

Wrocławskie
Centrum
Badań



HR STRATEGY FOR RESEARCHERS

Summary of gap analysis
and action plan

July 2015

Contents

- 1** Introduction
- 2** Approach and Methodology
- 3** The overall results of the survey
- 4** Strengths; policies and practices existing in the company
- 5** Areas for improvement - an action plan
- 6** Monitoring of action plan implementation

Introduction

Wrocław Research Center EIT + is a type RTO organization functioning on the basis of the Commercial Companies Code.

We are operating since 2007 as a joint venture between the city authorities and Wrocław universities.

We are a unique project in the Polish scale, dedicated to the promotion of innovation based on cooperation of academics, local authorities and innovative business.

We carry out projects in the area of biotechnology, medicine, nanotechnology and energy sectors, with particular emphasis on the commercialization of research results.

Due to our characteristics, business-oriented approach, not all C&C guidelines could have been directly related to our organization. Some of them did not apply to our company, and some were interpreted in the terms of our specifics.

Exclusion/different interpretation related to the following guidelines:

- ❑ No. 21 (positions for workers with doctorates) - we are a trading company, we do not appoint researchers;
- ❑ No. 30 (access to career advice) – what is crucial for us is career counselling in the search for development paths for employees within the organization and developing their competencies in various areas (e.g. a specialist, managerial, teamwork).

Introduction

- ❑ No. 33 (Teaching) - we do not carry out educational activities as it takes place at, e.g. universities.
- ❑ No. 36 (Relations with academic supervisor) - we do not have academic supervisors within the meaning of supporting of the young scientists at universities. The role of supervisor, referred to in the guideline is played in our organization by an immediate supervisor of the employee.
- ❑ No. 37 (Supervision and managerial duties) - as above, this role is played in the company by the employee's supervisor.

For WRC EIT + guidelines, recommendations included in the C&C are the essential element supporting the work of scientists and ensuring the maintenance of high-quality research.

This is crucial for the development of our company, and the fact that the President of the organization was one of the members of the expert group that worked on the guidelines of the " scientist profession" motivates us even more to respect and develop them.

This presentation is a summary of the detailed internal analysis carried out in the company.

Approach and Methodology

XII2014 – I 2015.

revision of the C&C guidelines as well as of the methods for their implementation in various organizations. Benchmarking included both the analysis of available reports and contacting the selected institutes.

II 2015.

Developing the concept of implementation of the C&C guidelines in the company and presenting them to the Management Board.

III 2015

taking the resolution on appointment of the Team for implementation of the C&C guidelines (Resolution No. 3/III/2015) and sending a letter of support for the initiative of the EC concerning HR Strategy for Researchers (Ref.no. 1166/2015).

III-VII 2015

Analysis of guidelines by the Team, including internal consultations and carrying out of a survey among scientists.

Approach and Methodology


VII 2015

Approval of the report on internal analysis, including developed action plan.

The composition of team assessing the C&C guidelines

The appointed team consisted of representatives from both the fields of research as well as business and support.



8-person Team worked under the guidance and supervision of professor Detlef Hommel - Director of the Department of Nanotechnology

REPRESENTATIVES OF FIELDS:	GENDER PARITY (%)
scientific and research - nano technology	
scientific and research - biotechnology	
business development - sales; protection and commercialization of IP	50 50
project management	
organizational and HR	

Approach and Methodology

The adopted form of work of the team

- ❑ Working in smaller groups within the established team + consultations within the company - analysis of the level of adapting to C&C guidelines and preparation of recommendations in this regard.
- ❑ Using a template for internal analysis available on the Euraxess website.
- ❑ Verification of guidelines and the proposed recommendations by the whole Team - discussion and reaching a common position.
- ❑ Conducting a survey among scientists, analysis of the results.
- ❑ Periodic verification of the status of work by the Chairman of the Board – professor Jerzy Langer.

33 people were involved in the analysis		GENDER PARITY (%)	
PROFESSORS	18%	58   42	
DOCTORS	55%		
REMAINING	27%		

Approach and Methodology

The survey

- Targeted to approx. 30% of scientists.

