

# HR Excellence Internal Review for PORT Polish Center for Technology Development

## 1. Organisational Information

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	117
Of whom are international (i.e. foreign nationality) *	3
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	22
Of whom are women *	58
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	37
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	11
Of whom are stage R1 = in most organisations corresponding with doctoral level *	6
Total number of students (if relevant) *	29
Total number of staff (including management, administrative, teaching and research staff) *	218

## **ORGANISATIONAL PROFILE**

### **PORT Polish Center for Technology Development**

is a research and development organization focused on the development of new technologies by conducting research for the needs and in cooperation with the industry.

#### **PORT is a network of specialized**

scientific-research and technological laboratories as well as measurement and specialist laboratories, which are concentrated in 6 research areas: Biobank, The Area of: Biotechnology, Nanobioengineering, Special Materials, Photonics and Electronics, Analytics. Each of the areas brings together several specialized laboratories. Thanks to this, a given area can focus on selected scientific and technological issues and carry out both scientific and research work as well as pilot studies for industry in a comprehensive way.

All laboratories of the PORT Polish Center for Technology Development are equipped with the highest-class research equipment that allows conducting application research with the highest quality standards.

## **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.

## **a. Ethical and professional aspects**

On the basis of the internal analysis made in 2015, we have separated 2 areas in which changes/modifications have to be implemented as regards Business ethics: determination of a generally available code of ethics and implementation of the own code and obtaining grant for trainings in the scope of ethics in scientific work. We have created our own code of ethics based on the code of ethics of Polish Academy of Science. In the future we are planning to organize a training in ethics in scientific work. Moreover, last year we established a new project concerning general ethical principles of work in our organization which involves implementation of the principles of conducting activity based on 3 most important values for our employees and identification of key aspects of functioning within the organization.

We have prepared and we are working on tools which help us improve standards of work of a researchers:

1. Project strategy. It helped introduce the following tools:
  - Cyclical meetings with the project management department during which individual terms and conditions related to the submission of projects are discussed
  - Project Assessment Committee has been established (Strategic Investments Panel) which is to support scientists and show them direction of the project in order for such project to be implemented. It enables implementation of own ideas by the scientists that can be financed out of funds of the company if the project does not qualify for external financing, e.g. NCN or NCBiR.
2. We keep on striving at implementation of quality management systems such as GMP I ISO 17025 in some of our labs in order to obtain new commercial projects which need to be based on such norms.
3. We are subject to regular accreditation audits in laboratories in order to get further certificates confirming quality of rendered services.
4. In order to protect intellectual property of our employees, we have also implemented an intellectual property management system and we employ an

Intellectual Property Protection Specialist/Internal Auditor who oversees accurateness of processes connected with IP.

5. We have adjusted our procedures to the EU requirements in the area of personal data protection in accordance with the Regulation of the European Parliament and of the Council (EU) 2016/679 of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data and repealing Directive 95/46/WE.
6. We also have an agency of antimobbing committee which has implemented an anti-mobbing procedure in our organization available in the intranet to all employees and has appointed a person of trust from among our employees who is responsible for providing support to the employees in the context of counteracting discrimination and ill-treatment in the place of work.
7. As regards communication with research scientists with the Management Board, we have organized regular meetings of the Management Board with the management staff, the Management Board with employees.
8. The activity of our company is focused on submission of projects, especially application projects and development of commercial services.

#### ***b. Recruitment and selection***

As a result of work of the project group, we have implemented a boundary conditions card in the organization related to positions in R&D division created on the basis of the document Towards A European Framework For Research careers of 21st of July 2011. The boundary conditions card specifies minimum competence criteria of scientists on the basis of organisational levels. It has enabled us to minimize risk of professional discrimination and concentration of persons of similar competence level on individual levels in the organisational hierarchy.

We have also created a checklist at the recruitment of research scientists in order to avoid any omissions in the recruitment process at each stage that could result in discrimination of a given candidate or in ineffective screening and selection.

