

HR Excellence in Research

Internal Review

Internal Review

Case number

2018PL357687

Name Organisation under review

National Centre for Nuclear Research

Organisation's contact details

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Submission date to the European Commission

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1. Organisational Information

Please provide an update of the 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 *	335
Of whom are international (i.e. foreign nationality) *	72
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	52
Of whom are women *	55
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	76
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	150
Of whom are stage R1 = in most organisations corresponding with doctoral level *	108
Total number of students (if relevant) *	52
Total number of staff (including management, administrative, teaching and research staff) *	1187
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	85640000
Annual organisational direct government funding (designated for research)	22053000

RESEARCH FUNDING (figures for most recent fiscal year)

€

Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)

30070000

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 research institute overseen by the ministry responsible for managing energy resources. NCBJ operates in both Otwock and Warsaw, with a rich history and a notable scientific impact, particularly in fields such as physics, material science, nuclear and plasma technology, and astrophysics. The institute conducts both basic and applied research on nuclear energy, various subfields of particle physics, and related areas, with applications in medicine and industry. NCBJ also houses the only nuclear research reactor in Poland, which is used for scientific research as well as the production of radiopharmaceuticals.

2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Note: Click on the name of each of the four thematic headings of the Charter & Code to open the editor and provide your answers in the Internal Review for Interim Assessment dedicated section.

Ethical and professional aspects*

**Strengths and Weaknesses (Initial Phase)****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 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.

Strengths and Weaknesses (Interim Assessment)

Strengths:

- 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.
- 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 were no formal complaints on these issues.

Weaknesses:

- 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 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.

- 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.

Strengths and Weaknesses (Award Renewal, max 500 words) *

Strengths:


- **Research Freedom and Professional Responsibility:** The most recent survey confirms that Research Freedom and Professional Responsibility received the highest ratings (98% positive responses) among all principles.
- **Procedures for Reporting Inappropriate Behaviour:** Established protocols cover all areas of the organization's operations, including scientific ethics, interpersonal relations, and legal and financial misconduct. Designated "trusted advisors" are available to review reports, fostering a sense of security among employees. In the 2023 satisfaction survey, this aspect was rated 4.01 out of 5. All proceedings maintain complete protection and confidentiality, with few complaints reported, though these are analyzed carefully, particularly concerning the perceived security of participants.
- **IPR Compliance:** The organization maintains a strict adherence to intellectual property rights, with no instances of plagiarism reported.
- **Discrimination Prevention:** Annual satisfaction surveys now include questions on discrimination, followed by in-depth analysis and action plans to address any issues. The HR department provides support and coaching for leaders and systematically implements actions from the Gender Equality Plan. Training is available for multicultural teams.
- **International Environment:** With a well-functioning Welcome Point (<https://www.ncbj.gov.pl/welcome-point> (<https://www.ncbj.gov.pl/welcome-point>)), the Internationalization Strategy of NCBJ (<https://www.ncbj.gov.pl/en/internationalization-strategy-ncbj> (<https://www.ncbj.gov.pl/en/internationalization-strategy-ncbj>)), and HR initiatives aligned with internationalization, the organization is an active member of the Euraxess network.
- **Societal Collaboration:** Efforts focus on promoting physics knowledge, supporting the development of the energy and nuclear sectors, and producing radiopharmaceuticals.

Weaknesses:

- **Low International Patent Output:** Limited awareness of intellectual property rights and security issues in international collaborations.
- **Conflict Resolution Effectiveness:** Employees perceive the effectiveness of conflict resolution within and between research groups as low, with limited awareness of available support for addressing these challenges.
- **Diversity and Inclusion Awareness:** While awareness of gender balance is relatively high, understanding diversity's broader benefits is moderate. Further efforts are needed to promote diversity across dimensions such as age, disability, and neurodiversity.

- **Internal Communication:** Communication within teams and departments could be improved to enhance collaboration and information flow.

Remarks (max 500 words)

Recruitment and selection* **Strengths and Weaknesses (Initial Phase)****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.

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.

Strengths and Weaknesses (Interim Assessment)

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 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.

Weaknesses

- 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. These aspects requires more attention

Strengths and Weaknesses (Award Renewal, max 500 words) *

Strengths

- **Enhanced Recruitment and Selection Procedures:** A comprehensive, updated recruitment and selection process aligns with the OTM-R policy and the European Charter for Researchers.

- **OTM-R Training:** Training on OTM-R policies is provided at the PhD School, equipping future researchers with essential knowledge from early on.
- **Transparent Job Postings:** All scientific job openings are posted for at least 21 days in both Polish and English, extending beyond the NCBJ website to reach a broader audience.
- **Increased Candidate Interest:** The Institute has observed growing interest from candidates eager to work there.
- **Complaint-Free Process:** There have been no complaints or appeals regarding recruitment procedures or committee decisions, indicating high satisfaction with the process.
- **Diverse Selection Committees:** Selection committees are composed of experts in relevant fields and demonstrate diversity in experience, gender, and age.
- **Internship Demand:** The Institute has strong interest from students and pupils seeking unpaid internships, including applicants from both Polish and international universities.
- **Welcome Point and HR Support:** The Welcome Point and HR Team offer support to researchers before they officially join, enhancing the Onboarding experience.

Weaknesses

- **Generic Candidate Information:** Information provided to candidates is often too generic and lacks personalization, which could impact engagement.
- **Inclusive Language in Job Offers:** Job postings rarely reflect diversity and inclusion in the language used, which may hinder attracting a more diverse pool of candidates.

Remarks (max 500 words)

Working conditions*

**Strengths and Weaknesses (Initial Phase)****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" remuneration 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 remuneration 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 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. 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.

Strengths and Weaknesses (Interim Assessment)

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
- 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.
- 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.

Weaknesses

- 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.


Strengths and Weaknesses (Award Renewal, max 500 words) *

- **Enhanced Research Infrastructure:** Research infrastructure development includes comprehensive databases of equipment and services, supporting efficient resource management.
- **Growing International Collaborations:** Increasing international collaborations and participation in project consortiums enrich research opportunities and expand networking.
- **Job Security:** Most employment contracts are permanent, providing employees with a strong sense of security.
- **Permanent Contracts for Postdoctoral Researchers:** Postdoctoral researchers benefit from permanent contracts, which is uncommon in many institutions.
- **Support for Caregivers:** There is strong institutional support for employees who are parents of young children or caregivers for needy individuals.
- **Flexible Working Options:** Flexible working hours and task-based work arrangements are available to meet diverse employee needs.
- **Reliable Salary Payments and Project Compensation:** Salaries are paid reliably, and participants in externally funded projects receive additional compensation.
- **Professional Development Opportunities:** Employees can participate in conferences, meetings, international exchanges, and training at partner organizations, supporting ongoing professional growth.
- **No Overtime Requirement:** The institution has a policy that does not require overtime, supporting work-life balance.
- **Welcome Point for International Employees:** The Welcome Point provides dedicated support for international employees, facilitating smoother integration.

Weaknesses:

- **Limited Awareness of Salary Statistics:** Statistical information about salary levels is not widely known among employees, which could impact transparency and satisfaction.
- **Accessibility Limitations:** Research infrastructure does not fully meet accessibility needs for disabled researchers, with issues such as lack of lifts, narrow doorways, ramps, and accessible restrooms.
- **Access to Research Infrastructure:** Not all interested employees can occasionally access research infrastructure, which may hinder productivity and inclusion.
- **Administrative Burden on Researchers:** Administrative procedures can be time-consuming for researchers, reducing the time available for core research activities.

Remarks (max 500 words)

Training and development* **Strengths and Weaknesses (Initial Phase)****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.

Strengths and Weaknesses (Interim Assessment)

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.
- 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 as an offer of training/consulting services for the business sector, public management sector, etc.

Weaknesses

- 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.

Strengths and Weaknesses (Award Renewal, max 500 words) *

Strengths

- **Effective Talent Development Program:** The *Future Leaders* program fosters the growth of promising talent, preparing them for leadership roles in the future.
- **Best Practice Sharing Program:** A structured program that facilitates the exchange of best practices, enhancing organizational efficiency and knowledge transfer.
- **Improved Knowledge Dissemination:** There has been an improvement in promoting and sharing researchers' successes and achievements, increasing visibility and recognition.
- **Digital Library and Repositories:** The availability of a digital library and project repositories supports researchers by providing easy access to valuable resources.
- **Wide Access to Publications and Journals:** Researchers have broad access to publications and scientific journals, enabling them to stay updated with the latest research developments.
- **Support for Project Applications:** There is clear information available about new project funding opportunities, along with support for preparing applications and managing project settlements.

Weaknesses:

- **Ineffective Career Advancement:** Career progression, particularly in collaboration with industry, is currently ineffective and needs further development.
- **Low Interest in Mentoring:** There is limited interest in mentoring programs, which could impact the development of younger or less experienced researchers.
- **Balancing Supervisory Roles:** It is challenging for supervisors, promoters, and mentors to balance their roles while effectively supporting less experienced researchers.
- **Leadership Skill Development Needs:** There remains a significant need to develop leadership skills further among researchers, particularly those in managerial or supervisory roles.
- **Lack of Standardized Project Management Methodologies:** Researchers do not universally use standardized project management methodologies, which can lead to inconsistencies and inefficiencies.
- **Limited Awareness of Security in International Collaborations:** There is a low level of awareness regarding the security risks associated with collaboration with foreign companies, which could jeopardize intellectual property or data security.
- **Collaboration and Knowledge Sharing Culture:** The culture of collaboration and knowledge sharing still requires development, especially in fostering openness to the exchange of experiences and ideas.

Remarks (max 500 words)

Have any of the priorities for the short- and medium term changed? (max 500 words)

The institute's short- and medium-term priorities have not changed.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)

There were no new circumstances affecting the HR strategy.

Are any strategic decisions under way that may influence the action plan? (max 500 words)

No, there are currently no strategic decisions underway that could impact the action plan.

3. Actions

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered or omitted, please provide a commentary for each action. You can also add new objectives.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.

