

HR STRATEGY FOR NCBJ (HRS4R - RESEARCHERS)

for the years 2021 – 2024

*(the following concerns NCBJ employees working on scientific and research-technical positions;
referred to as: researchers)*

1. Future challenges and trends for NCBJ.

NCBJ is implementing its mission for the development of science, economy and activities important for innovation of the country. Research conducted in NCBJ are directed towards various aspects associated with ionizing radiation and related topics, such as: nuclear physics, high energy physics and fundamental particles, astrophysics, plasma physics and thermonuclear fusion; material physics, physics and chemistry of radiopharmaceuticals,

NCBJ seeks to maintain and strengthen its position as the leading research centre in the country and an institute of international renown with unique research infrastructure.

Changes in the environment of NCBJ. Challenges, such as the changing environment in the research fields (nuclear physics, nuclear power engineering and their implementation in the growing number of research and deployment fields), as well as variance and proceeding globalization in socio-economic environment, critically strengthen the need of multifaceted cooperation in complex research operation and scientific or development projects.

Therefore, the leaders and employees of NCBJ should demonstrate high scientific, expert and management competences, as well as attitudes and behaviours encouraging the before-mentioned cooperation.

2. **The growing scale and complexity of international cooperation**, as well as growing requirements concerning the mobility of research staff (EU and wider), create the need of temporary and stable employment of foreign research personnel in the future and the need to encourage international mobility of NCBJ's scientific workers.
3. **One way of maintaining and reinforcing the Institute's strong position is the current and future personnel on scientific and specialist positions (including engineers and technicians).** Attracting and selecting candidates with adequate potential and scientific achievements is crucial. Moreover quality of work carried out by this staff and quality of management of scientific workers is of critical importance. These factors are essential for reaching the long term targets of the Institute. Currently, as well as in the future, it is important to create an inspiring and dynamic work environment in NCBJ, which can compete with other research institutes and which may foster multifaceted activities of research, project and technical teams.
4. **Desired (currently and in the future) attributes of organizational culture** in respect of individuals, teams and research departments of the Institute:
 - a. **Focus on development** – understood as persistent effort in improving the qualifications, knowledge and skills, as well as constant learning both from others and from own experience

- b. Professionalism** – understood as reliable and constantly updated knowledge, as well as obligation to achieve satisfying results of work, setting the objectives, planning, implementing and accounting for the effects
- c. Flexibility in acting and thinking** – understood as the ability to constantly verify and adapt methods and actions, as well as setting specific goals according to needs and to long-term objectives
- d. Cooperation** – understood as ability and readiness to engage in collaboration, which takes into account the common interest and needs, while respecting the variety of opinions, styles and attitudes.

Leaders of the Institute endeavours to make the above-mentioned attributes apparent in the operation of organizational units and teams in NCBJ. At the same time, these attributes are **fully consistent with the principles described in the European Charter for Researchers**. NCBJ has committed to implement, apply and monitor these principles, falling within the scope of standards and guidelines of HR strategy in research (**HRS4R = HR Strategy for Researchers**).

5. The most important directions of NCBJ activities in the areas of human resource management improvement in relation to researchers:
 - a. **Increasing the attractiveness of NCBJ as a work environment for researchers.** Continuous improvement activities are carried out in terms of employment conditions (flexible forms of work, development opportunities) and working conditions (development of research infrastructure, creation of cooperation spaces). Establishing cooperation with national and international research units and using their best practices and experiences.
 - b. **Supporting and strengthening attitudes of responsibility among researchers, both with regard to the implementation of research plans and the practical application of the principles of the European Charter for Researchers,** which apply to researchers themselves:
 - i. Ethical Principles,
 - ii. Professional Responsibility,
 - iii. Accountability,
 - iv. Professional Attitude,
 - v. Contractual and Legal Obligations,
 - vi. Good Practice in Research
 - vii. Non-discrimination
 - c. **Shaping the NCBJ's image as an attractive place of work for researchers** (Employer Branding):
 - (1) being **leading national research institute** in the fields of physics, physico-chemistry, engineering

(2) being **competitive on an international scale**.

- d. **High standards of recruitment procedures** – directed towards attracting and selecting the best possible candidates for research positions. The recruitment processes will be fully complied with OTM-R standards (meaning Open, Transparent and Merit-based Recruitment) (see OTM-R Policy).

6. **For the years 2021-2024 there are planned and entered into the action plan (Revised Action Plan)**, inter alia: the following actions for the future development of research staff:

- a. Create an efficient and effective internal communication system
- b. Selecting future leaders of research teams and developing their competences in various forms, including by continuing the talent development program - Future Leaders.
- c. Improving friendly forms of service and support for NCBJ employees and doctoral students who do not speak Polish
- d. Supporting the mobility of researchers by creating new communication tools and exchange of experiences
- e. Facilitating cooperation by creating mechanisms and tools for information exchange.
- f. Raising awareness of the principles described in the European Charter for Researchers, in particular the principles of professional ethics and anti-discriminatory principles. Effective communication regarding the handling of different categories of complaints and appeals.