerial skills as a mandatory element of doctoral studies. Evaluation of the quality of teaching.** Experience gained during Interdisciplinary Doctoral Studies (started in Oct, 2018) where leadership/managerial skills are included – will be expanded to the other two Doctoral Schools organised at NCBJ. Quality of teaching will be evaluated by students/participants in the Doctoral Schools. A procedure will be prepared for the newly formed Doctoral School starting in the academic year 2019/20.	**40. Supervision** **33. Teaching**	2Q 2019 – 2Q 2020	*Scientific Secretary (cooperating with Heads of Doctoral Schools)*	Evaluation of the quality of teaching in the Doctoral Schools implemented

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**	**1. (Code checklist)** **12. Recruitment** **13. Recruitment (Code)** **14. Selection (Code)** **15. Transparency (Code)** **16. Judging merit (Code)** **17. Variations in the chronological order of CVs (Code)** **18. Recognition of mobility experience (Code)** **19. Recognition of qualifications (Code)** **20. Seniority (Code)**	1 Q 2019	*HR Unit*	Existence of published OTM-R policy
Action OTM-R 2. **Prepare a description of the process for advertising / recruiting / selecting concerning all researcher vacancies** 1. Existing recruitment form on the Intranet will be adjusted and an English version prepared 2. Prepare templates of advertisements for different kinds of research vacancies 3. Notify a new minimum standard: longer deadlines for answering job advertisments 4. Define a broader list of e-recruitment sources where job offers should be advertised 5. Define a list of other sources where job offers should be	**11., 12., 13., 14., 16., 17. (Code checklist)** **13. Recruitment (Code)**	1 Q 2019	*HR Unit*	Existence of the guidelines and templates.

14

presented (such as careers days, job fairs; Careers Centers at PL Universities / Technical Universities).				
Action OTM-R 3. **Prepare and publish written guidelines describing recruitment standards** – in the form of a Manual of Recruiting Standards for Research positions Including rules concerning the composition of selection committees.	**2. (Code checklist)** **14. Selection (Code)** **15. Transparency (Code)** **16. Judging merit (Code)**	1Q 2019	*HR Unit*	Internal guide to Recruiting Standards for Research positions published
Action OTM-R 4. **Prepare and run training/seminars for members of recruitment panels** Possible form of training/seminars – online interactive webinars Training for members of recruitment panels will be held on a regular basis (at least twice a year) for those designated by Department Heads as well as volunteers.	**3. (Code checklist)** **13. Recruitment (Code)** **14. Selection (Code)** **15. Transparency (Code)** **16. Judging merit (Code)**	1Q – 2Q 2019	*HR Unit (cooperating with Communication and Promotion Office)*	Existence of training/seminars – online interactive webinars
Action OTM-R 5. **Intranet tool for all stages of the recruitment process** Will be implemented as a functionality of the new ERP system (implementation planned for 2019-2020).	**4. (Code checklist)** **13. Recruitment (Code)**	4Q 2019 – 3Q 2020	*HR Unit*	Implementation of the ERP system

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan.

1. The preliminary stage was completed during the initial phase of implementation. The decision was made to establish a new HR team (3 persons, 2 FTE) responsible for (inter alia) arranging and optimising the selection and recruitment process. The team commenced work on Aug 1, 2018.
2. During a meeting on Sep 17, 2018 departmental directors were consulted and a decision was made on mandatory posting of scientific job offers on the EURAXESS website.
3. Developing the OTM-R policy – to be published and implemented during 1 Q 2019. It will cover all OTM-R principles.. and ways of monitoring how these standards are monitored. The role of the HR team will be defined and its cooperation with the Scientific Secretary and Department Heads will be clarified.
4. The recruitment/selection process concerning research vacancies will be described pointing out roles and responsibilities
5. Written guidelines for management staff and administrative functions in departments will be prepared and published.
6. OTM-R principles and policies will be communicted via :
   - the Intranet
   - Department management meetings involving department heads, unit heads, department secretaries
   - Online webinars for members of selection committees
7. An intranet form of a standardized advertisement for research positions will be developed (as a version of the existing form - universal for all kinds of staff)
8. Recommendations on a wider range of internet sources (recruitment specialised web pages ..., social-media)
9. Recommendations on a wider range of other sources for candidates : careers days, job fairs+3 ; Careers Centres at PL Universities / Technical Universities ; conferences/seminars
10. Monitoring of the OTM-R implementation process :
    - by directly checking (case-by-case) by the HR team with each individual recruitment process owner
    - by regular review observing OTM-R principles by an Implementation Group
11. Best practice sharing panels (inviting representatives of all research departments) – at least once a year ; starting from 2 Q 2019