Proposed ACTIONS

Action 1	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>INTERNAL COMMUNICATION IMPROVEMENT</p> <p>Improve the effectiveness of getting through with information relevant to employees. In particular, concerning:</p> <p>(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. a) Conducting an analysis of information / communication needs (interviews with managers) in research and project teams in terms of both the</p>	<p>(-/+) 24. Working conditions</p> <p>(+/-) 29. Value of mobility</p> <p>(+/-) 34. Complains/ appeals</p>	<p>4Q 2021 - 2Q 2022; then permanent activity</p>	<p>Communication and Promotion Office</p>	<p>Improving the results of the employee opinion survey in the area of internal communication</p> <p>Reducing the number of critical comments on internal communication in the opinion survey</p>

Proposed ACTIONS

Action 1	Current Status	Remarks
<p>preferred channel (form) of communication and the category of expected content b) Drawing conclusions and probably launching a regularly functioning new tool (channel) of internal communication (a "targeted" tool to consider - to defined groups of recipients) c) Promoting good practices of internal communication, also locally - in departments, teams</p>	COMPLETED	<p>Summary of NCBJ Developments and Initiatives (2019–2024) Website Development and Digitalization Initiatives 1. Intranet and Website Enhancements: - 2021/2022: NCBJ's internal intranet website was redesigned to be more user-friendly, and a bilingual version was introduced. New multimedia content, including products, offers, projects, and lectures from the "Science Popularization" series, was also added. - Q1 2024: The new NCBJ website, available in Polish and English, was launched. It features more accessible access to databases, contacts, regulations, instructions, and training materials. A new graphic design was introduced to streamline access to crucial information. - Content Development: Descriptions of departments were added to the website by Q4 2023, enhancing transparency. 2. Digitalization of Administrative Processes (2019–2024): - Objectives: To streamline operations through digital technologies, automate tasks, and improve efficiency while supporting remote work and providing modern IT tools to enhance employee experience. Implemented Solutions: - 2020-2023: Electronic systems were developed for handling purchase requests, leave requests, procurement documentation, recruitment processes, business trips, and more. - 2021: Creating the "NCBJ Infrastructure Database" and "Catalogue of Competencies for Services Provided by NCBJ" to support better resource management. - 2024: A newsletter was introduced to help researchers access mobility programs and open project calls. - Library Digitalization: The library has digitized resources, including theses, reports, and scientific journals, and will launch a quarterly newsletter in 2024 to update employees on library materials, open publishing opportunities, and relevant training/webinars. 3. Communication and Knowledge Sharing: - Email notifications about scientific seminars and news regarding new projects, initiatives, and organizational changes are regularly disseminated. - Information is also shared on LinkedIn and Facebook for external audiences. - Internal and external communication has been integrated into the NCBJ Communication and Promotion Unit to ensure consistent messaging. Onboarding Process (2022-2024) - Objectives: To on-board new employees effectively by familiarizing them with departmental specifics and providing necessary tools and support. - Onboarding Activities: - Obligatory Training: Automated welcome emails and bilingual training modules. - "Welcome to NCBJ" Manual: A comprehensive guide to help new employees navigate their first days at the Institute. - Performance Evaluation: Conducted after three months of employment via a preliminary evaluation form. - Manager's Guide: A manager manual outlining the Onboarding process during the first 90 days. Employee Satisfaction Surveys (2019–2024) • Survey Structure: Since December 2019, NCBJ has conducted annual employee surveys in two language versions (Polish and English). The surveys</p>

Proposed ACTIONS

Current Status	Remarks
	<p>are externally and internally audited for security and data protection. • Survey Content: - Closed Questions: Based on the Gallup Institute method to assess team satisfaction. - Open Questions: Evaluating management practices at the Institute and departmental levels. • Results and Actions: - Action Steps: Regular meetings with the Institute Director to summarize activities and address challenges. - 2023 Update: The survey frequency changed every two years, allowing time to implement changes and assess their effects. Additional Communication and Feedback Initiatives • Regular Meetings: The Director holds meetings with employees during challenging periods (e.g., pandemics, financial issues). • Employee Organizations: Directorate meetings with trade unions and regular department-level meetings to improve communication flow. These ongoing developments reflect NCBJ's commitment to fostering a transparent, efficient, and supportive work environment, leveraging digital tools and improved communication to engage and support both current and future employees.</p>

Proposed ACTIONS

Action 2	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>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</p>	<p>(++) 10. Non discrimination (+/-) 34. Complains/ appeals</p>	<p>3Q 2020</p>	<p>Scientific Secretary + HR Unit</p>	<p>Non discrimination notice published. Compliance Officer appointed. New complaints procedure approved and announced.</p>

Proposed ACTIONS

Action 2	Current Status	Remarks
existing procedures for handling complaints on: (a) mobbing behaviour (b) appeals against the evaluation of research achievements	COMPLETED	<p>1. Charter and HR Strategy - The Charter outlining HR principles has already been published on the NCBJ Intranet. - The HR Strategy for Researchers at NCBJ (2021-2024) has been developed and made available, aligning with the European Charter for Researchers principles. - The HR Policy for NOMATEN CoE (NCBJ department) follows a separate strategy, effective from 2020, that also aligns with the HR4RS principles. 2. HR Excellence Logo Usage The HR Excellence logo has been prominently featured in the following: - Business cards and email signatures of HR unit employees. - All job postings. - Onboarding toolkit. - Presentations for employees from management. - Training presentations that implement the principles of the European Charter for Researchers (e.g., Future Leaders program, Best Practice Sharing). 3. Euraxess Membership NCBJ has joined Euraxess Poland, the European network supporting researcher mobility. This membership enables additional support for international employees in recruitment and integration processes. 4. Formal Complaint/Appeal Procedures NCBJ has clearly defined procedures for addressing formal complaints and appeals in three key areas: a) Mobbing Behaviour and Team Relations: - An internal anti-mobbing procedure is in place that applies to all forms of inappropriate behaviour, including discrimination. - Any employee concerns are reported to the HR unit, which takes action to resolve conflicts, including mediation and training. - Annual reviews between supervisors and employees are conducted to assess collaboration, provide feedback, and set development goals for the year. - Since 2022, the annual employee satisfaction survey has included questions on the observation of discriminatory behaviours, with 18% of respondents in the 2023 survey indicating they noticed such behaviours. These instances are thoroughly investigated. b) Ethics in Science - The NCBJ Scientific Council has adopted the Code of Ethics for Researchers, in line with the third edition of the Polish Academy of Sciences' Code. - Disciplinary spokesman (Compliance Officer) and the NCBJ Disciplinary Committee are elected by research and research-technical employees who have been at NCBJ for at least 5 years. The last election took place in November 2023. - The Code of Ethics and complaint/appeal procedures are published on the Intranet for accessibility. c) Breaches of Law - A detailed procedure for reporting breaches of the law is available and has been published on the official NCBJ website: https://www.ncbj.gov.pl/sites/default/files/prasa/INTERNAL%20NOTIFICATION%20PROCEDURE.pdf</p> <p>5. Promoting Good Practices in Internal Communication Since 2019, the annual employee satisfaction survey has included questions addressing internal communications. Results are analysed and discussed with management, leading to the implementation of changes and the organization of</p>

Proposed ACTIONS

Current Status**Remarks**

workshops to improve communication within the organization. This structure ensures that NCBJ upholds a high standard of HR practices, fosters ethical behaviour, and promotes a positive working environment, contributing to employee satisfaction and organizational success.

Proposed ACTIONS

Action 3	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>PERFECTING THE ENGLISH LANGUAGE SERVICE FOR NEWCOMERS. MORE "BILINGUALISM" OF THE INSTUTUTE</p> <p>Improving activities for employees starting work, especially for newly hired English-speaking employees.</p> <p>a) NEWCOMERS: Creation of the Welcome Point team - (several people with functions of Hospitality Managers) - improvement of onboarding procedures for foreigners Improving the on-boarding procedure (providing information materials for managers hiring new employees, providing materials to new employees,</p>	<p>(++) 10. Non discrimination</p> <p>(+/-) 12. Recruitment</p>	<p>4Q 2021 – then permanent activity English version of the Intranet completed until 4Q2022</p>	<p>HR Unit</p>	<p>Existence of an internal guide for newcomers. Existence of support for foreign researchers.</p>

Proposed ACTIONS

Action 3	Current Status	Remarks
<p>organizing the NCBJ Day for newly hired people) 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. c) Introducing a standard that in each administrative unit (indicated list) there are employees who can service employees in English</p>	COMPLETED	<p>Improving English-Language Support for Newly Arrived Employees and Enhancing Institute Bilingualism Objective: To improve support for newly arrived employees, particularly those who communicate exclusively in English, and to increase the overall bilingualism of the institute. a) Newly Arrived Employees (Newcomers):</p> <ul style="list-style-type: none"> • Establishment of a Welcome Point Team: A team consisting of several specialists, including four with language and intercultural expertise, will serve as Hospitality Managers. Their responsibilities will include: <ul style="list-style-type: none"> - Relocation Support: I coordinate arrival logistics, assist with transportation and accommodation, provide information on social and health insurance, and guide employees in finding educational opportunities for children. - Visa and Administrative Formalities: Assisting with registration processes, opening bank accounts, navigating the Polish tax system, obtaining a PESEL number, applying for residence permits, and accompanying employees to relevant offices. - Integration and Cultural Adaptation: We organize introductory meetings, language courses, and cultural workshops to facilitate smooth integration into Polish life and the NCBJ community. - Onboarding Procedures for Foreign Employees: They ensure that newcomers receive adequate support during their first days and weeks, helping them adjust to the workplace and their new environment. These efforts will help prevent potential cultural misunderstandings, foster team cohesion, and align NCBJ's operations with international service standards. • Enhancing the Onboarding Process: They are providing hiring managers and new employees with comprehensive informational materials and organizing an "NCBJ Day" for newly hired employees to help them better understand the institution's culture and operations. b) All Employees: <ul style="list-style-type: none"> • Improved English-Language Information Service: We are enhancing the user-friendliness of the English-language information service and updating the intranet to ensure more accessible access to procedures, documents, and other materials in English. • Bilingual Standard for Administrative Units: It is appointing designated bilingual staff within vital administrative units, including HR, Payroll, Legal, Nuclear Safety and Health Protection, Safety and Security, Economics, Administrative Services, Science and Technology Park, Project Management, Communication and Promotion, and IT. This will ensure seamless communication for international employees. • Simultaneous Translation for Meetings: They provide real-time English interpretation during official meetings with the NCBJ Director, ensuring that non-Polish-speaking employees are fully included. • English-Speaking Staff: We designate English-speaking personnel in each administrative unit to ensure smooth and friendly communication for international employees. • Cafeteria Menu Translation: I am translating the cafeteria menu into English to provide international employees convenient access to meal options. • Euraxess

Proposed ACTIONS

Current Status	Remarks
	<p>Membership: NCBJ has joined Euraxess, a European network that supports researcher mobility, to offer additional support in recruiting and integrating foreign employees. • Bilingual Communication: All organizational emails, announcements, attachments, HR documents, and materials within the Electronic Document Circulation (EDC) system will be sent in a bilingual format, ensuring accessibility for all employees. These actions will enhance the NCBJ's ability to support its international workforce, foster inclusion, and improve internal communication across all levels of the organization.</p>

Proposed ACTIONS

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 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

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 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.

Proposed ACTIONS

Action 4	Current Status	Remarks
will be published on the Intranet.	COMPLETED	<p>NCBJ Infrastructure Database In Q3 2021, NCBJ launched the Infrastructure Database as a tool designed to simplify the search for equipment and infrastructure across various NCBJ departments. Objectives: • To provide NCBJ employees with an efficient tool for locating equipment and infrastructure within the Institute. • To support the analysis of available services and unique laboratory equipment, fostering collaboration with the commercial market. • To encourage internal collaboration by facilitating direct contact with the responsible personnel for each piece of equipment, reducing the need to outsource services to external companies. Access the NCBJ Infrastructure Database: https://intranet-infrastruktura.ncbj.gov.pl/ Service Competency Catalogue for NCBJ In 2022, NCBJ introduced the Service Competency Catalogue to standardize and share information about the equipment and services provided by the Institute. Objectives: • To create a standardized inventory of services offered at NCBJ. • To enable quick identification of available services and equipment within NCBJ. • To make this information easily accessible to NCBJ employees via a dedicated platform. • To prepare an industry-oriented service offer based on catalogued services. • To publish the service catalogue on the NCBJ Science and Technology Park (PNT) and NCBJ websites, as well as in printed materials. • To effectively communicate the available services to the industry. • To provide easy access to service descriptions needed for project proposals submitted by NCBJ staff. Activities: • Q1 2023: In collaboration with PNT staff, managers were asked to prepare service information using a predefined template, which included essential details for the catalogue. Keywords were also identified for each service. • Q2 2023: Final data verification and updates were conducted. • Q2-Q4 2023: A series of working meetings were organized to refine the catalogue, resulting in eight versions with iterative improvements. • December 2023: Draft technology sheets were created, detailing various NCBJ areas. These sheets include key service information and relevant graphics. Currently available in Excel format, the Service Competency Catalogue serves as a foundational resource to improve service accessibility, communication, and industry collaboration.</p>

Proposed ACTIONS

Action 5	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>Action 5. FURTHER IMPLEMENTATION OF FLEXIBLE WORKING TIME SOLUTIONS Task-oriented working time already exists as a possibility. 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. Next steps (08.2021) a) Monitoring of the adopted solutions, creating materials to support managers in managing teams working hybrid b) Optimization of the</p>	(-/+) 24. Working conditions	1Q 2022	HR unit (cooperating with HR admin team)	New rules and guidelines published.