It was important for us that the first survey was performed on mainly the people with experience of working in foreign research organizations. We assumed that the "good practices" that they had pulled out there will translate into a more strict assessment of the fulfilment of the guidelines by our organization. Raising the expectations will allow to develop high "standards" of work in WRC EIT +, what we desired.

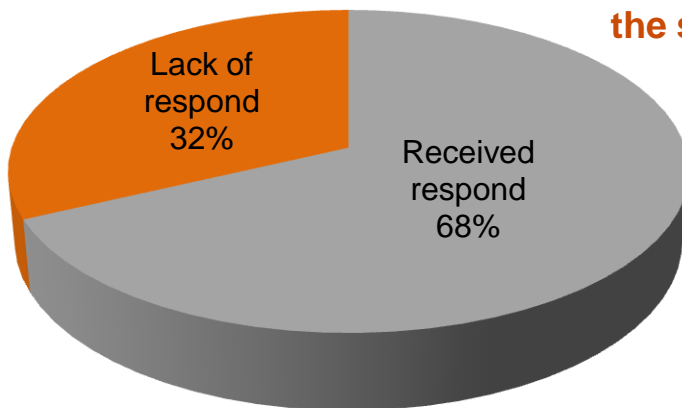
- 23 survey questions set by the Team, on 4 thematic blocks (ethical and professional training, recruitment, working conditions and social security, training)
- 5 step scale of responses to survey questions (definitely yes, probably yes, probably not, definitely not, hard to say)
- The ability to provide comments to each question