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:

https://www.ncbj.gov.pl/sites/default/files/zarzadzenie_nr_12.2018.pdf

4. Implementation

General overview of the expected implementation process:

Objectives/goals

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

- 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.
- 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.
- 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 will be 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 defined actions were created and planned based on the outcomes of the survey and qualitative research. The priorities were chosen based on importance for the organization and researchers.

The implementation will take place in the following steps:

- The OTM-R policy will be published as a starting point of the HR strategy. An HR strategy aligned with HRS4R standards will be formulated after a deeper and detailed analysis of the current situation.

- Establish a Steering Committee with members:
  - prof dr hab Krzysztof Kurek – Director of NCBJ;
  - prof dr hab Ewa Rondio – Deputy Director, Science;
  - 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,

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- Approving changes of the project as it develops.

Establish an Implementation Group. consisting of representative scientists, HR team members, management and administration to engage different groups of employees in the process:
- The leader of the Implementation Group, Head of HR Team
- Scientific Secretary
- Representation of management
- Representation of senior researchers (with a large degree of autonomy)
- Representation of Postdoctoral Fellows
- Representation of young researchers (R1 level)
- Representation of the Communication and Promotion Office PR Unit
- Secretary of the Implementation Group (from HR Unit)

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,
- Evaluating progress (the process itself and its actual impact on NCBJ) in the implementation of each action – at least every three months.

Appointing Action Owners or small project groups - each action from the Action Plan will be treated as a project with its Action Owner or, when necessary, the Action Owner may form a small project group. The Action Owner will be responsible for the achievement of the objectives defined in the Action Plan. In the larger actions representatives of the research departments will be included.

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,
- Managing project administration (if applicable)
- 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. Each action will have a project card – including objectives, plan of the project, schedules, milestones, budget (if applicable), risk analysis (If applicable). The Implementation Group will present a report on implementation progress to the Steering Committee.

Evaluation of implementation after 2 years.
To receive comparable outcomes researchers will be asked to fill in the questionnaire as in the Gap Analysis. Qualitative research will be carried out to find the points and actions most important to researchers and to obtain their evaluation. The most important thing in the evaluation will be how the new solutions are really implemented: if it is promoted and understood enough to become real day-to-day practice.

Checklist	*Detailed description and due justification
How will the implementation committee and/or steering group regularly oversee progress?	The Steering Committee will meet every four months (three times per year). The Implementation Group will monitor every action by the activity of the IG secretary. For each action an appointed person ("Action Owner") will be responsible for planning and monitoring the project. He/she will focus on achievements and deliverables and on planning work and resources for the next period. One of the most important roles in the monitoring progress of implementation will be the function of secretary of the Implementation Group. The secretary will monitor the schedule of each action.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	Each group of researchers is represented in the Implementation Group. Research department representatives will be active members of the project groups for the larger actions. Their task will be to ensure that projects meet the needs of their group and the implementation proceeds in such a way as not to disturb their work. In doubtful situations, when opinion leaders express different approaches, the Action Owner will initiate a discussion to find solutions acceptable to all. Such a way of operating was used during the development of the Gap Analysis and the Action Plan.
How will you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.	An HR strategy based on OTM-R and HRS4R will be published and disseminated to researchers in 1 Q 2019. Discussions on how to include the HR Strategy in the Institute's strategic plan will be held by the Steering Committee. The opinion and approval of the Scientific Council will be needed. OTM-R policy will be published as a starting point of the HR strategy. HR processes will be developed, improved and optimised based on the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. The HR team will support researchers and managers/leaders in day-to-day practice based on HRS4R standards.
How will you ensure that the proposed actions are implemented?	The Steering Committee with the Director of NCBJ and the Deputy Director, Science will guarantee that NCBJ agrees to execute all proposed actions. For each action defined in the AP a simplified project management approach will be applied. For each action an "action owner" responsible for execution of the