Proposed ACTIONS

Action 5	Current Status	Remarks
solution introduced in 07.2021	COMPLETED	<p>NCBJ has made significant strides in implementing flexible work practices, particularly in response to the challenges posed by the COVID-19 pandemic. The measures, including remote work, flexible hours, and specialized support for parent employees, aim to support employee well-being while maintaining organizational productivity. Key Developments and Measures: 1. Hybrid Work Solutions and Training (2020-2021): - In response to the pandemic, NCBJ adopted hybrid work solutions to accommodate the shift to remote work. - The HR team developed training materials on managing teams remotely, helping managers navigate the challenges of a transition to remote work. - These insights were crucial in developing long-term flexible work options for NCBJ personnel, including remote work and flexible scheduling. 2. Director's Order No. 9/2023: Regulations for Remote Work at NCBJ (March 2023): a) On March 27, 2023, NCBJ established formal "Regulations for Remote Work," replacing the temporary COVID-19-related remote work policies. b) The regulations were created to align with amendments to the Polish Labour Code, effective March 9, 2023. c) The regulations outline key principles, including the following: - Employees can apply for occasional remote work up to 24 days per year. - Employees with young children are allowed to work remotely in consultation with their supervisors. - A safe and suitable workspace for remote work, along with the provision of necessary tools (such as computer, telephone, software), is required. - Data protection measures, including VPN use, are mandated. - Compliance with health and safety regulations, such as regular breaks and maintaining an adequate work environment, is emphasized. 3. Additional Flexible Work Options: a) NCBJ also introduced a range of flexible work arrangements for employees, especially those who are parents. These include: - Shortened workweeks or weekend hours. - Flexibility in working hours or reduced working hours. - Each arrangement is individually assessed and agreed upon with supervisors to ensure the continuity of team workflow. b) These measures help employees balance family and professional responsibilities, particularly for parents. 4. Remote Work Registration System: - NCBJ introduced an electronic system for remote work registration, providing secure access for employees working remotely and ensuring smooth coordination. 5. Handbook for Parent Employees (Q1 2023): - In early 2023, NCBJ's HR and legal departments developed a "Handbook for Parent Employees." The handbook provides essential information regarding rights and benefits for parent employees and includes links to relevant legal documents. - The guide aims to improve communication, assist in balancing work and family life, and strengthen organizational support for parents. - It encourages a culture of work-life balance and informs employees about available accommodations and family-related benefits. 6. Manager Training</p>

Proposed ACTIONS**Current Status****Remarks**

and Bilingual Materials (2023): - In September 2023, NCBJ conducted training for managers to familiarize them with the updates in Polish labour law, especially regarding remote and flexible work.
- In collaboration with the legal department, the HR team developed bilingual materials (Polish-English) on remote work and other flexible working arrangements, which were distributed to managers to ensure proper implementation.

Proposed ACTIONS

Action 6

Develop new functions/roles:

Hospitality Managers 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 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.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
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(+/-) 29. Value of mobility	2Q 2020 – 4Q 2020	HR Unit	Hospitality Manager appointed.
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Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>The Welcome Point at NCBJ, established as a key initiative based on the successful Hospitality Manager role at NOMATEN CoE, has become an essential support service for international researchers, employees, and visitors. This initiative aims to assist with the challenges that foreign staff face in settling in Poland and integrating into NCBJ's culture. Below is a detailed overview of its development, activities, key achievements, and expansion:</p> <p>Development of New Roles/Functions: Hospitality Managers Supporting International Researchers</p> <p>1. Establishment of the Welcome Point:</p> <p>a) Building on the successful experience of Hospitality Managers at NOMATEN CoE, NCBJ set up the Welcome Point to provide comprehensive support for international employees and visitors. b) The Welcome Point was officially launched in January 2021, starting with a team consisting of: - 1 Welcome Point Coordinator - 3 Hospitality Managers - 1 HR Support Person c) The team works at a combined total of 1.2 FTE, ensuring dedicated, personalized assistance for foreign researchers and staff.</p> <p>2. Key Responsibilities of the Welcome Point Team: The Welcome Point team covers a wide range of tasks designed to make international staff feel welcome and supported in their daily activities. These include: - Diploma recognition, residence legalization, and adaptation processes. - Assistance with administrative tasks, including translations and Polish language instruction. - Coordination of the employee volunteer program and organization of integration events to encourage engagement and community building. - Support for international visitors, including bilingual assistance during events and conferences.</p> <p>3. Key Achievements: - Increased Interest in NCBJ: The Welcome Point has significantly boosted the institute's appeal among international researchers by offering robust support and streamlining administrative processes. - Cultural Change: The team's activities have promoted openness and fostered intercultural integration within the institution, contributing to a more inclusive atmosphere. - Bilingualism: The consistent use of bilingual documentation and communication has improved accessibility for international staff, helping to bridge language barriers. - Development of Intercultural Competencies: The team has developed valuable skills for working in a diverse, multicultural environment, which has been beneficial both for staff and NCBJ as a whole.</p> <p>4. Activities of the Welcome Point Coordinator: - Daily Support for International Employees and Students: The coordinator helped foreign staff with day-to-day tasks and ensured smooth integration into NCBJ's systems. - Translation of Internal Legal Acts, Announcements, and Promotional Materials: Ensuring that vital information is accessible to all employees, regardless of language. - Relocation Support: Developing materials to guide international staff through relocation processes, which are available on the intranet in both Polish and English. - Event Organization: The</p>

Proposed ACTIONS

Current Status	Remarks
	<p>coordinator played a key role in organizing events such as the Family Picnic and various workshops for integration and cultural exchange. - Creation of a Database: A comprehensive database was created to support residence legalization, education, employment, and the recognition of foreign qualifications, which has become an invaluable resource for international staff. Expansion of Welcome Point Functions to Support International Guests and Conferences: - The role of the Welcome Point has evolved to include more responsibilities as NCBJ increasingly hosts international guests and organizes scientific events. - The team now assists in hosting foreign visitors and provides bilingual support during institute conferences and other academic events, ensuring seamless communication and a high standard of hospitality for NCBJ's global partners. Training Organized for Multicultural Teams: a) NCBJ has made efforts to promote integration and effective communication within its increasingly diverse teams. This includes a series of workshops designed to equip staff with the skills to work efficiently in multicultural settings: - 8 Workshops on Communication and Collaboration: These workshops were attended by 25 participants, including both Polish and international employees. Topics focused on the dynamics of multicultural teams, with separate workshops for different employee groups: 4 workshops for Doctoral School students 2 workshops for employees in international teams 1 workshop for group leaders and supervisors 1 joint workshop for employees and managers - The workshops were conducted in English, concluded with certifications, and provided training materials to help reinforce key lessons. Workshops within the NOMATEN Teaming Program: - Q1 2021: The NOMATEN Teaming Program offered workshops on communication in multicultural teams, followed by online follow-up sessions in February. These workshops aimed to provide participants with tools to collaborate effectively in diverse environments, which was the first opportunity for many to reflect on their experiences working in culturally varied teams. Training for Supervisors and Mentors: - Q2 2023, NCBJ organized a "Communication and Collaboration in a Multicultural Team" management workshop led by Dr. Michał Chmielecki. This session addressed management challenges and strategies for working in international teams. - The training covered cultural adaptation, cultural shock, and cross-cultural management, offering managers tools to foster a common international team culture. - Additional intercultural communication management workshops were held for the Welcome Point team to ensure that staff members are equipped to handle the needs of diverse teams effectively.</p>

Proposed ACTIONS

Action 7	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>MORE EFFECTIVE IMPLEMENTATION OF PROMOTING INTERNATIONAL MOBILITY OF RESEARCHERS a)</p> <p>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 look, who can be a helpful contact. An analysis of the possibility of implementing an information service with similar functionality as at large universities (University of Warsaw) will be carried out. Active promotion of trips where NCBJ has scientific cooperation</p>	(+/-) 29. Value of mobility	1Q 2022 – 3Q 2022 then permanent activity	Scientific Secretary Division	Existence of an information service on the Intranet Number of researchers from NCBJ going on foreign internships and post-doc assignments

Proposed ACTIONS

Action 7	Current Status	Remarks
<p>b) Implementation of access facilitation to mobility programs operated by such agencies as NAWA c) Systematic and more complete data collection on trips (conferences, post-doc secondments, internships) d) Take into account the mobility aspect in the course of the Annual Appraisal Talks as a standard 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>	COMPLETED	<p>Implementation of Information Service and Support for Researcher Mobility at NCBJ The National Centre for Nuclear Research (NCBJ) has enhanced its support and resources for researcher mobility by developing a comprehensive information service on mobility opportunities, workshops on intercultural communication, and systematic integration of mobility as a key component in researcher evaluations. Below is a breakdown of these implementations and their objectives.</p> <p>1. Establishment of Information Channels for Mobility Opportunities - New Position in Scientific Secretary Division (1Q 2021): A specialist position for fundraising and research promotion was created to streamline the dissemination of information on research funding. This role centralizes updates on available grants and funding opportunities, shared efficiently on the NCBJ intranet under the "Upcoming Events" section.</p> <p>- International Mobility Offers and Fellowships Platform (2021/2022): A dedicated platform for mobility opportunities, listing scholarships, internships, and research travel options based on European listings such as Euraxess, was launched. This resource aids researchers in identifying potential mobility funding.</p> <p>- "International Mobility of Researchers" Web Section (2024): To increase visibility and accessibility, a section on researcher mobility was added to NCBJ's external server, accessible at: https://www.ncbj.gov.pl/strefa-projektow-mobilnosc</p> <p>- Business Travel Protocols Section (2024): A section outlining international travel and visitor hosting protocols was created, ensuring employees have a clear understanding of international travel procedures.</p> <p>- Quarterly Mobility Newsletter (Q1 2024): A quarterly newsletter was implemented, sharing:</p> <ul style="list-style-type: none"> • Open calls for research project proposals. • Ongoing competitions and funding opportunities for researchers. • Information on relevant training sessions, webinars, and proposal preparation events. <p>2. Integration of Mobility as a Key Evaluation Criterion - Mobility in Department Evaluations (Q4 2022): "Mobility" was introduced as a criterion in departmental evaluations, which are reviewed annually. Information on these criteria is available at: https://www.ncbj.gov.pl/en/statutory-activities.</p> <p>- Director's Orders for Mobility-Based Evaluations: Mobility now serves as an official assessment criterion for scientific personnel. This incentivizes international collaborations and increases awareness of the value NCBJ places on global research engagement.</p> <p>- Data Collection System for International Travel (Q1 2023): NCBJ's data collection system for tracking researcher mobility was upgraded to include:</p> <ul style="list-style-type: none"> • Digital records of international business travel. • Additional fields to capture detailed information about travel and collaboration activities, improving data quality on international engagement. <p>3. Promoting Diversity and Intercultural Competence To foster an inclusive environment that supports researcher mobility, NCBJ has organized workshops aimed at strengthening intercultural competencies and open</p>