General results of survey

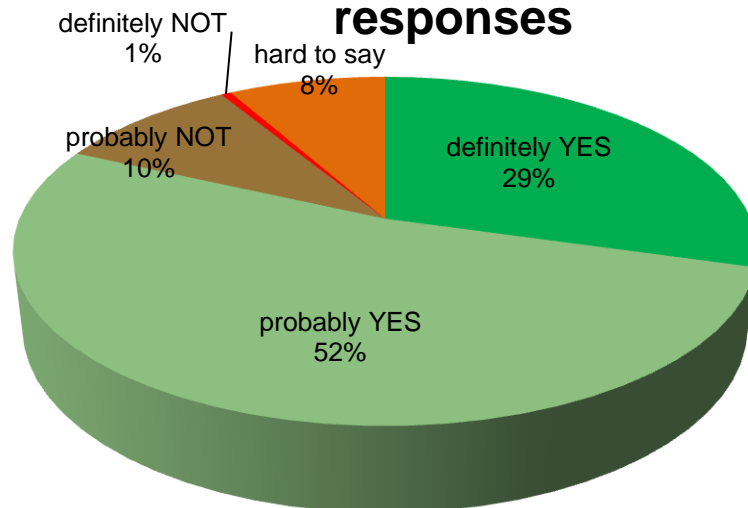
Participation in the survey

68% of invited people took part in the survey



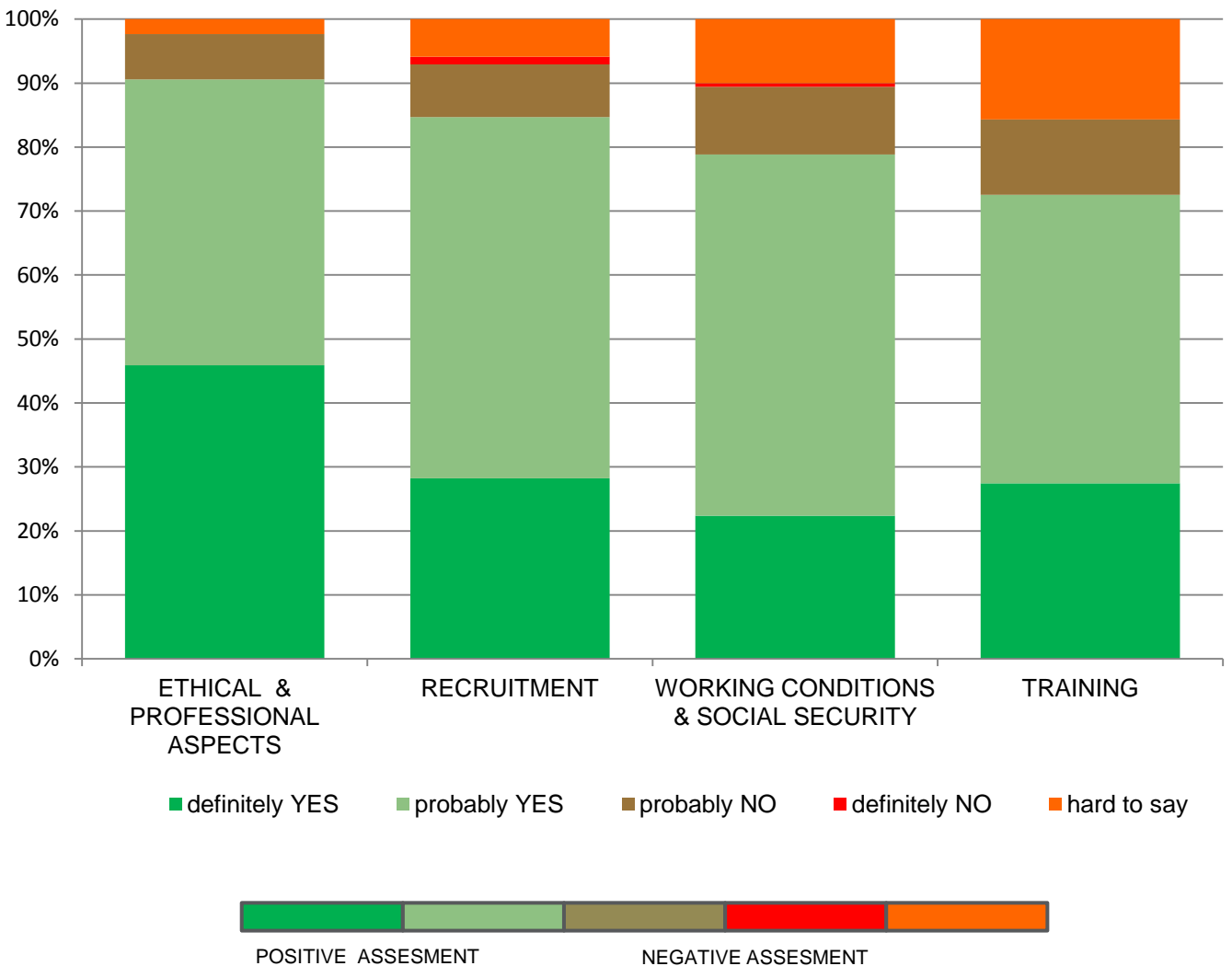
The contribution of particular responses

81% of positive responses



General results of survey

The contribution of particular responses by areas



Strengths; policies and practices existing in the company

Thematic block: **Ethical and professional aspects**

WRC EIT + personnel policy guidelines, which supports freedom of scientific research.

It is based on three main pillars: autonomy, excellence and usefulness of action.

Autonomy of action of researchers applies to four areas: choice of tasks, time, the selection of team members and working methods within the framework of opportunities available in the organization. Scientific research support the established directions of development of the Company.

Clearly defined standards of initiating research projects. *(Processes: of non-commercial project initiation, commercial project initiation).*

Implemented standards provide an assessment of project application in the frame of:

purpose and business justification of the project, the potential of IP, required resources, project financing sources, potential risks in the project, required permits and statements that the project applicant is not allowed to plagiarism in any form and declares adherence to the principles of intellectual property rights.

Strengths; policies and practices existing in the company

Thematic block: **Ethical and professional aspects**

Project application is evaluated by an interdisciplinary team.

The project, which is taken into consideration is communicated within the framework of the Project Charter, which defines the principles and guidelines for design and indicates the status of permits obtained.

Implemented Quality Management System complies with standard 17025 and the principles of Good Laboratory Practice (GLP).

What is implemented in the selected research laboratories is the quality management system that sets the minimum requirements of the competence of personnel performing research and managing data obtained in research laboratories.

In accordance with the procedures necessary employee competencies are established for each job, which ensures that research is carried out by trained personnel with appropriate qualifications and experience.

Procedures that are being implemented define how to create, approve, amend, gather, share, protect and store data.

In accordance with the requirements of quality systems, rules of conduct on data protection and confidentiality are being implemented.