	action will be appointed. Actions will be planned, executed, controlled, and closed.
	Some larger actions will be led by a project leader forming a project group.
	The Implementation Group will monitor; the secretary will collect reports on progress of the actions (treated as separate projects).
	After 2 years (end of 2020) there will be an evaluation – a survey, analysis and final report.
How will you monitor progress (timeline)?	Each action will have a project card – including objectives, substantiation of project, schedules, milestones, budget, risk analysis. The action owner will deliver a report of progress to the secretary of the Implementation Group every 3 months or after reaching a defined milestone. The secretary will monitor and control progress.
	The Implementation Group will be informed by the secretary about the progress of each action regularly, once per month. For the first six months we plan regular monthly meetings/teleconferences. When the actions start the Implementation Group will be informed about their progress and will meet as the need arises.
	There will be regular quarterly meetings of the Steering Committee and regular reviews of the action plans and actions executed.
	The Implementation Group will present a quarterly summary report concerning implementation to the Steering Committee.
How will you measure progress (indicators) in view of the next assessment?	The project cards will be monitored.
	Regular annual reviews of the action plans will be made.
	Quantitative survey: researchers will be asked to fill in the questionnaire as in the Gap Analysis.
	Evaluation of implementation after 2 years.

Additional remarks/comments about the proposed implementation process:

Way of analyzing needs

Some of the diagnosis was made during the initial phase of defining the GA and AP. There is a need for a broader/deeper analysis of some subjects. The results of the workshops (working group) and of the survey will be deepened on several topics:

- Internal communication needs of researchers in the areas of: awareness of research goals/plans – at the Institute and department level, funding mechanisms, approval procedures, managing of projects.
- Supervision standards, relationships with supervisors, mentoring needs.
- Barriers preventing a more fully implemented equal opportunities approach (concerning women researchers, possibly other disadvantaged groups/minorities).

Decision making process:

The official decision-making body is the Steering Committee. The Chairman shall convene meetings of the Steering Committee as often as the interests of implementation require, at least once per every four months. The Chairman shall also convene meetings at any time, upon request of the Implementation Group in case of a situation requiring immediate action/decision.

Risk management

Initially the Implementation Group will prepare a list describing critical risks to implementation with proposed risk-mitigation measures. Risk factors for each action/project will be assessed regularly during the implementation process.

During the preparation of the AP the following risks were identified:

- insufficient capacity of the implementation group (non representative of all groups),
- insufficient cooperation between management and the Implementation Group or Working Group (regular meetings and information),
- shortage of candidates for working group leaders,
- low intensity of cooperation with researchers.

Insufficient capacity and fragmentation of implementation is a risk that can be revealed on the basis of project structure and organization planning. Group structure will be reassessed and, if necessary, modified by the Implementation Group to eliminate fragmentation (working group leaders and the implementation group to identify hidden links and cross-fertilization opportunities).

Lack of interest from researchers is a risk, but the Steering Committee members and the Implementation Group may take actions to limit this risk by communication and activities towards the research community. The Implementation Group will scan problems to understand implementation weaknesses and will implement relevant measures to mitigate risks. Each action/project will have its own communication strategy.