

# HR EXCELLENCE IN RESEARCH

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## SURVEY METHODOLOGY AND OUTCOMES 2024



Narodowe Centrum Badań Jądrowych  
National Centre for Nuclear Research  
ŚWIERK



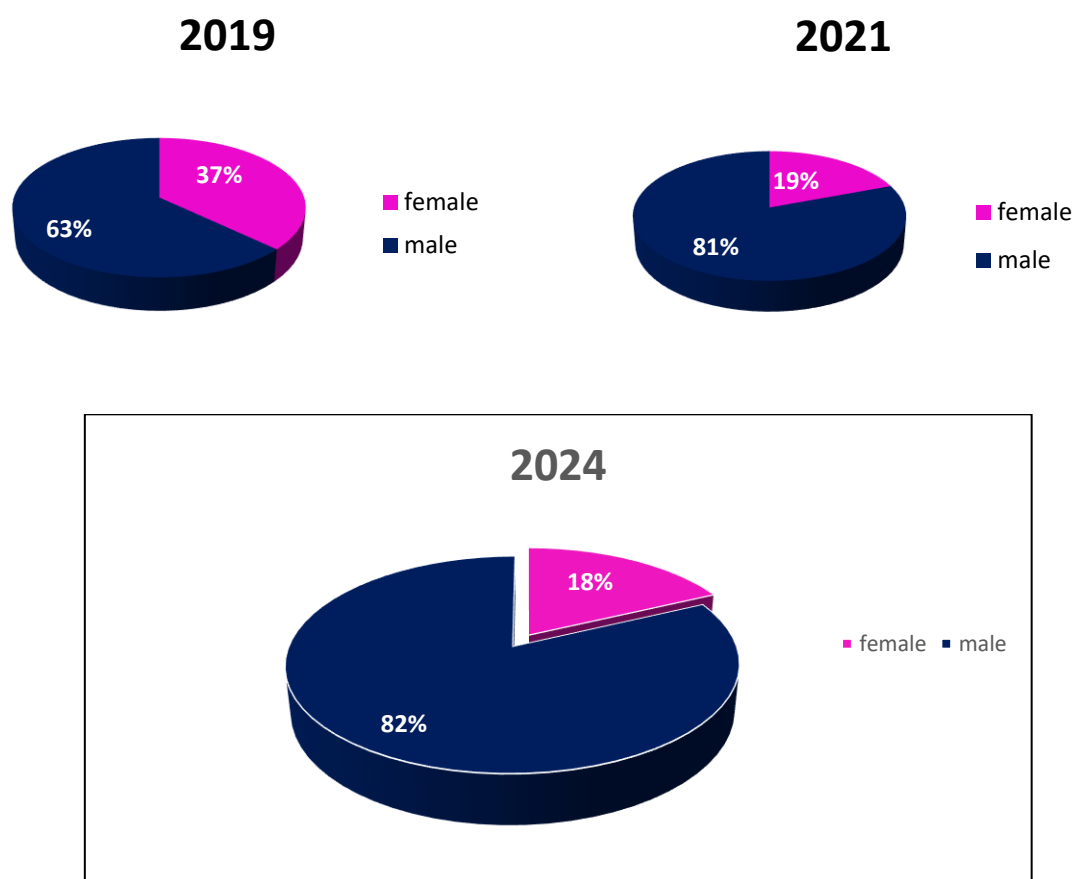
## 1. Survey methodology

The questionnaire was almost identical to the questionnaire used in 2019 and 2021.

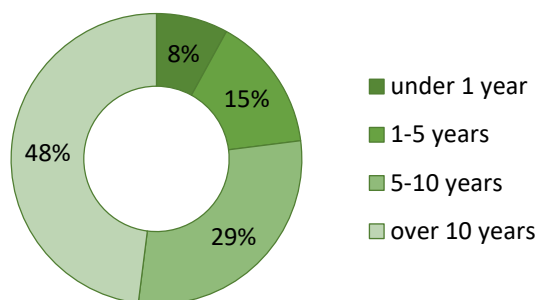
Each member of the research community at NCBJ has Internet access. All researchers were invited to participate in the online questionnaire through the internal messaging system by prof. Agnieszka Pollo - the Deputy Director for Science and prof. Aneta Malinowska - the Scientific Secretary. Questionnaires were prepared in Polish and English. To make the survey more effective, an email with individual invitations including information about the declaration of the commitment to the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (Charter and Code) was prepared and sent out. The letter included additional contact information so participants could check the source and set questions. The reminder e-mail was sent to respondents. Its purpose was to increase the response rate.