Proposed ACTIONS

Current Status	Remarks
	<p>attitudes among team members. • Intercultural Workshops for Team Members (Q1 2021 - Q2 2024): NCBJ held eight workshops focused on effective collaboration within multicultural teams. The workshops included: - Doctoral Students: Four workshops tailored for doctoral candidates to build communication skills and intercultural understanding. - International Team Staff: Two sessions for NCBJ staff in international teams. - Leaders and Supervisors: Specific training for team leaders, focusing on managing multicultural teams. - Joint Team Workshops: A combined workshop for both employees and managers, allowing team members to discuss experiences and reflect on the benefits of diversity. • Regular Integration Workshops for Doctoral School Curriculum (Q4 2024): Building on the success of previous workshops, intercultural communication workshops will be a permanent part of the Doctoral School curriculum, underscoring NCBJ's commitment to fostering a supportive environment for international team members. REMARKS These measures underscore NCBJ's dedication to promoting researcher mobility, enhancing information accessibility, and building an intercultural aware environment. Through robust support systems, NCBJ not only increases its attractiveness to international researchers but also strengthens its reputation as a leader in fostering global research collaboration. The structured approach to mobility support, aligned with Polish and European guidelines, significantly enhances NCBJ's position within the international scientific community.</p>

Proposed ACTIONS

Action 8	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>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 The seminars would be proposed for all senior research workers (R3 and R4). It would be conducted in the Best Practice Sharing convention.</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>

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>Mentoring and Development Programs at NCBJ NCBJ has implemented several mentoring and development programs designed to cultivate leadership, enhance soft skills, and support knowledge sharing among researchers and doctoral students. Here's an overview of these initiatives, their outcomes, and challenges.</p> <p>1. Future Leaders Mentoring Program • Launch of the Future Leaders Program (Q4 2020): The Future Leaders program was established with mentoring as a key component. Aimed at nurturing leadership potential within NCBJ, this program pairs experienced mentors with emerging leaders to support their professional development. • Mentor Training (Q1 2022): A workshop was organized specifically for potential mentors within the program, targeting postdoctoral researchers and senior scientists from NOMATEN. This session equipped mentors with techniques to effectively guide and support mentees. • Expansion of Mentorship Program: Based on the success and insights gained from the Future Leaders program, the mentoring model was broadened to include the entire organization. Senior researchers expressed a strong willingness to participate as mentors; however, interest among potential mentees has been limited. Addressing this challenge remains a priority, as mentoring offers substantial benefits for career development, collaboration, and institutional knowledge transfer.</p> <p>2. Training Series for PhD Students From 2021 to 2024, a range of training sessions were organized for PhD students, led by senior researchers and focused on the development of essential soft skills and professional competencies. • Topics and Skills Covered: Training sessions addressed topics such as: - "Organizing and Planning for Success" – focused on time management and project planning. - "Working with a Team: Selected Aspects of Group Work" – emphasizing team collaboration and dynamics. - "Building Your Professional Brand" – on personal branding within the research community. - "Scientific Writing" – providing guidance on structuring, writing, and publishing research papers. These sessions offered PhD students valuable skills to complement their technical expertise, fostering a well-rounded professional development framework.</p> <p>3. Best Practice Sharing for Leaders and Project Managers From Q1 2023 to Q4 2024, NCBJ organized a series of workshops aimed at research group leaders and project managers across the institution. These five workshops provided a platform for managers to share insights and approaches related to leadership, team management, and project execution. This initiative also fostered a culture of collaborative learning, encouraging leaders to discuss challenges, share solutions, and adopt effective practices from their peers.</p> <p>REMARKS: Through these programs, NCBJ has made significant strides in fostering a collaborative learning environment, strengthening leadership, and supporting the professional development of its researchers. Despite challenges in</p>

Proposed ACTIONS**Current Status****Remarks**

attracting mentees, the institution's commitment to mentorship and skill-building reflects its dedication to creating a supportive and growth-oriented workplace. These efforts enhance NCBJ's organizational resilience, adaptability, and alignment with international best practices in research and team management.

Proposed ACTIONS

Action 9	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
DEVELOPMENT OF LEADERSHIP AND MANAGEMENT SKILLS AMONG THE CURRENT AND FUTURE NCBJ MANAGEMENT a) Organization and implementation of the next edition of the Future Leaders program based on the experience from the 2020/2021 edition b) Best Practice Sharing - a series of open sessions for NCBJ managers on team management c) Training in selected topics of team / project management methods, eg Agile Project Management	(-/+) 28. Career development (-/+) 30. Access to career advice (+/-) 36. Relation with supervisors (+/-) 40. Supervision	a) 4Q 2021 - 3Q 2022 b) 4Q 2021, then repeated at least once a quarter c) 4Q 2021, the following years as needed	HR unit (cooperating with Scientific Secretary)	Existence of a Future Leaders program and other planned activities

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>1. Since 2020, two editions of the "Future Leaders" program, aimed at developing future management staff, have been organized. The program is highly popular among both research staff and potential future management staff from supporting departments. Objective for participants: - Learning management competencies and taking responsibility for professional and academic career development at NCBJ. Criteria for candidates: - PhD degree or open PhD track, - Promotion of the employee to a managerial position, - Experience in task or small team management, - High potential for developing management skills. The Future Leaders program includes internal workshops such as: - "Best Practice Sharing" (a new feature introduced in the second edition), - "Managing Your Own Development," - "Guiding Your Career in Science in an International Research Environment," - "Industrial Partner for NCBJ," - "What Does a PhD/Habilitation/Professorship Mean to an Industry Partner," - "Legal Basics of the Institute's Operations," - "Managing Large Projects at NCBJ," - "LinkedIn as a Tool for the Modern Leader," and a series of "Leadership Skills" workshops conducted by an external company. Additionally, the program includes: - Regular meetings with mentors, - Workshops on creating Individual Development Plans, - Project group meetings called "Buddy Trios." The outcome of all Future Leaders editions held from 2021 to 2024 includes promotions or changes in positions for eight program participants: - One participant was promoted to Head of Department, - Fourteen participants continue to work as task managers, project managers, workshop leaders, or team leaders. Information about the program is available on the Institute's internal website. Objectives: - Raise awareness of the initiative among all NCBJ employees, - Encourage participation among employees interested in personal development.</p> <p>2. Leadership Training May and June 2024 - Training on selected topics in team/project management methods for team leaders, research group leaders, and managers, - Support for NCBJ employees in developing technology audits, - SCRUM and Agile methodologies.</p> <p>3. Since 2021, Best Practice Sharing workshops have been organized. These workshops allow managers to leverage the experience and knowledge of their colleagues. Objectives: - Support the professional development of managers and management skills, - Improve team efficiency, - Aid in achieving organizational goals, - Build a collaborative organisational culture, - Stimulate innovation. Workshops have included sessions with middle managers, team leaders, and project group leaders on topics such as: "How to Ensure Good Communication in a Team," "System (IT) Tools Supporting Teamwork," "Motivating Employees," "Yesterday a Colleague, Today a Boss,"</p>

Proposed ACTIONS

Current Status	Remarks
	"Why Do We Need Employee Satisfaction Surveys," "How to Make the Most of Future Leaders Training."

Proposed ACTIONS

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

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 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.
(+/-) 40. Supervision			
Current Status	Remarks		
COMPLETED	Leadership/managerial skills as a mandatory element of doctoral studies. - From 2020—PhD students participated in a series of training sessions (with senior researchers who shared their experience) focused on developing soft skills such as “Organizing and Planning for Success,” “Working with a team: Selected aspects of group work,” “Building your professional brand,” and “Scientific Writing.” Evaluation of the quality of teaching: PhD students from PhD School fill out a form an anonymous course evaluation survey at the end of each semester. The results are analyzed, and the program is adjusted to reflect their feedback and expectations.		

Proposed ACTIONS

Action 11

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

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 12. Recruitment			
(+/-) 13. Recruitment (Code)			
(+/-) 14. Selection (Code)			
(+/-) 15. Transparency (Code)			
(+/-) 16. Judging merit (Code)			
(++) 17. Variations in the chronological order of CVs (Code)	1Q 2019	HR Unit	Existence of published OTM-R policy.
(++) 18. Recognition of mobility experience (Code)			
(++) 19. Recognition of qualifications (Code)			
(++) 20. Seniority (Code)			

Proposed ACTIONS

Current Status	Remarks
COMPLETED	March 2019. The rules for recruiting researchers in accordance with OTM-R were developed and published on the NCBJ Intranet in Polish and English. The Steering Committee approved a document entitled: OPEN, TRANSPARENT AND MERIT-BASED POLICY OF RECRUITMENT RULES (OTM-R) FOR RESEARCHERS AT THE NATIONAL CENTER FOR NUCLEAR RESEARCH The NCBJ website was redesigned in 2024. The new website and intranet webpages are characterised by a modern look and straightforward navigation, allowing easy access to published HR Excellence-related documents. All recruitment announcements are now fully aligned with the OTM-R policy. https://www.ncbj.gov.pl/sites/default/files/prasa/OTM-R%20Policy.pdf

Proposed ACTIONS

Action 12

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 advertisements 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 presented (such as careers days, job fairs;

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 13. Recruitment (Code)	1Q 2019	HR Unit	Existence of the guidelines and templates.

Proposed ACTIONS

Action 12	Current Status	Remarks
Careers Centers at PL Universities / Technical Universities)	COMPLETED	<p>The thorough implementation of this initiative has been delayed due to formal reasons: In 2019, a comprehensive outline of the recruitment/selection procedure for candidates seeking scientific and research-technical roles was created. Standardized formats for job postings for different categories of research positions were established. A new minimum standard was introduced, extending the deadlines for responding to job listings. These factors were integrated into information and training initiatives (Action no.14). In 2019, efforts began to align internal legal documents with the principles of OTM-R. Creating formal directives to implement these regulations required revisions to the NCBJ Statute. • NCBJ Statute - the result of initiatives launched in 2019, sanctioned by the Ministry of Climate, which oversees the NCBJ, on 17th of June 2020. • NCBJ organisational regulations - amendments made in July and September 2020. • The Scientific Council approved the new recruitment regulations on 30 th of June 2021. We are awaiting the Director's directive for their implementation. Drafts of new digital forms and guidelines were developed, related to the deployment of the EOD system. Guidance for managers was created, and we are anticipating the Director's directive, which will subsequently be posted on the NCBJ Intranet. By 2024, instructions pertaining to recruitment processes for NCBJ managers have been formulated and published. The EOD system facilitates the drafting of job postings, the approval process for committee appointments, and the acceptance of the selected candidate's employment in line with the HRS4R Strategy and the OTM-R Policy guidelines. Internal legal documents were adjusted to comply with OTM-R principles. The drafting of formal directives to implement these regulations necessitated amendments to the NCBJ Statute. NCBJ Statute - the culmination of efforts initiated in 2019. The current Statute was approved by the Minister of Climate on 28th of June 2024. NCBJ organizational regulations - Director's Order No 20 /2023 dated on: June 30th of June 2023, regarding the establishment of NCBJ organizational regulations. New recruitment guidelines were established - Director's Order No. 1 /2024 dated on 3rd of January 2024, regarding the establishment of the Competitive Recruitment Procedures for hiring scientific and research-technical staff, in accordance with the "HR Strategy for NCBJ (HRS4R - Researchers) 2021-2024" and the "OTM-R Policy (Open, Transparent, Merit-Based Recruitment) at NCBJ." Since 2019, there has been active involvement in job fairs, which bolster recruitment activities and enhance the institute's reputation as an attractive employer while fostering valuable connections. Since 2019, the institute has partnered with career services, which helps disseminate information about recruitment processes to a broader audience of potential candidates. Job postings</p>

Proposed ACTIONS

	Current Status	Remarks
		are available on the websites of higher education institutions and are also shared during job fairs and various events organized by students.
Action 13		Timing (at least by year's quarter/semester)
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.	GAP Principle(s)	Responsible Unit
	(+/-) 14. Selection (Code)	
	(+/-) 15. Transparency (Code)	1Q 2019
	(+/-) 16. Judging merit (Code)	HR Unit
	Indicator(s) / Target(s)	
		Internal guide to Recruiting Standards for Research positions published.
	Current Status	Remarks
	COMPLETED	Written guidelines detailing recruitment standards have been established in a Recruitment Standards Handbook for scientific positions, which includes rules for the composition of recruitment committees. The HR department consults with and advises scientists on the publication of job announcements, with all steps incorporated into the formal recruitment procedure. New recruitment regulations were adopted under Director's Order No 1 / on the 3rd of January 2024, establishing the Regulations for Competitive Recruitment of Scientific and Research -Technical Staff, under the HR Strategy for NCBJ (HRS 4R - Researchers) 2021-2024 and the OTM-R (Open, Transparent, Merit-Based Recruitment) Policy at NCBJ.