We also develop publishing channels for our announcements using for instance job advertisement portals, LinkedIn, WWW of the organization, academic websites with job advertisements, euraxess, recommendations of our scientists to ResearchGate portal. We are also in the middle of the process of getting permits for launching

employer profile on the ResearchGate portal. A better Chance to reach candidates, our recruitment process is more transparent and available to scientists.

We adjust our recruitment processes to the requirements of individual recruitment processes. If the process involves additional stages, such as case study, samples of work, we are obliged to take such stage into consideration with the manager of the laboratory, to prepare materials, inform candidates in a timely manner about participation in the next stage and about its form, and carrying out such stage with a business representative.

The structure of a local scientific council has been transformed into International Science Committee supervising the Council of Science and Commerce.

Having changed the organisational structure, we have created new ranges and new positions. Areas manager by directors of 2 sections B+R (Biotechnology and Nanotechnology) have been divided into 6 areas: Analytics, Biobank, Biotechnology, Photonics and Electronics, Nanobioengineering, Special materials. Positions of Area Leaders have been appointed; they coordinate work of subordinate laboratories (previously coordinated by the director).

### ***c. Working conditions***

We keep on trying to improve working conditions of our scientists by adjusting the area of laboratories to the needs of research teams and by purchasing modern equipment.

In the nearest future we are planning to implement a system of non-wage benefits that are to reward our employees in a non-cash form.

Apart from the aforementioned tools, we have implemented other principles of operation (including oral/informal ones) that ensure freedom of action.

- Scientists in PORT are autonomous in the context of the application
- Our scientists support other centres with their knowledge, e.g. Universities, Institutes, Government organizations,
- This year we have reorganized remuneration in R&D section after prior verification of market conditions (average increase in remuneration – 30%).

#### **d. Training and development**

There is a procedure of reporting training needs in the company for the next year in order to adjust the budget for the development of the employees. Thus, HR division supports in a controlled manner scientists in the organization and the purchase of trainings for proper operation of laboratories and improvement of qualifications of employees.

We organize and take part in scientific conferences in Poland and abroad.

We are working on implementation of the employee appraisal system for the managerial staff and other employees. The system will include appraisal of work effectiveness measured by goal accomplishment level. The appraisal will encompass 360 evaluation for the managerial staff in the area of internal customer satisfaction.

On the basis of effectiveness appraisal and development potential, we will create a talent network in the (9 boxes).

We create a complex development programme for the managerial staff that will be implemented in 2019.

#### **Have any of the priorities for the short- and medium term changed?**

Within last year our organisation has changes its size. We adjusted our goals to it and we are in the course of adjusting HR tools to the existing situation of the company. In the nearest future we are planning to update:

- Welcomeday for employees that will encompass trainings in the area of IT, health and safety at work, projects, human resources. Thanks to such initiative our future employees will be able to familiarize with the company on the basis of professional materials and speeches.
- Porces Exit Interview that will support us in effective recognition of the needs of our employees in the context of working conditions and the comfort of work.

and implement:

- The adaptation system in B+R and commercial sections in order to increase effectiveness of the onboarding period of the employees.

- The rules concerning doktorat wdrożeniowy (doctoral training) realised by our company.

**Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy?**

After the management board changed at the beginning of 2018 and the ministry of science took over the company, new objectives have been set for the whole organisation and a clear value system.

PORT value system is based on 3 pillars: honesty, perfection and involvement.

**Are any strategic decisions under way that may influence the action plan?**

No. if such decisions are about to be made in the future, we will take all efforts to adjust to them changes occurring in the company, especially those connected with HRS4R.