Anonymous opinions were collected during 14 days with the total number of responses reaching 50 (which represents 20% of all groups invited to participate in the survey). We wanted as many people as possible to complete the questionnaire, so we made the demands on the respondents as low as possible by making the questionnaire simple and easy to complete. Unfortunately, in the last 2 years, we have observed a significant decline in participation in this type of survey. This may be due to employee fatigue from too many questionnaires or the fact that they do not see the results of the feedback provided.

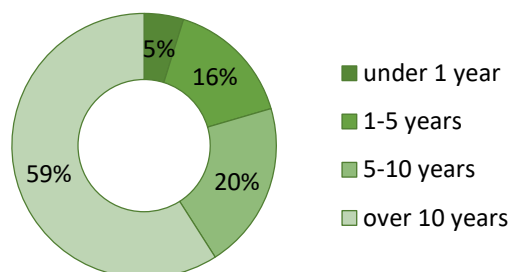
The graphs below show the sociological aspects of the respondents.



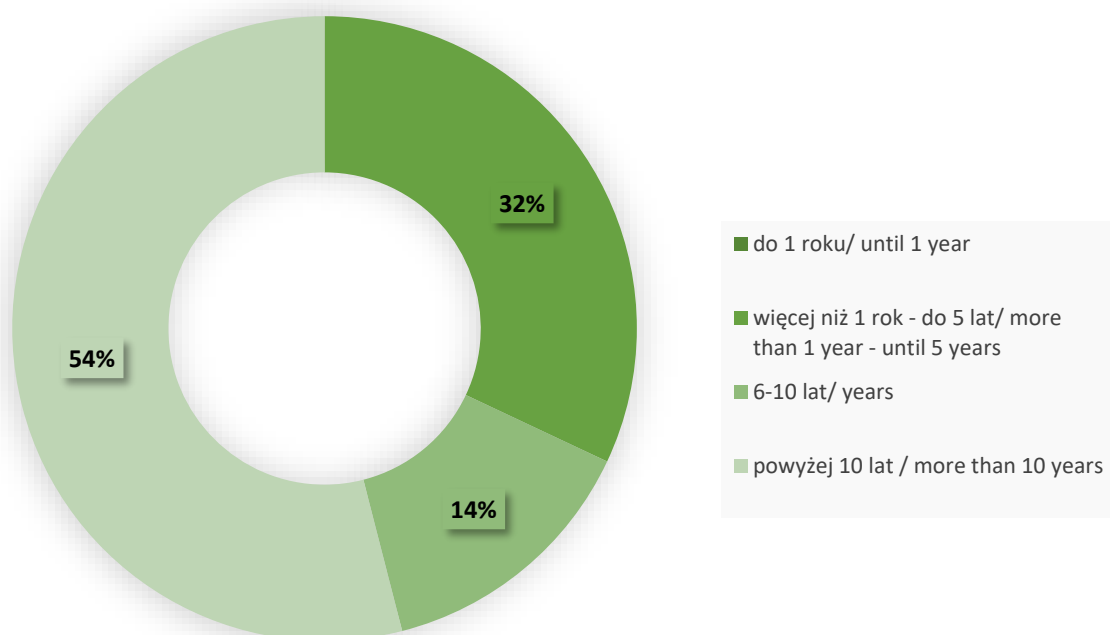
## Seniority 2019



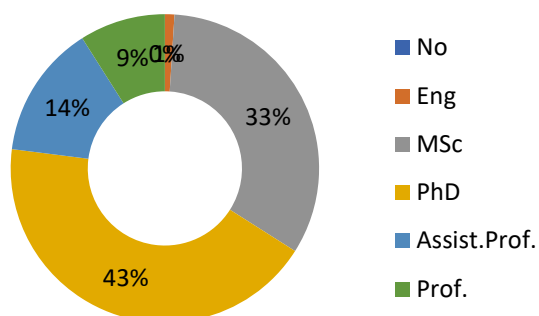
## Seniority 2021



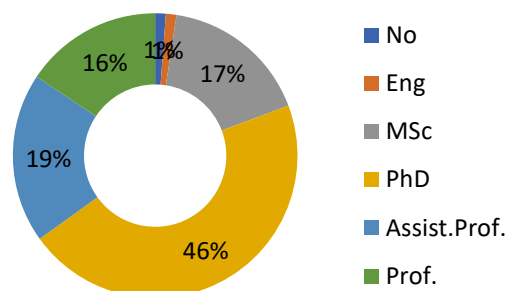
## Seniority 2024



### Title/degree 2019

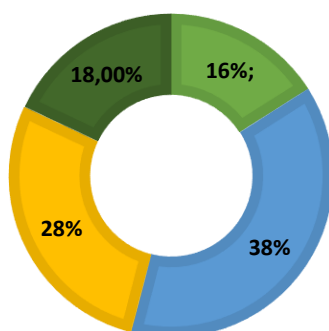


### Title/degree 2021



### TITLE/DEGREE 2024

mgr/mgr. inż - MSc/Ma   dr/dr inż.   dr hab.   prof.



Out of the total of 249 researchers invited to respond to the questionnaire, 50 took part in the survey, which constituted a participation rate of 20%. The participants were grouped into four professional categories: Bachelor of Engineering and Master of Science (8), PhD (19), professor of Institute/dr. hab (14), Professor (9).