Proposed ACTIONS

Action 14	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Action OTM-R 4. IMPROVEMENT OF SELECTED PRACTICES IN RECRUITMENT PROCESSES a) Implementation of a better standard of informing candidates about the recruitment process and selection criteria, the number of available positions, career development prospects. b) After completing the selection process, provide more careful feedback on candidates' applications c) Strengthening awareness of NON-DISCRIMINATION in recruitment processes	(+/-) 13. Recruitment (Code)	4Q 2021 – 2Q 2022	HR Unit	Better standards Implemented. Improved indicator in the survey in 2024 (15.Transparency)
	(+/-) 14. Selection (Code)			
	(+/-) 15. Transparency (Code)			
	(+/-) 16. Judging merit (Code)			

Proposed ACTIONS

Current Status	Remarks
COMPLETED	<p>In June 2019, before the confirmation of obtaining the HR Excellence Logo, the HR department prepared the content of a short training on the principles of OTM-R recruitment for members of the Recruitment Committees for scientific positions. After the discussion, it was agreed that the OTM-R policy and rules will be published on the Intranet, while short training seminars (online) will be intended for members of the Commission looking after the next ongoing scientific recruitment. Group training sessions for members of the Recruitment Committees were held in July, October and November 2019. Members of subsequent Recruitment Committees were informed about the principles of OTM-R recruitment on an individual basis, the content of the training was communicated to them. The subject of OTM-R recruitment principles was then included in other educational activities: • In November 2020, as part of the training "Applying in NCN projects in NCBJ practice" • In March and May 2021 as part of the "Leadership & Self-Management" classes in two doctoral schools. Due to lower ratings in the survey (July 2021) regarding rule no. 15 (Transparency - Code) - only 69% of positive responses - it was decided to extend this Action From Q1 2024, a new recruitment procedure for scientific and research-technical positions is in effect, incorporating HR Excellence standards. HR representatives are now more frequently part of recruitment committees and are also responsible for providing feedback.</p>

Proposed ACTIONS

Action 15

Action OTM-R 5. Intranet tool for some stages of the recruitment process. Will be implemented as a functionality of the EOD system (implementation planned for 2019-2020 but delayed until 2022).

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 13. Recruitment (Code)	4Q 2021 – 2Q 2022	HR Unit	Implementation of the EOD system
(+/-) 14. Selection (Code)			
Current Status	Remarks		
COMPLETED	<p>The EOD system has been enhanced, though the project to implement additional functionalities in this system is significantly delayed, irrespective of the practical implementation of OTM-R recruitment principles. In October 2022, an evaluation was conducted to assess the compliance of selected EOD software elements with the documentation (Pre-implementation Analysis dated June 9, 2020, with subsequent amendments). This compliance assessment was performed on specific software elements within four recruitment processes in the service module, covering the following areas: - Scientific recruitment -Non scientific recruitment Based on the non- compliance report, which included a non-compliance card and a general comments card, improvements were made to the functionality of selected EOD software elements. In 2023 and 2024, modules supporting the above processes were gradually introduced.</p>		

Proposed ACTIONS

Action 16

GENDER EQUALITY PLAN a) Analysis and evaluation of the current situation at NCBJ (statistical data analysis - quantitative and interviews with women scientists b) Creation of an expert group (max 3 people - female scientists at all levels of research career + HR) c) Preparation of an implementation plan for new activities along with a list of current activities d) Implementation of activities and monitoring

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 10. Non discrimination	a) , b), c) 4Q 2021;	HR Unit	Existence of GEP and its execution
(++) 27. Gender balance	d) - according to developed plan		
Current Status	Remarks		
COMPLETED	Actions outlined in Gender Equality Plan 2022-2025: • Q4 2021 - Analysis and evaluation of the current situation at NCBJ (statistical data analysis - quantitative and interviews with women scientists • From Q3 2024 - Research on the situation of women at NCBJ regarding the gender pay gap. • Monitoring of statistical data and indicators. • More information: https://www.ncbj.gov.pl/sites/default/files/prasa/plan_rownosci_plci_dla_ncbj_na_lata_2022-2025.pdf		

Proposed ACTIONS

Action 17

INTERNAL COMMUNICATION IMPROVEMENT 1. Modified Employee Satisfaction Surveys. 2. Development of Best Practice Sharing (BPS). 3. Sharing information about Projects and Personal Work – "NCBJ Tech-Day". 4. Continuation of the Onboarding Process. 5. Further digitization of paper documentation.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 24. Working conditions	1Q 2025 - 3Q 2027	Communication and promotion Office + HR Unit	Improving the results of the employee opinion survey in the area of internal communication Reducing the number of critical comments on internal communication in the opinion survey
(+/-) 29. Value of mobility			

Proposed ACTIONS

Current Status	Remarks
NEW	<p>Internal communication improvement</p> <ol style="list-style-type: none"> 1. Modified Employee Satisfaction Surveys The employee satisfaction surveys will continue in 2025, but with a modified format that aims to make it easier for managers to interpret the results and take action. This update will enhance the surveys' usefulness in assessing employee sentiment and addressing areas for improvement. 2. Development of Best Practice Sharing (BPS) Focus Areas: The BPS program will be further developed, particularly among researchers. Emphasis will be placed on sharing best practices in mobility, ethical principles, and the creation of scientific publications. This initiative aims to foster greater collaboration and knowledge exchange within the organization. 3. Sharing information about Projects and Personal Work – "NCBJ Tech-Day" An initiative called "NCBJ Tech-Day" will be launched to encourage employees to share their projects and personal work. This event will provide a platform for showcasing technological innovations and research contributions, further promoting collaboration and innovation across departments. 4. Continuation of the Onboarding Process <ol style="list-style-type: none"> a) The standardized onboarding process for new employees will continue. This process will include onboarding tours, mandatory training, and support for new hires on their first days at NCBJ, ensuring they are well-integrated into the Institute. b) Development of Tools to Support Onboarding and Employee Training c) Tools and resources will be developed further to support the Onboarding process and ongoing employee training. This includes creating digital guides, training modules, and resources to help employees effectively navigate their roles and responsibilities. d) Systematic Implementation of a New Exit Interview Tool A new exit interview tool will be systematically implemented to gather feedback from employees leaving the organization. This tool will provide valuable insights into employee experiences and identify areas for improvement in the work environment and retention strategies. 5. Further digitization of paper documentation Such as Reactor B Reports from 50 Years Ago All Reactor B reports from the past 50 years will be digitized as part of the ongoing digitalization efforts. This will ensure better preservation, more accessible access, and the availability of historical data for future reference and research.

Proposed ACTIONS

Action 18

Increase awareness of general principles described in the European Charter for Researchers and Ethical Codex approved by NCBJ Scientific Council. 1. Ongoing Development of the Website and Dissemination of Information about HR4RS. 2. Development of Tools to Support Scientists (Leveraging Euraxess Tools). 3. A Well-Written Guide.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 2. Ethical principles	1Q 2025 - 4Q 2027	Scientific Secretary + HR Unit	Increasing the visibility of the HR logo and information about new European Charter for Researchers.
Current Status	Remarks		
NEW	<p>1. Ongoing Development of the Website and Dissemination of Information about HR4RS Continuation of the website's development to improve user experience and ensure the effective dissemination of information regarding the HR4RS principles. This includes making HR-related materials, best practices, and updates accessible to all employees and researchers. 2. Development of Tools to Support Scientists (Leveraging Euraxess Tools) Further development of tools designed to support scientists, focusing on utilizing resources and tools available through the Euraxess network to support researcher mobility, career development, and integration within the scientific community. 3. A Well-Written Guide: Practical Description of Principles with Best Practice Examples in Scientific Research Training Creation of a comprehensive guide outlining the core principles, complemented by practical examples and best practices in scientific research training. This guide is a valuable resource for researchers to enhance their skills, ethics, and professional development. These steps will improve the working environment for researchers, support their professional growth, and ensure that NCBJ remains at the forefront of research excellence.</p>		

Proposed ACTIONS

Action 19

Increase awareness of complains and appeal procedure

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 2. Ethical principles	1Q 2025 - 4Q 2026	Communication and promotion Office + HR Unit	Result of the employee opinion survey.
Current Status	Remarks		
NEW	Dissemination of information about the existence of the NCBJ rules for the Complaint Process of scientific and research and technical employees among employees (Intranet, newsletter)		

Proposed ACTIONS

Action 20

Strengthening Welcome Point Services for International Guests and Event Coordination 1. Continuing the Work and Activities of the Welcome Point. 2. Development of Employee Volunteering. 3. Active Involvement within Euraxess Poland.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 1. Research freedom			
(-/+) 24. Working conditions			
(-/+) 28. Career development	1Q 2025 – 3Q 2027	HR Unit	1.Higher satisfaction among international guests. 2. Improved support for conference organization. 3.Enhanced reputation of NCBJ as a globally engaged research hub.
(+/-) 29. Value of mobility			
Current Status	Remarks		
NEW	Continuing the Work and Activities of the Welcome Point a) Ongoing Support for New Employees: The Welcome Point will continue to provide vital relocation and integration services for newly arrived employees, helping them adjust to their new roles at NCBJ. This includes assisting with administrative tasks, cultural adaptation, and general settling-in support, ensuring that international employees feel welcome and well-supported from arrival. b) Strengthening Newcomer Integration: The Welcome Point will further enhance its services by expanding language support, organizing additional cultural workshops, and offering personalized assistance for newcomers. This will help improve their overall experience and ensure they can smoothly integrate into the NCBJ community and Polish society.		