### 3. Actions

Proposed ACTIONS				
<b>Action 1</b> To indicate a public Code of ethics or develop and introduce own Code of Ethics that will be respected by each researcher employed by PORT	<b>GAP Principle(s)</b> 2. Ethical principles 6. Accountability	<b>Timing (at least by year's quarter/semester)</b> Q2, 2016	<b>Responsible Unit</b> Organizational Development Unit in cooperation with research departments	<b>Indicator(s) / Target(s)</b> is the C&E standard introduced
<b>Current Status</b>		<b>Remarks</b>		
COMPLETED				
<b>Action 2</b> Current verification of the possibility of applying for grants for training on ethics in the work of the scientist.	<b>GAP Principle(s)</b> 2. Ethical principles	<b>Timing (at least by year's quarter/semester)</b> Q4, 2019	<b>Responsible Unit</b> HR unit	<b>Indicator(s) / Target(s)</b> conducted training
<b>Current Status</b>		<b>Remarks</b>		
IN PROGRESS				
<b>Action 3</b> To increase employees' awareness in the scope of IP management policy existing in the Company including confidentiality of data related with intellectual property.	<b>GAP Principle(s)</b> 31. Intellectual Property Rights	<b>Timing (at least by year's quarter/semester)</b> Q1, 2016	<b>Responsible Unit</b> IP Protection and Commercialization Unit	<b>Indicator(s) / Target(s)</b> implementation on time /survey
<b>Current Status</b>		<b>Remarks</b>		
COMPLETED				
<b>Action 4</b> To implement „kick-off meeting“ – a meeting addressed to project participants in order to communicate the key project information.	<b>GAP Principle(s)</b> 38. Continuing Professional Development	<b>Timing (at least by year's quarter/semester)</b> Q3 2015	<b>Responsible Unit</b> Project Management Unit	<b>Indicator(s) / Target(s)</b> implementation on time /survey
<b>Current Status</b>		<b>Remarks</b>		
COMPLETED				
<b>Action 5</b> To increase employees' awareness in the scope of information security, data protection and confidentiality.	<b>GAP Principle(s)</b> 5. Contractual and legal obligations	<b>Timing (at least by year's quarter/semester)</b> Q1, 2016	<b>Responsible Unit</b> Classified Information Protection Officer	<b>Indicator(s) / Target(s)</b> implementation on time/ survey
<b>Current Status</b>		<b>Remarks</b>		
COMPLETED				
<b>Action 6</b> To include the professional performance in the system of researchers' evaluation.	<b>GAP Principle(s)</b> 11. Evaluation/ appraisal systems 40. Supervision	<b>Timing (at least by year's quarter/semester)</b> Q4, 2018	<b>Responsible Unit</b> HR unit	<b>Indicator(s) / Target(s)</b> implementation on time
<b>Current Status</b>		<b>Remarks</b>		
IN PROGRESS				



Action 7		Timing (at least by year's quarter/semester)		
To develop and implement a checklist of criteria to be taken into account when assessing the candidates during recruitment process - according to the guidelines of the C&C (including mobility, gender balance etc. ).		GAP Principle(s)	Responsible Unit	Indicator(s) / Target(s)
		12. Recruitment	Q4, 2015	HR unit
		14. Selection (Code)		implementation on time / survey
		Current Status		
		COMPLETED		
		Remarks		

Action 8		Timing (at least by year's quarter/semester)		
To implement the European guidelines for the classification of the stages of scientific career (standardization of approach at the stage of recruitment, applying for grants).		GAP Principle(s)	Responsible Unit	Indicator(s) / Target(s)
		13. Recruitment (Code)	Q2, 2016	HR unit
		16. Judging merit (Code)		implementation on time
		20. Seniority (Code)		
		Current Status		
		COMPLETED		
		Remarks		

Action 9		Timing (at least by year's quarter/semester)		
To draw up and implement a development strategy for researchers (include mobility as one of the criteria).		GAP Principle(s)	Responsible Unit	Indicator(s) / Target(s)
		23. Research environment	Q4, 2018	HR Unit
		28. Career development		implementation on time / survey
		29. Value of mobility		
		30. Access to career advice		
		Current Status		
		COMPLETED		
		Remarks		