### Detailed overview of the results of the questionnaire

Gap identification is based on positive or negative levels of agreement with each statement. There are usually minor differences between each test. We analyzed the differences carefully. We took into account the ratio between positive and negative responses (“strongly agree” and “agree” vs. “strongly disagree” and “disagree”). If the differences were greater than 4.5 points, new actions are recommended. We included the results of the analysis in our conclusions.

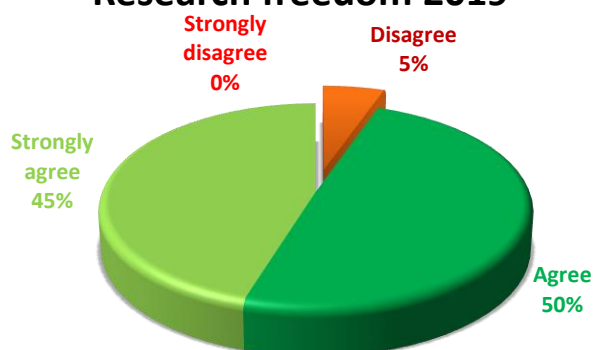
We adopted the following analytic assumptions:

| Number of positive answers<br>(Agree & Strongly agree) | Rate | Action   |
|--|------|--|
| more than 80 %   | ++   | Gap is not identified and no action is required.   |
| 80% to 60%   | +/-  | Gap is identified as small and a topic we should focus on slightly during the following steps of the internal analysis |
| 60% to 40%   | -/+  | Gap is identified as only partially implementing HRS4R standards and we should find some solutions                     |
| under 40%  | --   | Gap is identified and further action is required.  |

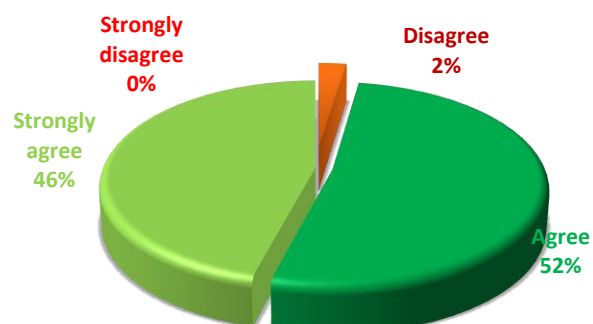
The results of the study indicate that there are two categories of results: strengths of NCBJ practices with regard to Charter and Code principles (the points where a gap is not identified) and challenges that require corrective actions (a small gap or a gap is identified). An analysis of the questionnaire outcomes is presented in the graphs below.