Proposed ACTIONS

Action 21	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Establishment of rules and procedures for using databases from research prepared by other research groups.	(++) 1. Research freedom	3Q 2025 - 4Q 2027	Scientific Secretary (cooperating with research departments representative and HR Unit)	Existence of a set of recommendations about sharing research databases.
	(++) 7. Good practice in research			
	(+/-) 23. Research environment			

Proposed ACTIONS

Current Status	Remarks
NEW	<p>Dissemination of Information about Infrastructure, Services, and Projects To increase the visibility and engagement with NCBJ's infrastructure, services, and projects, NCBJ will implement more attractive and interactive activities. These initiatives will promote internal collaboration, encourage innovation, and provide employees with valuable insights into the Institute's capabilities. a) Tech Day for Employees: A dedicated event where various departments showcase their cutting-edge research, infrastructure, and services. Employees will have the opportunity to explore the latest technological advancements and projects within NCBJ. Tech Day will include live demonstrations, interactive displays, and presentations by researchers and department leaders. This event will facilitate knowledge sharing, foster collaboration, and create an open platform for employees to ask questions and suggest improvements. b) Showroom of Technology: A physical or virtual space dedicated to displaying the Institute's most innovative equipment, infrastructure, and ongoing research projects. The Showroom will feature detailed information about various technologies and services offered by NCBJ, with interactive exhibits to help employees better understand how these tools and services support NCBJ's mission. Regular tours of the showroom will be organized for new employees, researchers, and visitors to enhance awareness of the Institute's capabilities. The Showroom can be an ideal space for networking, collaboration, and brainstorming, where staff can interact with equipment, share ideas, and explore new potential for research projects. These activities aim to create an engaging environment for sharing information, building stronger internal networks, and promoting collaboration across NCBJ departments, while also emphasizing the Institute's commitment to technological advancement and service excellence.</p>

Proposed ACTIONS

Action 22

Promotion of diversity and equality at NCBJ (especially in terms of age and gender). - Research on the Gender Pay Gap - Women's Mentoring Program - Promoting Equality and Diversity Initiatives

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 10. Non discrimination	4Q 2024 - 3Q 2027	Hr Unit	Developed procedures in the area of mentoring Analyses the pay gap. Dissemination of knowledge about neurodiversity Created the Scientist's Portal.
(++) 27. Gender balance			

Proposed ACTIONS

Current Status	Remarks
NEW	<p>1. Promoting Equality and Diversity at NCBJ NCBJ is dedicated to fostering an inclusive, equitable, and diverse workplace that values and respects each individual's unique contributions. This commitment is reflected through ongoing initiatives aimed at addressing gender-based disparities, supporting the professional development of women, and actively promoting diversity and inclusion across all levels of the organization.</p> <p>2. Research on the Gender Pay Gap NCBJ has initiated comprehensive research to understand and address the gender pay gap within the organization, as part of its commitment to fair compensation practices. Key aspects of this initiative include:</p> <ul style="list-style-type: none"> a) Data Collection and Analysis: Gathering detailed data on salaries, roles, and career progression across various departments to identify potential gender-based disparities in pay. b) Gender Pay Gap Analysis: Conducting an in-depth analysis of compensation trends, comparing pay levels across genders while considering factors such as job role, seniority, and qualifications. c) Actionable Insights and Solutions: The results of these analyses inform policies and initiatives to close identified gaps. This includes adjusting compensation structures, developing equitable promotion paths, and fostering a culture of transparency in pay. By rigorously assessing the gender pay gap, NCBJ can take informed steps to ensure that all employees receive fair and equal compensation for their contributions. <p>3. Women's Mentoring Program The Women's Mentoring Program at NCBJ provides targeted support for women in scientific and administrative roles, helping them advance their careers and overcome challenges unique to women in the workplace. Key components of the program include:</p> <ul style="list-style-type: none"> a) Mentorship Pairing: Female researchers and professionals are paired with experienced mentors who offer guidance, share career insights, and provide support in career planning and professional development. b) Workshops and Training: A series of workshops and training sessions is offered to address topics such as leadership, networking, overcoming career barriers, and work-life balance, all of which are tailored to the unique needs of women in STEM fields. c) Networking Opportunities: The program also creates a network of female professionals within NCBJ, fostering collaboration, mutual support, and knowledge exchange among women across different departments. This program helps to empower women at NCBJ, providing them with the skills, confidence, and support they need to thrive in a historically male-dominated field. <p>4. Promoting Equality and Diversity Initiatives Beyond addressing the gender pay gap and mentoring women, NCBJ undertakes several broader initiatives to promote an inclusive and diverse organizational culture:</p> <ul style="list-style-type: none"> a) Awareness and Sensitivity Training: Regular workshops and training sessions on diversity, inclusion, and unconscious bias are conducted to educate staff, build awareness, and foster respectful and

Proposed ACTIONS

Current Status	Remarks
	<p>inclusive interactions across the institute. b) Inclusive Recruitment Practices: Recruitment policies are structured to attract a diverse pool of candidates, with a focus on ensuring equal opportunities for all genders and backgrounds at every level of recruitment. c) Support for Work-Life Balance: NCBJ offers flexible work arrangements, parental leave policies, and family support resources to help employees manage personal responsibilities alongside their professional roles. By prioritizing equality, supporting career advancement for women, and fostering a diverse, respectful workplace, NCBJ is working to establish a progressive and supportive environment where all employees can reach their full potential.</p>

Proposed ACTIONS

Action 23

Create of the Researcher's Portal a) Database of patents, publication of scientific articles. b) Working Group form AI/ML ethics. c) Open forum for networking, Q/A, ideas and support (with particular attention to young researchers and PhD students).

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 7. Good practice in research		Communication and promotion	
(+/-) 23. Research environment	4Q 2025 - 4Q 2027	Office + Scientific Secretary	Created the Researcher's Portal
(++) 32. Co-authorship			
Current Status	Remarks		
NEW	1. Needs and objectives analysis for the creation of the Researcher's Portal - Identification of the key functions of the portal (e.g. publication database, networking, grant offers, analytical tools). - Market research: Analysis of existing platforms to identify unique features of the portal. 2. Definition of the scope of functionality. 3. Usability testing: Testing the intuitiveness of the interface on a test group of scientists. Development and implementation stages: - Needs analysis, market research. - Design and prototyping. - Testing. - Promotion and launch of the portal.		

Proposed ACTIONS

Action 24

Making the anti-plagiarism system public for researchers. Attention to intellectual protection and transparency of the activities of researchers. Intellectual property rights promoted by leaders.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 2. Ethical principles	1Q 2025 - 4Q 2025	IT + Scientific Secretary (cooperating with HR Unit)	Increase in the number of users of the anti-plagiarism system at NCBJ
Current Status	Remarks		
NEW	Dissemination of information about the possibility of using the anti-plagiarism system among scientific, research, and technical employees. Access to Anti- Plagiarism Software (system JSA OPI (https://jsa-cp.opi.org.pl/regulamin/)).		

Proposed ACTIONS

Action 25

Development of the mentoring process and broad promotion, especially among potential mentees. 1. Expanding and Promoting the Mentoring Program at NCBJ 2. Career Development and Best Practice Sharing

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 28. Career development	2Q 2025 - 2Q 2026	HR Unit + Scientific Secretary	Preparation of guidelines on how to search for and apply to mentors Seminars and workshops sharing best practices for mentors organised.

Proposed ACTIONS

Current Status	Remarks
NEW	<p>1. Expanding and Promoting the Mentoring Program at NCBJ To address the challenge of limited mentee participation, NCBJ has initiated a dissemination and promotion strategy aimed at increasing awareness and engagement in the mentoring program. Additionally, the organization is enhancing career development opportunities, providing clear information, and utilizing best practices and tools to support employees' professional growth.</p> <p>a) Mentoring Program Dissemination and Promotion Efforts to expand the mentoring program's reach among potential mentees focus on clarifying the benefits of mentorship, providing more visibility, and creating accessible opportunities to join the program.</p> <ul style="list-style-type: none"> • Awareness Campaign: A targeted communication campaign has been developed to raise awareness among PhD students, early-career researchers, and new employees. This campaign includes: <ul style="list-style-type: none"> - Informational Sessions and Webinars: Introductions to the benefits of mentorship, the structure of the program, and testimonials from current mentors and mentees. - Success Stories: Sharing stories of mentees who have benefited from mentorship to illustrate potential outcomes. - Online Resources: Program details, mentor profiles, and guides on how to get involved are available on the NCBJ intranet, making it easier for potential mentees to learn about the program. • Personalized Outreach: To encourage engagement, the HR team is conducting personalized outreach through one-on-one meetings with early-career researchers. These sessions focus on understanding their career goals and explaining how mentorship can support those aspirations. <p>b) Career Development and Best Practice Sharing In addition to mentorship, NCBJ is enhancing broader career development initiatives, focusing on skill-building, networking, and professional advancement.</p> <ul style="list-style-type: none"> • Career Development Information Hub: A dedicated section on the intranet provides accessible information on career pathways within NCBJ, advancement opportunities, and practical resources on professional growth. This includes detailed information on job roles, expected competencies, and advancement steps. • Best Practice Sharing Workshops: Regular workshops are organized to provide hands-on training, share successful methodologies, and cover a range of topics like: <ul style="list-style-type: none"> - Project Management Essentials – for early-stage researchers and new project leaders. - Effective Communication and Presentation Skills – with guidance on how to communicate research to various audiences. - Navigating Grant Opportunities – focusing on identifying, applying for, and managing research grants. • Utilizing Career Development Tools: NCBJ is integrating career development tools, including: <ul style="list-style-type: none"> - Self-assessment Tools: Online tools for employees to evaluate their skills and identify areas for growth. - Goal-setting Frameworks: Structured templates and methods, such as SMART goals, are provided to help employees align their development goals with career

Proposed ACTIONS

Current Status	Remarks
	<p>aspirations. - Development Plans: Employees work with mentors or supervisors to create tailored development plans that incorporate training, project opportunities, and specific steps toward achieving career milestones. By promoting the mentoring program and enhancing career development initiatives, NCBJ aims to create a culture of continuous learning and support for researchers at all stages of their careers. The expected outcomes include:</p> <ul style="list-style-type: none"> • Increased Mentee Participation: A higher number of mentees engaging in mentorship, motivated by a clearer understanding of the benefits. • Career Growth and Satisfaction: Improved employee satisfaction as researchers gain clarity on career pathways and receive targeted support. • Enhanced Research Collaboration: Opportunities for knowledge sharing and collaboration foster stronger connections across departments, enhancing NCBJ's overall research impact. These initiatives reflect NCBJ's commitment to developing a dynamic, supportive environment that helps researchers achieve their professional potential, contributing to the institution's growth and reputation as an employer of choice in the research community.

Action 26

Mobility, leadership action and development of other competences by researchers.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 28. Career development	3Q 2025 - 4Q 2025	HR Unit + Scientific Secretary	Development of a database about researchers Preparation of materials for the committee.
Current Status	Remarks		
NEW	Development of databases for evaluation committees containing information on mobility, leadership activities, and the development of other competencies by researchers.		

Proposed ACTIONS

Action 27

Raising awareness of the benefits of diverse teams: a) training b) individual coaching with group leaders. c) inclusion of diversity in recruitment and selection procedures

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 13. Recruitment (Code)	2Q 2025 - 2Q 2027	HR Unit	Existence of an additional manual on recruitment and selection, On boarding, Exit interview
(+/-) 14. Selection (Code)			
Current Status	Remarks		
NEW	Diversity & Inclusion (D&I) training: Organisation of workshops that highlight the importance of diversity for team collaboration, efficiency and creativity. Case studies and success stories.		

Action 28

Feedback Standards for Candidates
Develop Clear Feedback Guidelines
Content of Feedback.
Standardize the Process - Feedback Templates
Communicate the New Standards Internally

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 12. Recruitment	1Q 2025 - 2Q 2025	HR Unit	Prepared feedback standards for candidates in scientific recruitment will be developed
(+/-) 14. Selection (Code)			
Current Status	Remarks		
NEW	Develop Clear Feedback Guidelines Content of Feedback:		

Proposed ACTIONS

Action 29

Developing system of information/standards about eligibility criteria

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 12. Recruitment	1Q 2026 - 4Q 2027	HR Unit + Scientific Secretary	Existence of a repository of available information
(+/-) 14. Selection (Code)			
Current Status	Remarks		
NEW	Accessible Information Repository: Create an easily navigable, central information hub where all eligibility standards and criteria are compiled. This repository will be available on the NCBJ intranet and/or external websites to facilitate easy access. Guidelines for Selection Committee: Provide detailed guidelines and examples to help members understand the requirements and successfully navigate the application process.		