Action 10		Timing (at least by year's quarter/semester)		
Include the information about Anti-mobbing Committee and Man of Trust during "Induction day".		GAP Principle(s)	Responsible Unit	Indicator(s) / Target(s)
		10. Non discrimination	Q3, 2015	HR Unit
		24. Working conditions		implementation on time / survey
		Current Status		
		COMPLETED		
		Remarks		

Action 11		Timing (at least by year's quarter/semester)		
To develop and implement the communication model between the Management Board and the research and science area.		GAP Principle(s)	Responsible Unit	Indicator(s) / Target(s)
		35. Participation in decision-making bodies	Q2, 2016	HR Unit
		36. Relation with supervisors		implementation on time / survey
		Current Status		
		EXTENDED		
		Remarks		
		The model of communication will be prepare till the end of Q1 2019		

Action 12		Timing (at least by year's quarter/semester)		
Complete the policy of Training-raising qualifications of employees with issues related to taking part in free of charge trainings and traineeships.		GAP Principle(s)	Responsible Unit	Indicator(s) / Target(s)
		38. Continuing Professional Development	Q4, 2015	HR Unit
		39. Access to research training and continuous development		implementation on time / survey
		Current Status		
		COMPLETED		
		Remarks		

We are in the creating phase of our new HR strategy. The Strategy will be present till the end of December and implement at the beginning of next year. The strategy will contain OTM-R principles.

## **4. Implementation**

### **How have you prepared the internal review?**

We have analysed materials gathered during the first initial review and we have checked the status of actions performed. Thanks to the up-to-date documentation and the progress tracker in form of a table, we could easily find such information, despite changes in human resources of our HR division, which coordinates work of HRS4R. Moreover, we have analysed recent changes that have not been taken into account in the tracker but were important elements of the transformation process resulting from implementation of a new HR rules by the new HR director.

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

The process of implementation of HRS4R in our organisation is closely supervised and controlled by the company's management board. Immediate coordination of actions is dealt with by HR representative but all action are implemented after consulting and establishing the action plan with R&D division. All planned solutions are created on the basis of a regular analysis of the needs of R&D division.

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

When HRS4R was implemented in our organisation, we appointed a project team that was responsible for the analysis of the condition of the organisation and implementation of changes in individual areas of the company's activity. The group included representatives of the research, commercial, HR divisions and the management. After organisational changes some of the members of the committee were replaced by new members. Currently the committee has a supportive function. If it is necessary to implement new solutions or to provide opinion on new ideas or to carry out regular audits, the coordinator from HR division asks members of the

committee for assistance. The action plan is controlled on a regular basis by HR coordinator.

**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**

PORT human resources policy is systematically adjusted to HRS4R.

Changes we are implementing to adjust our activity to HRS4R requirements are introduced in most cases by way of a resolution or implemented in currently applicable regulations or organisational rules. Sometimes these changes modify already existing processes that are passed by implementing new policies in the company.

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

We kept a to-do list that was controlled on a monthly basis. Each task was assigned a given deadline and a period of time for performance, and individual tasks and areas responsible for the tasks. Each task was included in the list of annual goals for the employees involved in HRS4R.

**How are you monitoring progress (timeline)?**

Implementation of changes was treated as an internal project and managed as such. R&D Manager and the administration manager managed work of subordinate employees and monitored the progress of work. The main tasks were monitored in the table in which progress of work and the then current status were marked with a given colour (green - done, orange – to be done, red - delay).

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

We have analysed which improvements have been implemented. The survey is to help us verify whether implemented improvements bring profits in their everyday work. We are planning to conduct the survey at the end of 2019.

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

We will carry out another analysis of guidelines and we will prepare all documents that are necessary for such review. During the transformation process we will

document on a regular basis the progress of work in order to gather all the information in one source document that we will be able to provide to the committee.