## The survey results

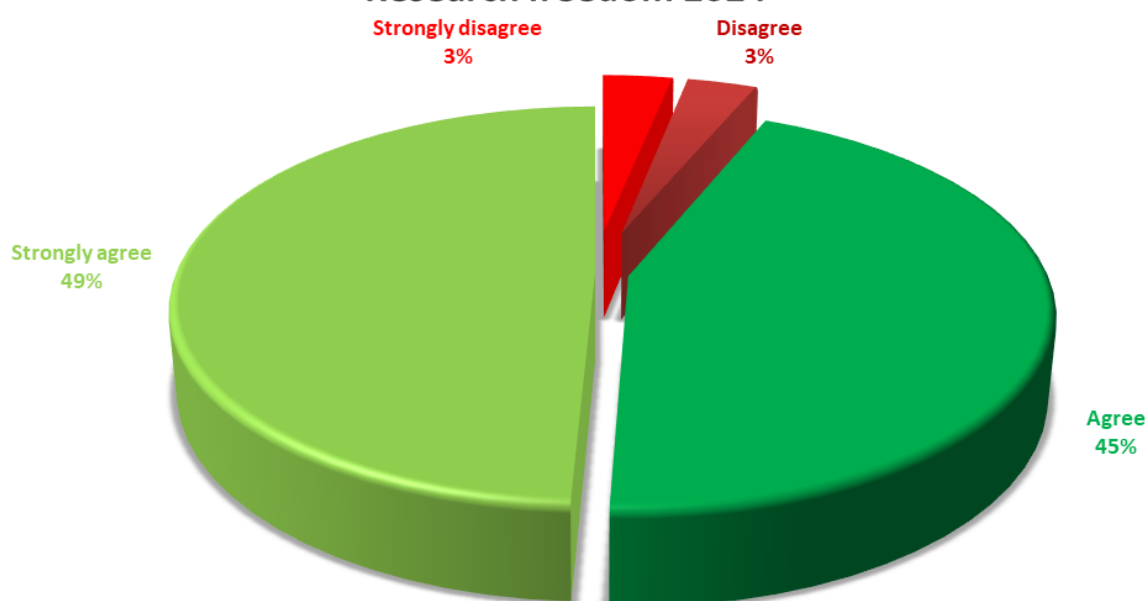
### Research freedom 2019



### Research freedom 2021



### Research freedom 2024



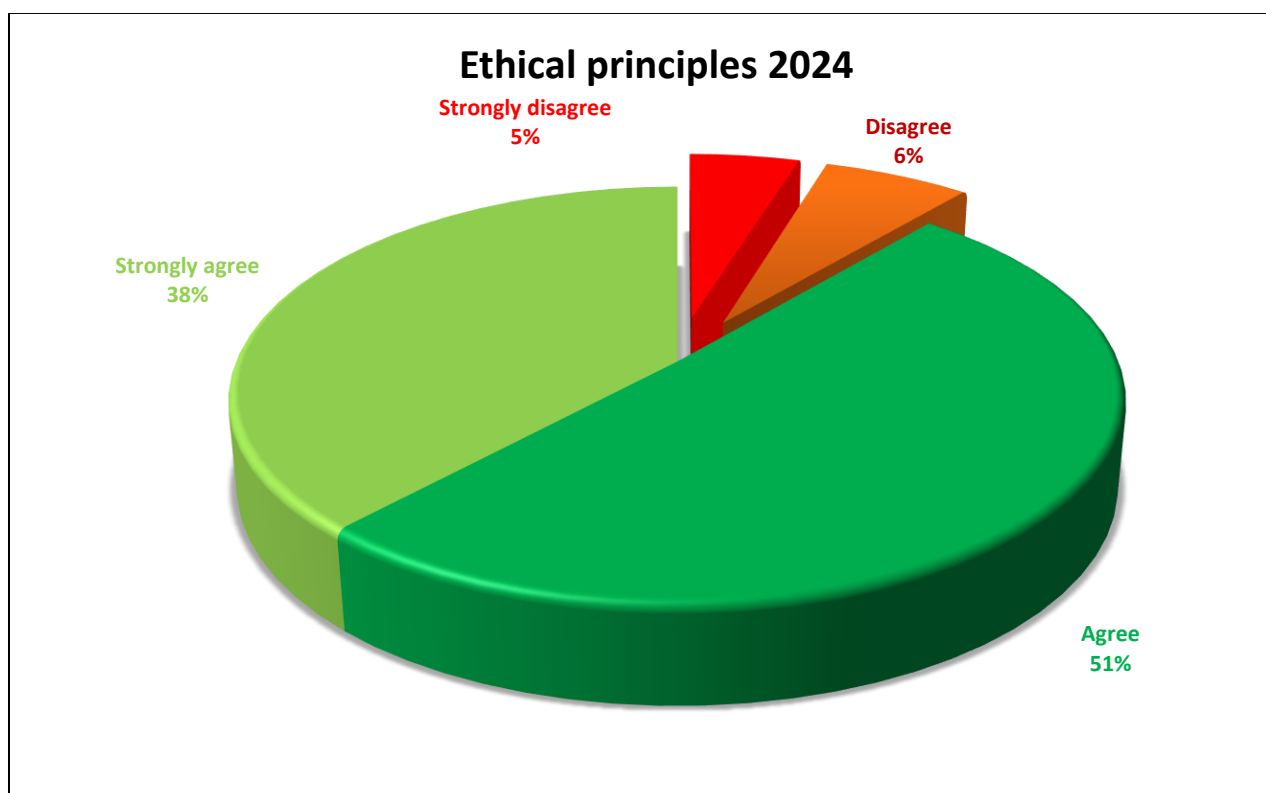
#### Statement:

*When conducting research at NCBJ, researchers experience freedom of thought, expression, and the freedom to identify methods how to solve problems, while recognizing reasonable limitations to this freedom (budgetary, operational or legal).*

#### Conclusion:

The rate: ++

Scientists' sense of autonomy increased slightly. The gap is still not identified, there is no action required. Our analysis indicates that the research funding system and decisions made by department heads are perceived as limitations to academic freedom. Unfortunately, these