Strengths; policies and practices existing in the company

Thematic block: **Ethical and professional aspects**

Implemented mechanisms / tools to support researchers in projects implementation.

- support in running the project.

Projects are carried out with the support of the employees of Project Management Department. Each of the projects implemented by the Company is continuously monitored both in terms of achieving its objectives, as well as in administrative, financial and organizational scope. The identified risks are assessed, planned and undergo implementation of preventive measures in accordance with the accepted standard (*Risk Management Process, Risk Assessment Procedure*).

Changes in the project, guidelines and national/European regulations for the project are supervised by the Department of Project Management and communicated to the appropriate people.

Strengths; policies and practices existing in the company

Thematic block: **Ethical and professional aspects**

Implemented mechanisms / tools to support researchers in projects implementation.

- Support in the settlement of projects.

The Department of Finance takes care of the transparency of costs and financing activities in order to ensure a clear division between public and commercial sources of financing its activities, and between the financing of individual projects using public funds.

Project cost accounting procedure, which defines the rules for allocating costs for due diligence and transparency of billing projects applies.

Project teams are provided with the support for the correct interpretation of the guidelines (including the eligibility of expenditure) and the identification and escalation of financial risk in terms of ensuring transparency in obtaining finance and the settlement of projects.

Control is performed in accordance with accepted standard – the *Controls and external audits* procedure.

Strengths; policies and practices existing in the company

Thematic block: **Ethical and professional aspects**

Process management in the organization.

The internal organization management system is based on the identified processes - strategic, key and support.

All employees have access to internal documentation regulating labour rules in our organization.

Selected key issues are discussed during the "Induction Day" (a meeting introducing new employees to the company).

Each new process is established with the involvement of the participating areas. The new modified regulations are communicated to all employees, and for the areas they concern trainings regarding requirements and set of responsibilities are organized.

Implemented information security management system.

The system is designed to provide safety equipment for the protection of classified information and the security of information having economic value and business for the WRC EIT +, so-called "Business secrets". The safety management system includes procedures in the field of personnel, physical, environmental and ICT security. The principle of protection of information will be governed by Information Security Policy document and the ensuing instructions and procedures.

Strengths; policies and practices existing in the company

Thematic block: **Ethical and professional aspects**

Close cooperation between the Departments of Safety and Environmental Protection with departments of science and research.

- Provision of training (initial, periodic, additional)
- Agreeing health and safety requirements at the planning stage of purchase
- Operating reception of positions with participation of a representative of the Department of Health and Safety
- Approval of documentation (regulations of the laboratory, position manuals) by an employee of the Department of Health and Safety
- Supervision over valid documentation for safety by a team of health and safety

In order to verify if the compliance has been maintained with the guidelines, audits take place.

The Company has the OHS Commission and the Committee of Biological Safety.

Anti-mobbing Commission and the Man of Trust have been appointed.

We follow the principles of non-discrimination. *Anti-mobbing procedure* was implemented (Resolution 3/XII/2010).

The committee members received special training for anti-mobbing committee members (for which we have got a certificate for "Companies that cares about employees" of the company Akkom Anti-mobbing Centre - organizer of the training).

Strengths; policies and practices existing in the company

Thematic block: **Ethical and professional aspects**

Exploitation of research results and their dissemination.

Already at the stage of initiation of the project, the issues related to the potential IP generating in the project are analyzed. Solutions with market potential are protected and commercialized in accordance with established processes (*IP Product Protection and Commercialisation of IP product*).

In cooperation with industrial companies in the field of research and research and development on behalf of businesses, scientists at an early stage are being involved in the exchange of knowledge with the customer.

Thanks to that, they know the real needs of industry and research can develop in a direction that will increase the likelihood of applicability of the results. All actions taken between science and business, are aimed at long-term cooperation and deepening them towards the implementation of joint research and development projects.

Dissemination of knowledge regarding the conducted research projects is carried out with the support of the Department of Business Development. Planned activities result from marketing/communications plan established for a given year.

All information is carefully prepared in the context of the target group. As a result, the language and the message are exactly matched.

Strengths; policies and practices existing in the company

Thematic block: **Recruitment**

Defined process of recruitment of staff.

The company applies *Recruitment* process that defines the steps and responsibilities in hiring new employees.

