



HR STRATEGY FOR NCBJ (HRS4R - RESEARCHERS)

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

1. Future challenges and trends for NCBJ.

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

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

Changes in the environment of NCBJ. Challenges, such as the changing environment in the research fields (nuclear physics, nuclear power engineering and their implementation in the growing number of research and deployment fields), as well as variance and proceeding globalization in socio-economic environment, critically strengthen the need of multifaceted cooperation in complex research operation and scientific or development projects. Therefore, the leaders and employees of NCBJ should demonstrate high scientific, expert and management competences, as well as attitudes and behaviours encouraging the before-mentioned cooperation.

The growing scale and complexity of international cooperation, as well as growing requirements concerning the mobility of research staff (EU and wider), create the need of temporary and stable employment of foreign research personnel in the future and the need to encourage international mobility of NCBJ's scientific workers.

2. **One way of maintaining and reinforcing the Institute's strong position is the current and future personnel on scientific and specialist positions (including engineers and technicians).** Attracting and selecting candidates with adequate potential and scientific achievements is crucial. Moreover quality of work carried out by this staff and quality of management of scientific workers is of critical importance. These factors are essential for reaching the long term targets of the Institute. Currently, as well as in the future, it is important to create an inspiring and dynamic work environment in NCBJ, which can compete with other research institutes and which may foster multifaceted activities of research, project and technical teams.
3. **Desired (currently and in the future) attributes of organizational culture** in respect of individuals, teams and research departments of the Institute:

- a. **Focus on development** – understood as persistent effort in improving the qualifications, knowledge and skills, as well as constant learning both from others and from own experience
- b. **Professionalism** – understood as reliable and constantly updated knowledge, as well as obligation to achieve satisfying results of work, setting the objectives, planning, implementing and accounting for the effects
- c. **Flexibility in acting and thinking** – understood as the ability to constantly verify and adapt methods and actions, as well as setting specific goals according to needs and to long-term objectives
- d. **Cooperation** – understood as ability and readiness to engage in collaboration, which takes into account the common interest and needs, while respecting the variety of opinions, styles and attitudes.

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

4. The primary directions in which NCBJ undertakes actions in perfecting the HR management in reference to researchers:
 - a. **Enhancing NCBJ's attractiveness as a work environment for researchers.** Improvement actions (selected ones are listed below) have been defined under the framework of the process of **HR Excellence in Research** analysis, which has been carried out in 2018. Those actions refer to the evaluation of NCBJ's compliance with the principles of European Charter for Researchers.
 - b. **Encouraging and reinforcing researchers' attitudes related both to execution of research plans** and to practically following the principles of European Charter for Researchers concerning researchers themselves, such as:
 - Ethical Principles,
 - Professional Responsibility,
 - Accountability,
 - Professional Attitude,
 - Contractual and Legal Obligations,
 - Good Practice in Research
 - c. **Shaping the NCBJ's image as an attractive place of work for researchers** (*Employer Branding*):
 - (1) being **leading national research institute** in the fields of physics, physico-chemistry, engineering
 - (2) being **competitive on an international scale**.

Actions serving these goals are, among others: improving NCBJ's presence in Social Media, cooperation with Career Offices of leading universities, participation in Career Fairs etc.

- d. High standards of recruitment procedures** – directed towards attracting and selecting the best possible candidates for research positions. The recruitment processes will be fully complied with OTM-R standards (meaning Open, Transparent and Merit-based Recruitment) (see OTM-R Policy). Actions serving this goal are: **improving, describing and publishing the standards of recruitment processes, taking informative, educational and monitoring actions.**

5. The below-mentioned actions, which are aimed at future development of research staff, are planned and described in details in the Action Plan for 2019-2020:

- a. Identifying future leaders of research teams by designing and implementing the talent development programme.
- b. Expanding the Doctoral Schools programmes with training in leadership and management competences.
- c. Creating more friendly conditions and on-boarding procedures for new employees, especially foreign employees by introducing new function - *Hospitality Manager*.
- d. Facilitating the cooperation by creating mechanisms and tools for information exchange.
- e. Encouraging employees to combine family and personal life with research work. Reviewing, possibly expanding and informing about flexible forms of work related to researchers and research teams.
- f. Expanding the general knowledge of principles described in European Charter for Researchers, especially professional ethical principles and anti-discrimination ones. Communicating of procedures related to various categories of complaints and appeals.