are systemic constraints stemming from the Polish grant system and the adopted model for funding scientific research.



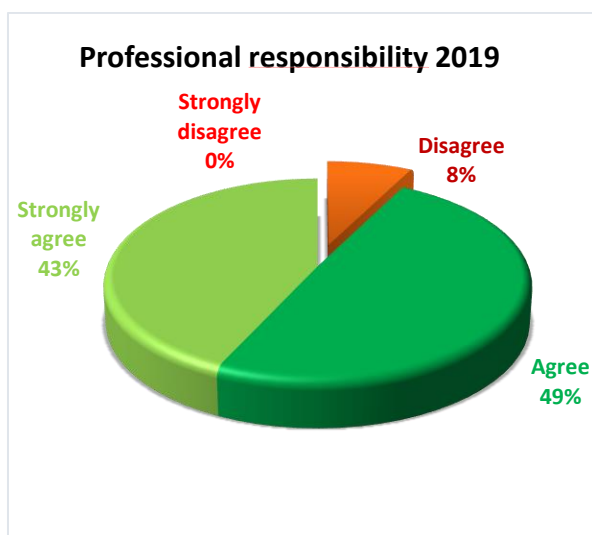
**Statement:**

*NCBJ ensures that researchers comply with recognized ethical practices and fundamental ethical principles relevant to their discipline(s) as well as ethical standards outlined in various national, sectoral or institutional Codes of Ethics.*

## Conclusion:

The rate: ++

This year, we recorded a slight increase in the number of people disagreeing with the statement. Information gathered from open-ended questions suggests that we need to put more significant effort into raising employees' awareness of ethical principles and procedures for reporting misconduct.