Defining the expectations for candidates based on a description of the requirements for the job.

Each position has a specific range of tasks, responsibilities, authority and required competence. Recruitment announcements are prepared by an employee of HR in collaboration with the scientist. They contain a description of the required knowledge and skills, powers and working conditions.

The choice of method of announcement publication for the position.

The choice of recruitment channel is determined by the type of position for which the recruitment is conducted. Announcements are always available on the website of our company. In addition, they are published on selected networks (national/international), with a high efficiency ratio.

Limits for the receipt of applications are always realistically evaluated.

Strengths; policies and practices existing in the company

Thematic block: **Recruitment**

Evaluation of candidates by the Selection Board/Scientific Council.

The selection committee is composed of representatives of the area of science and HR. As far as possible gender balance is maintained. After preliminary examination of the application documents, candidates are invited to job interviews with subject matter experts and a representative of the HR department, trained in the field of selection of recruitment tools.

The Company has a Scientific Council (established by Resolution No. 8/IV/2013), which is an advisory body to the Board and consists of representatives of business and science. In order to ensure transparency and to maintain the highest standards of employment of the science and research staff, the Scientific Council participates in the recruitment of key employees in this area.

The qualifications required for the posts of heads of science and research departments were defined in Resolution No. 12/III/2014.

Strengths; policies and practices existing in the company

Thematic block: **Recruitment**

Transparency of the recruitment process.

The information in respect of the recruitment process is given during interviews with candidates. At the interview, candidates are informed about the stages of the recruitment process, the number of available jobs, working conditions and opportunities for professional development.

During an interview selected candidates are informed about the strengths and weaknesses of their applications.

After completion of the recruitment process the invited candidates receive feedback on the results of the recruitment process.

Multidimensional assessment of candidates.

When evaluating candidates, the different aspects of their experience, always in terms of competence required for a given position are taken into account.

What is important for us are the criteria for academic success, mobility, experience in teamwork, acquisition of projects, task and research teams management, creativity and innovative action.

Any mobility experience raises our assessment of the competence of a scientist.

Strengths; policies and practices existing in the company

Thematic block: **Working conditions and social security**

Modern scientific and research facilities.

High class technology and measurement laboratories with a total area of approx. 23 000 m² equipped with modern, unique on a national scale equipment necessary to conduct research of the highest quality standards.

Implemented in selected laboratories quality management system introduces organizational order and good practice. Implemented standards of the system enable obtaining reliable and recognizable research results. Research laboratories participate in proficiency testing and inter-laboratory comparisons in order to confirm their technical competence.

Flexible working conditions.

There are tools for flexible forms of work (task force work, part-time work, telecommuting, sabbaticals, wide possibilities for hours of the start and end of work).

The possibility of their use is determined by the supervisor, given the type/nature of the delegated tasks and projects.

Strengths; policies and practices existing in the company

Thematic block: **Working conditions and social security**

Training policy supporting the development of employees.

Trainings are carried out on the basis of the adopted policy of *Training - raising the qualifications of employees*.

We obtain grants for training and mobility supporting projects.

We mobilize resources for the development of soft skills, e.g. in the field of human resource management, teamwork. In the HR Department work certified internal trainers.

We appreciate mobility.

Sectoral and territorial mobility is one of the key criteria for staff selection. A large part of scientists working with us have experience of working in foreign research centres or in/with the industry.

We carry out projects related to the commercialization of R&D with industry, in which the scientists are involved.

Efforts are aimed at obtaining grants/participate in mobility programs for researchers.

Strengths; policies and practices existing in the company

Thematic block: **Working conditions and social security**

Stabilization of employment.

Employment policy is based on labour laws. We strive to provide a stable working environment for our employees.

The stability index of employment at the end of June amounted to 73.05%., while the employee turnover rate to 5.64%.

Performance management of research and research and development.

Department of Commercialization and IP Management deals with ensuring the protection of the resulting intellectual property and its commercialization.

What applies are the *Rules of using the results of intellectual work*, which protect the interests of scientists and provide IP protection.

The document is in the process of being updated and adapted to the needs of the company (it will be replaced by a *Policy of intellectual assets management*)

The solutions on IP potential are protected and commercialized in accordance with the processes of *IP product protection* and *Commercialization of IP product*.