Proposed ACTIONS

Action 30

Increase the value and acceptance of employee evaluations/interviews: a) with a focus on objectives and a process of renegotiation of objectives b) updated frequently according to the real situation.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 28. Career development	1Q 2025 - 4Q 2027	HR Unit	Increase in the number of staff appraisals carried out
Current Status	Remarks		
NEW	<p>Increase the sense of value of the process. Regularity and routine: Introducing appraisals as a permanent part of the employee development process will ensure that they are taken seriously and systematically, rather than as a one-time event. Manager involvement: Managers and team leaders should actively participate in the appraisal process by providing feedback and guidance. Their involvement can have a positive impact on the motivation of employees to complete evaluations. Simplify the assessment process. Intuitive Form: Make sure your assessment forms are simple and easy to complete. Use numerical assessments or rating scales that are quick to complete while allowing employees to give their feedback. Key points: Focus on the most important aspects of the job so that you don't overwhelm employees with too many questions.</p>		

Proposed ACTIONS

Action 31

Improving internal communication on (a) strategic research goals/plans, (b) research funding mechanisms (c) mobility opportunities for researchers

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+/-) 23. Research environment	4Q 2024 - 3Q 2027	Communication and Promotion Unit HR Unit Scientific Secretary	Result of the employee opinion survey.
(-/+) 24. Working conditions			
(+/-) 29. Value of mobility			
Current Status	Remarks		
NEW	Monitoring researchers' needs for internal communication about. Plan for improvements in internal communication; Plan and execution for leadership development education.		

Proposed ACTIONS

Action 32

Development of the dissemination of information about related projects and possible collaborations. a) action linked to the creation of the Researcher Portal.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 7. Good practice in research	1Q 2026-4Q 2026	Scientific Secretary	Development of a database about services, cooperation and projects. Creation of a database of articles and publications by specialisation
(+/-) 23. Research environment			
(++) 32. Co-authorship			

Proposed ACTIONS

Current Status	Remarks
NEW	<p>1. Dissemination of Information about Infrastructure, Services, and Projects To increase the visibility and engagement with NCBJ's infrastructure, services, and projects, NCBJ will implement more attractive and interactive activities. These initiatives will promote internal collaboration, encourage innovation, and provide employees with valuable insights into the Institute's capabilities. a) Tech Day for Employees: A dedicated event where various departments showcase their cutting-edge research, infrastructure, and services. Employees will have the opportunity to explore the latest technological advancements and projects within NCBJ. Tech Day will include live demonstrations, interactive displays, and presentations by researchers and department leaders. This event will facilitate knowledge sharing, foster collaboration, and create an open platform for employees to ask questions and suggest improvements. b) Showroom of Technology: A physical or virtual space dedicated to displaying the Institute's most innovative equipment, infrastructure, and ongoing research projects. The Showroom will feature detailed information about various technologies and services offered by NCBJ, with interactive exhibits to help employees better understand how these tools and services support NCBJ's mission. Regular tours of the showroom will be organized for new employees, researchers, and visitors to enhance awareness of the Institute's capabilities. The Showroom can be an ideal space for networking, collaboration, and brainstorming, where staff can interact with equipment, share ideas, and explore new potential for research projects. These activities aim to create an engaging environment for sharing information, building stronger internal networks, and promoting collaboration across NCBJ departments, while also emphasizing the Institute's commitment to technological advancement and service excellence.</p>

Proposed ACTIONS

Action 33

Standardized job description for administrative positions (researcher support), training in internal procedures and developing tools support administrative procedures

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 24. Working conditions	Q2 2025 - Q3 2025	HR Administration Unit, Heads of departments (cooperating with research departments representative and HR Unit)	Better working standard to support researches implemented
Current Status	Remarks		
NEW	Each department has administrative (assistant) positions, but the scope of support provided to researchers varies. Drawing on best practices, a standardized job description will be developed and implemented. Trainings will also be organized for individuals in these positions, covering procedures such as public procurement, purchasing, and ordering promotional services, among others. Simplification of existing administrative processes.		

Proposed ACTIONS

Action 34

Continuation and development of the program Talent Management programme for future leaders Best Practice Sharing Programm - series of open sessions for according to a specific scientific discipline or research group. a) identify and develop a common strategy for project management, risk analysis and proposal evaluation. b) Best Practices in Research: social responsibility, sustainable development in science, how to write proposal; safety collaboration with institution from other country, prevention of plagiarism

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(-/+) 28. Career development			
(-/+) 30. Access to career advice		HR Unit (cooperating with	
(+/-) 36. Relation with supervisors	1Q 2025 – 3Q 2025 2Q 2026-1Q 2027	Scientific Secretary and Heads of departments)	Future editions will feature an expanded program. Number of participants in the programme Seminars - sharing best practices- for leaders organised
(++) 39. Access to research training and continuous development			
(+/-) 40. Supervision			
Current Status	Remarks		
NEW	In previous years, two editions were organized. The program will be further developed based on the needs of researchers, particularly by expanding workshops led by internal experts. Best Practice Sharing Programm will be developed.		

Proposed ACTIONS

Action 35

Develop programme of training for supervisors of the work of the research groups

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(++) 3. Professional responsibility		Scientific Secretary	
(+/-) 4. Professional attitude	3Q 2015 – 3Q 2026	(cooperating with research departments representative and HR Unit)	Seminars for managers/supervisors organised
(-/+) 28. Career development			
(+/-) 40. Supervision			
Current Status	Remarks		
NEW	We have experience in conducting seminars in this area. An effective approach has proven to be the sharing of experiences by individuals who have served as supervisors for doctoral students. Based on these experiences and the expectations of researchers in the early stages of their careers, a dedicated program will be developed.		

Proposed ACTIONS

Action 36	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Activities aimed at integrating doctoral students with NCBJ	(++) 9. Public engagement			
	(-/+) 28. Career development	3Q 2025 – 3Q 2026	Scientific Secretary, Graduate School	The results of the scientists' satisfaction survey
	(++) 38. Continuing Professional Development			
	Current Status	Remarks		
	NEW	Research and analyses indicate that doctoral students often feel disconnected from the organization. Therefore, we aim to integrate them into information processes and provide access to resources similar to that available for employees.		

Unselected principles:

- (++)5. Contractual and legal obligations (++)6. Accountability (++)8. Dissemination, exploitation of results (++)11. Evaluation/ appraisal systems
- (++)21. Postdoctoral appointments (Code) (++)22. Recognition of the profession (++)25. Stability and permanence of employment
- (-/+)26. Funding and salaries (++)31. Intellectual Property Rights (++)35. Participation in decision-making bodies
- (++)37. Supervision and managerial duties

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.

Please provide the link to the dedicated webpage(s) on your organisation's web site *:

URL *:

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

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles (Initial Phase)

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 communicated 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.

Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

The OTM-R policy for NCBJ was announced as planned in 2019, and the individual planned Actions were gradually implemented.

Full implementation of these actions were sometimes delayed (mainly for formal reasons).

In 2019 a description of the recruitment / selection process for candidates for scientific and research-technical positions was prepared. Standard versions of advertisements for different kinds of research vacancies were developed. A new minimum standard: longer deadlines for answering job advertisements was introduced. These aspects were included into information and training activities (Action 14.)

In 2019, the adaptation of internal legal acts to the process consistent with the OTM-R principles began. Formal orders introducing these regulations required changes to the NCBJ Statute.

- NCBJ Statute - the result of works started in 2019, approved by the Ministry of Climate, which supervises NCBJ, 17/06/2020
- NCBJ organizational regulations - changes 07 and 09. 2020
- 30/06/2021 - The Scientific Council adopts the new recruitment regulations - we are waiting for the order introducing it.

Drafts of new electronic forms and instructions were prepared - an action related to the implementation of the EOD system.

Instructions for managers were prepared.

Group training sessions on OTM-R standards for members of the Recruitment Committees were held in July, October and November 2019.

Members of subsequent Recruitment Committees were informed about the principles of OTM-R recruitment on an individual basis, the content of the training was communicated to them. The subject of OTM-R recruitment principles was then included in other educational activities.

Due to lower ratings in the survey (July 2021) regarding Principle no. 15 (Transparency - Code) - only 69% of positive responses - it was decided to extend the Action 14. concerning improvement of selected practices in recruitment processes.

Comments on the implementation of the OTM-R principles (Internal Review for Award Renewal)

Each recruitment and selection process is coordinated and supervised by the HR team. We have implemented electronic tools that allow us to maintain control during the recruitment preparation stage. Transparency and safeguarding against discrimination are very important to us and are continuously monitored.

Please be aware that your OTM-R policy should be ‘embedded’ into the institutional HR strategy at the award renewal phase. The extended version of the reviewed HR strategy including the OTM-R policy and actions should be published on your organisation’s website.

4. Implementation

General overview of the implementation process: (max. 1000 words)

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 Agnieszka Pollo – Deputy Director, Science
- dr Marcin Kardas - Deputy Director, Innovation and Commercialisation

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.

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.

Make sure you also cover all the aspects highlighted in the checklist, which you will need to describe in detail:

Note: Click on each question of the checklist to open the editor.

How have you prepared the internal review?*



Detailed description and duly justification (max. 500 words)

In 2024, we established a dedicated consulting team to guide the development of our New Action Plan. This team includes a diverse mix of expertise, comprising three HR representatives, the Welcome Point Coordinator, the Deputy Director for Research, and eleven researchers from various career stages (R1–R3). The Institute's Scientific Secretary collaborated with the consulting team, ensuring continual engagement and alignment with institutional goals.

Actions Taken:

- **Preparation and Input Collection:**

Each team member responsible for specific initiatives prepared summary reports, providing a structured overview of ongoing efforts. In addition, we analyzed data from employee satisfaction surveys conducted over the past five years and conducted individual interviews with leading researchers in the R1–R3 categories.

- **Incorporating Insights from Future Leaders Program:**

Feedback and projects from participants of the Future Leaders program (across two editions) were integrated into the New Action Plan. These projects aligned with the Plan's objectives, adding valuable perspectives and ideas.

- **2024 Scientist Survey:**

In November 2024, we distributed a comprehensive survey to all scientists, comprising 40 questions that corresponded to 40 principles. This survey mirrored the structure and rating scale of the Gap Analysis surveys from 2018 and 2021, enabling consistent and comparable data collection.

- **Consulting Team Engagement and Discussion:**

After gathering survey results, we shared the findings with the consulting team, who evaluated the implementation of previous Actions and contributed insights on priorities moving forward. Two meetings were held in November 2024, allowing the team to discuss and identify key priorities for the coming years.

- **Final Approval:**

The Steering Committee, with the NCBJ Director's participation, reviewed and approved the New Action Plan based on the consulting team's insights and the survey data.

Through this collaborative approach, we ensured that the New Action Plan reflects both internal feedback and strategic foresight, setting a clear path for the Institute's future initiatives.

How have you involved the research community, your main stakeholders, in the implementation process?*



Detailed description and duly justification (max. 500 words)

We have actively engaged the research community, our primary stakeholders, throughout the implementation process using a range of strategies to ensure their input and collaboration:

1. Regular Consultations and Feedback Sessions:

Researchers across all levels (R1–R4) were involved in consistent consultations to gather their perspectives, ensuring that their needs and challenges were fully integrated into the process.

2. Individual Interviews with Leading Scientists:

Targeted discussions were conducted with key researchers to address specific priorities and obstacles, providing tailored solutions to enhance the Action Plan's effectiveness.