## Statement:

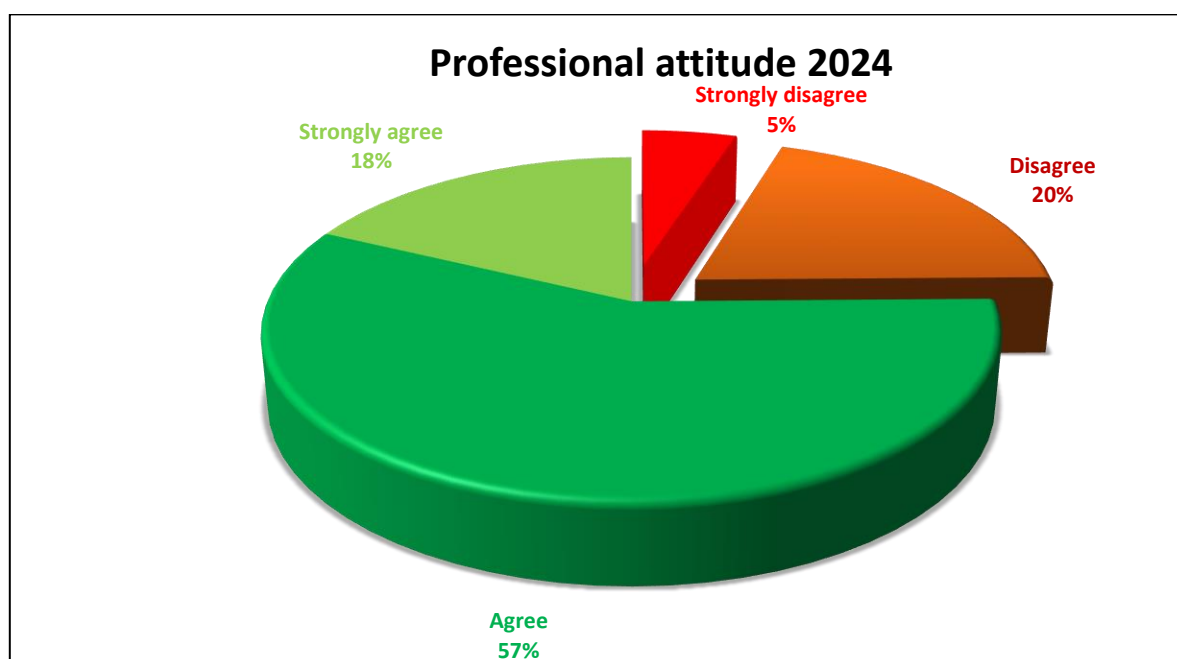
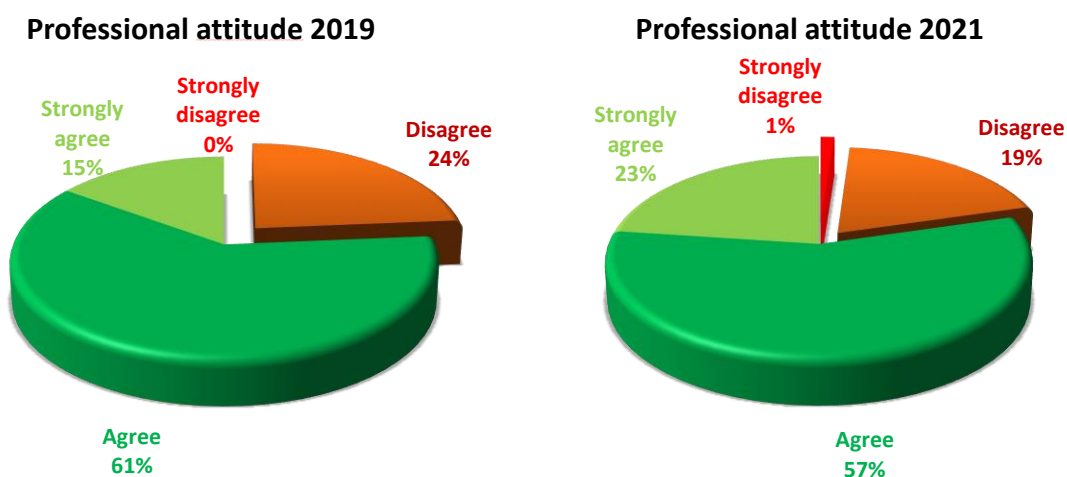
*NCBJ researchers comply with principles of intellectual property and guidelines for shared data (in the case of research conducted in collaboration with other researchers). We avoid plagiarism and respect the rules of citation.*



### Conclusion:

The rate: ++

Unfortunately, this year we have observed an increase in negative feedback, particularly regarding issues related to acknowledgment in publications, the use of data, and collaboration between research groups.