Strengths; policies and practices existing in the company

Thematic block: **Trainings**

The liability of a principal for the development of its employees.

In WRC EIT+ we do not have academic supervisors within the meaning of supporting of the young scientists at universities.

The role of supervisor, referred to in the guideline is played in our organization by an immediate supervisor of the employee. The tasks of the manager include, among others :

- to ensure proper organization of work of the subordinate team,
- to determine the purposes and tasks,
- to oversee the implementation of the tasks assigned by subordinate employees,
- to make a periodic assessment of the competence of its employees, to provide feedback
- to plan their career development, training needs analysis.

Responsibilities and powers in this respect are defined in *Organizational Regulation* implemented in WRC EIT +

In every department of science and research they are also Science Coordinators (renowned professors in the field), acting as substantive advisors who support the team in achieving their goals.

Strengths; policies and practices existing in the company

Thematic block: **Trainings**

The development of employee competencies.

As part of the activities related to the pursuit of excellence, we focus on the development of company-wide competence - supporting innovation and functional competence.

The employees improve their competencies, e.g. through participation in training and development programs, which are implemented on the basis of the adopted policy of training and with the support of the Training Section.

We also devote resources to the development of social competence and management. The programs carried out by external companies are supported and continued in the organization by the HR Department staff who have the authorisations and experience in coaching.

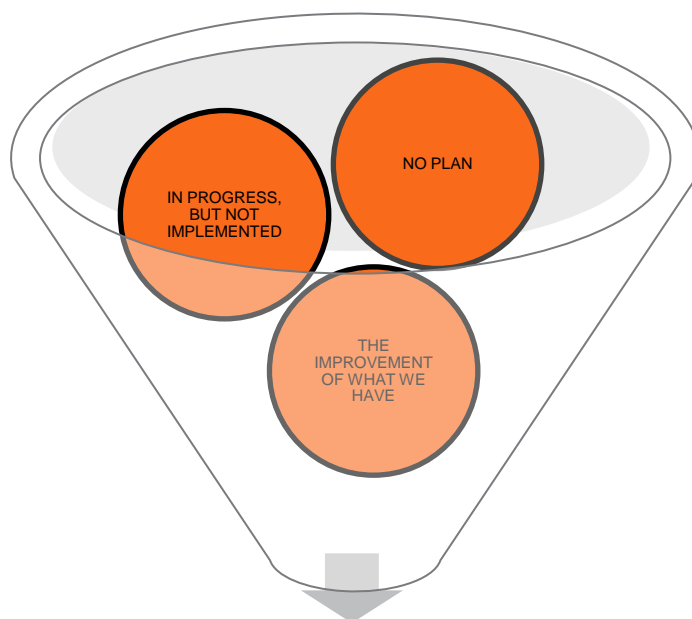
Training policy of the company and *The process of planning and implementation of training* involve an assessment of training services by trainees. The very process of planning and implementation of trainings is subject to cyclical assessment of effectiveness. As a result of the assessment corrective and perfecting actions are taken.

The implemented quality management system includes an assessment of the effectiveness of training activities. The effectiveness of training activities is subject to periodic management review at the highest management level.

Areas for improvement - an action plan

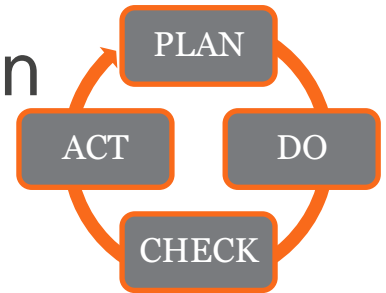
The analysis showed areas requiring adjustment to the C&C guidelines. These areas include both gaps and the issues that are under development and implementation in the Company. Part of the planned activities result from the improvement and the decision to include C&C guidelines to the processes already operating in the Company.

A detailed plan is attached to this presentation.



Action Plan

Monitoring of implementation



Established action plan will be subject to ongoing monitoring by the Organization and HR Department.

Periodically (at least once every six months) overview of the status of work on the implementation of planned activities will be organized with the team who worked on the identification of gaps between the C&C guidelines, and the internal management system in the company.

The report of the review will be forwarded to the information of the Management Board of the company.