3. Integration of the Future Leaders Program:

Participants of the Future Leaders development program played a vital role by:

- Preparing projects and presentations aligned with the HR Excellence in Research initiative in five collaborative subgroups (referred to as Buddy-Trios).
- Contributing to the implementation and continuation of various Actions, enriching the process with innovative ideas and fostering future leadership in NCBJ.

4. Cross-Departmental Involvement:

Personnel from diverse research departments were directly involved in individual Actions. This included contributions from the Scientific Secretary, Deputy Director for Research, Dep. Director of Innovations and Implementations, as well as members of the lean HR team.

5. Management Collaboration:

Ad hoc consultations were conducted with NCBJ management staff, both collectively and individually, to address immediate issues and align strategic objectives.

By fostering these collaborative efforts, we ensured that the research community played a pivotal role in shaping, implementing, and sustaining our initiatives, promoting a culture of inclusivity and shared responsibility.

Do you have an implementation committee and/or steering group regularly overseeing progress?*



Detailed description and duly justification (max. 500 words)

The steering committee consists of the NCBJ top management (Director and Deputy Director for Research) and the Head of the Communication and Promotion Office. In addition, there were many informal consultations with the NCBJ Deputy Director for Research and the Scientific Secretary.

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy *



Detailed description and duly justification (max. 500 words)

The 10-year NCBJ research strategy resulting from the vision of the Institute's development formulated in 2017 was the basis for the formulation of the HR Strategy. The first part of the HR Strategy relates directly to this development vision.

More detailed policies (Recruitment Policy, Complaints Policy) are aligned with the NCBJ HR Strategy based on the European Charter for Researchers.

The HR strategy plays an important role in the long-term development plans of the new international NCBJ department - NOMATEN Center of Excellence.

How has your organisation ensured that the proposed actions would be also implemented?*



Detailed description and duly justification (max. 500 words)

Our organization has ensured the successful implementation of proposed actions through a structured, transparent, and coordinated approach.

Key measures include:

1. Clear Responsibilities

- **Role Assignment:** Specific roles and responsibilities have been assigned to dedicated teams and individuals for each action item, ensuring clear accountability and ownership of tasks. This ensures that each action has a designated champion who is responsible for its execution.

2. Monitoring and Evaluation

- **Progress Tracking:** A robust monitoring system has been established to track progress effectively. Regular updates and reports help assess milestones and address any challenges or delays promptly.
- **Monthly Status Checks:** Plans are reviewed and adjusted on a monthly basis. Regular communication between the HR team and the main sponsor, the NCBJ Deputy Director of Science, ensures that any necessary adjustments are made in a timely manner.

3. Engagement of Researchers

Active involvement of researchers and other stakeholders has been key to ensuring the actions are aligned with their needs. Regular consultations and feedback mechanisms ensure their perspectives are considered in shaping the initiatives.

4. Integration with Organizational Strategy

Actions are embedded into our strategic plans and operational frameworks, ensuring that they align with the overarching goals and priorities of the organization. This integration helps guarantee that all actions contribute to the long-term success and vision of the organization.

5. Adequate Support

We have provided the necessary financial, technical, and human resources to support the successful execution of the actions. This includes ensuring that the team has access to the tools, funding, and staffing needed to carry out the plan effectively.

6. Senior Leadership Support

Securing the commitment of senior leadership, including the NCBJ director and key management staff, has been critical in driving the initiatives forward. Leadership has reinforced the importance of these actions, which helps maintain momentum and focus on successful implementation.

By combining these elements—clear responsibilities, monitoring, stakeholder involvement, alignment with strategy, resource allocation, and strong leadership commitment—we ensure a systematic and coordinated approach to turning proposed actions into tangible, measurable outcomes. This methodology ensures that the actions are effectively executed and aligned with the broader goals of the organization

How are you monitoring progress (timeline)?*



Detailed description and duly justification (max. 500 words)

We have appointed a person to work as the HR Excellence implementation coordinator. The project team, consisting of 4 people, was responsible for implementing the actions outlined in the plan. To monitor progress, the team established a process of reviewing the status of individual actions every two months. During these reviews, the coordinator of HR Excellence contacted the designated individuals responsible for specific actions to assess progress, identify any challenges, and provide support where needed.

The main challenges faced included:

- **Workload Overload:** The HR team was also managing other important tasks, which sometimes led to delays in the planned monitoring cycles.
- **Maternity Leave:** The temporary absence of one HR team member due to maternity leave further disrupted the regularity of the monitoring process.

Despite these challenges, the HR team made efforts to ensure that reviews took place, and when issues arose, they made adjustments to keep the actions on track as best as possible. Moving forward, ensuring better resource allocation and streamlined processes would help improve the consistency of progress tracking.

How will you measure progress (indicators) in view of the next assessment?*



Detailed description and duly justification (max. 500 words)

To measure progress effectively for the next assessment, we are drawing valuable lessons from the experiences of the first five years. We recognize the areas where improvement is needed and have formulated a plan to ensure better monitoring and implementation. The following indicators will be key to measuring our progress:

Lessons Learned:

1. **Realistic Indicators:** We plan to use more practical and measurable indicators for tracking progress, ensuring that the metrics are attainable and provide clear insights into the status of each action.
2. **Fewer Actions, Better Defined:** The number of actions will be reduced to focus on more essential initiatives. These actions will be more clearly defined, with simplified content, making them easier to implement and track.
3. **Improved Communication:** Clearer communication of individual actions will be emphasized, ensuring that everyone involved is fully informed about their responsibilities and the progress of each task. An important element is also broader communication of the actions being taken throughout the organization.
4. **Regular Monitoring:** We will maintain the monitoring cycle established at the outset. Currently, the HR team consists of 4 people, so we have significantly more human resources.
5. **Discipline in Progress Evaluation:** The process for assessing progress will be more structured, ensuring that regular evaluations are carried out in a disciplined manner.

New Implementation Team Structure:

- We plan to bring in a **new person from outside the lean HR team**, specifically from the **Communication and Promotion Office**, to support better communication and help manage action plans more effectively.

Steering Committee Meetings:

- We will establish a **more realistic frequency** for meetings with the **Steering Committee** (2 times per year), and these will be scheduled at least 2 months in advance. This will ensure better planning, coordination, and a more efficient decision-making process.

Indicators for Measuring Progress:

1. **Action Completion Rate:** The percentage of actions completed on time according to the revised plan.
2. **Engagement and Feedback from Stakeholders:** The level of involvement and feedback from researchers, HR, and other departments in monitoring progress.

3. Achievement of Defined Goals: The degree to which each clearly defined action reaches its set goal, such as improved communication or streamlined implementation processes.

By implementing these revised indicators and processes, we aim to ensure more consistent and effective progress towards the goals of the HR Excellence in Research program. This approach will also provide clear insights for the next assessment.

How do you expect to prepare for the external review?*



Detailed description and duly justification (max. 500 words)

We will follow the HRS4R SITE VISIT GUIDELINES FOR INSTITUTIONS

We will document the implementation of the Revised Action Plan more carefully than before.

We will use the Checklist for Institutions in advance, at least six months before the end of the currently starting 3-year period, and plan information activities in preparation for the site visit.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)

We will follow the HRS4R SITE VISIT GUIDELINES FOR INSTITUTIONS

We will document the implementation of the Revised Action Plan very carefully.

We will use the Checklist for Institutions in advance, at least six months before the end of the currently starting 3-year period, and plan information activities in preparation for the site visit.

Way of Analyzing Needs:

It is essential to recognize that a more in-depth and comprehensive analysis of certain subjects is needed to ensure successful implementation. The following areas particularly require further attention:

- **Greater Involvement of PhD Students:** PhD students represent a significant portion of the research community and their engagement is crucial for the overall success of the initiative. To address this, we must explore ways to integrate PhD students more actively into both the

research and organizational processes. This could involve increasing their participation in decision-making, mentorship opportunities, and providing more support in terms of career development and research initiatives.

- **Development of a Culture of Sharing Experiences:** A culture that encourages the sharing of knowledge and experiences is vital for fostering innovation and collaboration. This will not only benefit researchers at all levels but will also strengthen cross-disciplinary connections. We need to encourage platforms, workshops, and informal opportunities that facilitate knowledge exchange. It will also be crucial to reward and recognize those who actively engage in knowledge sharing, further embedding this culture into the organization's practices.
- **Communication Needs of Researchers:** Effective communication is a cornerstone of successful implementation. There needs to be a more focused effort to better understand the communication preferences and needs of researchers. Regular surveys, feedback loops, and focus groups will allow for a more tailored approach to internal communication. The aim is to ensure that researchers are not only informed about developments but are also given a platform to voice their opinions, concerns, and suggestions, which will drive better engagement and alignment.

Decision-Making Process:

The decision-making process has been structured to ensure timely and effective action. The **Steering Committee** serves as the official decision-making body and meets at least once every six months, with additional meetings convened as required. We have changed the composition of the committee. It will now include the Director of NCBJ, the Deputy Director for Scientific Affairs, and the Deputy Director for Innovation and Commercialisation. The Chairman of the Steering Committee is responsible for organizing these meetings, ensuring they are held frequently enough to address the needs of implementation. Furthermore, the Implementation Group can request meetings at any time in case of urgent matters that require immediate decision-making.

The Steering Committee, in collaboration with the Implementation Group, will make key decisions on the progress of the implementation process, ensuring it remains aligned with the overall goals of the organization and responds to evolving needs.

Risk Management:

The **Implementation Group** will actively manage risks throughout the implementation process, ensuring that all potential challenges are identified and addressed promptly. The group will assess risk factors for each action or project regularly, implementing mitigation measures as necessary. During the internal review, several risks were identified:

1. **Insufficient Capacity of the Implementation Group:** One of the critical risks is the potential lack of time and resources within the HR unit, which could hinder the group's ability to execute tasks effectively. This issue will be mitigated by increasing the size and capacity of the Implementation Group, ensuring that all necessary roles are adequately staffed and that members have the time and resources to contribute fully.
2. **Insufficient Cooperation Between Management and the Implementation Group:** Effective collaboration between the Steering Committee, the Implementation Group, and other stakeholders is vital to the success of the process. The risk of insufficient cooperation

could lead to misunderstandings, delays, or lack of alignment. To address this, we will implement regular meetings, clear communication protocols, and ensure that all parties involved are kept up to date with progress and decisions.

3. **Fragmentation of Implementation:** A further risk identified is the fragmentation of the implementation process, which could arise if the project structure is not well organized. This risk may manifest itself if roles and responsibilities are unclear or if coordination across various departments or teams is insufficient. The Implementation Group will continuously assess the organizational structure to ensure it supports the seamless execution of all tasks. If necessary, adjustments will be made to the Implementation Group to ensure its capacity to manage and coordinate effectively.
4. **Lack of Interest from Researchers:** One of the more challenging risks is the potential lack of engagement from researchers. If researchers do not actively participate in the process or show disinterest, it could undermine the effectiveness of the implementation. However, the Steering Committee and Implementation Group are well-positioned to address this risk through strategic communication efforts and by engaging researchers early on. By demonstrating the value of the initiatives and actively involving researchers in the decision-making process, the risk of disengagement can be minimized.

Communication Measures for Each Action:

Each action within the implementation plan will be supported by tailored communication strategies. These strategies will ensure that key stakeholders, especially researchers, are well-informed about the purpose, benefits, and progress of each action. Additionally, these communication plans will foster a sense of ownership and collaboration across the organization.

In conclusion, by addressing these risks, maintaining clear decision-making processes, and ensuring active participation and communication across the organization, the implementation process will remain focused, effective, and responsive to the needs of the research community. The ongoing evaluation and adaptation of the process will guarantee the successful execution of the proposed actions.