### Statement:

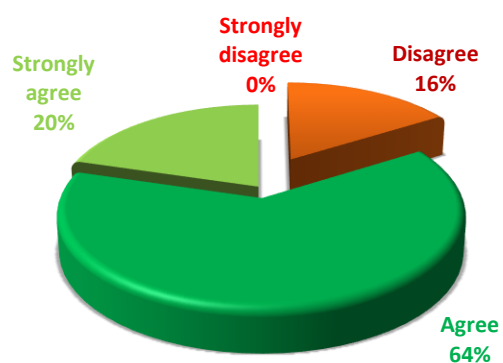
*Researchers are familiar with the strategic goals of the Institute/departments, and research funding mechanisms and they obtain all necessary approvals before initiating their research or using provided resources. They inform relevant authorities of any delays or redefinition in their research projects.*

### Conclusion:

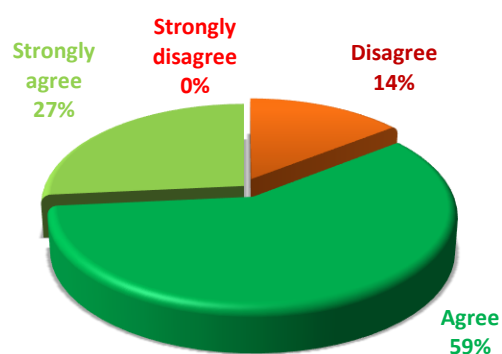
The rate: +-

The gap is still identified, and future action is required. The group of people who assess their knowledge about the institute's strategic goals as good is the same, but the group who disagree has increased. This means that communication activities were not as effective as we wanted. We need to continue regular meetings with the director, and changes in the annual call system.

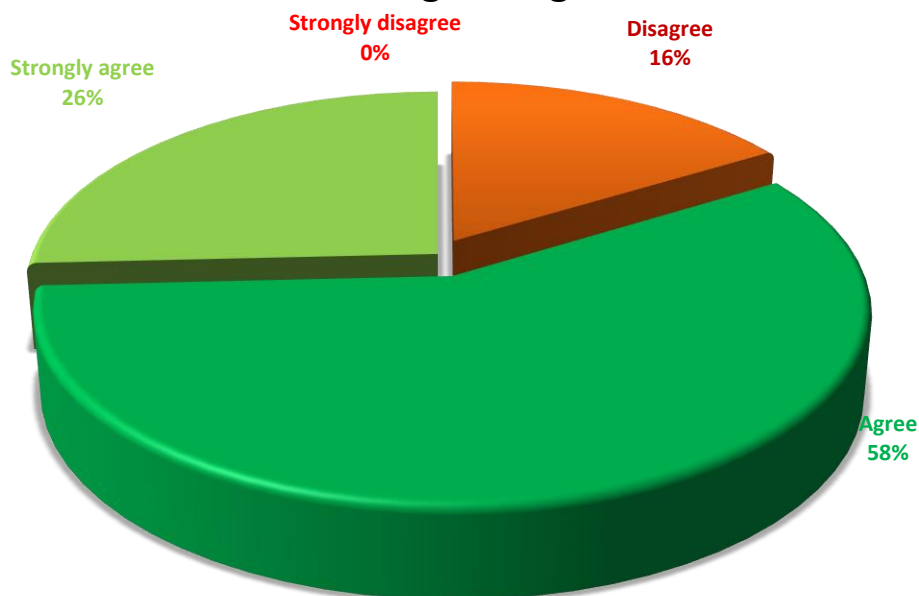
**Contractual and legal obligations  
2019**



**Contractual and legal obligations  
2021**



**Contractual and legal obligations 2024**



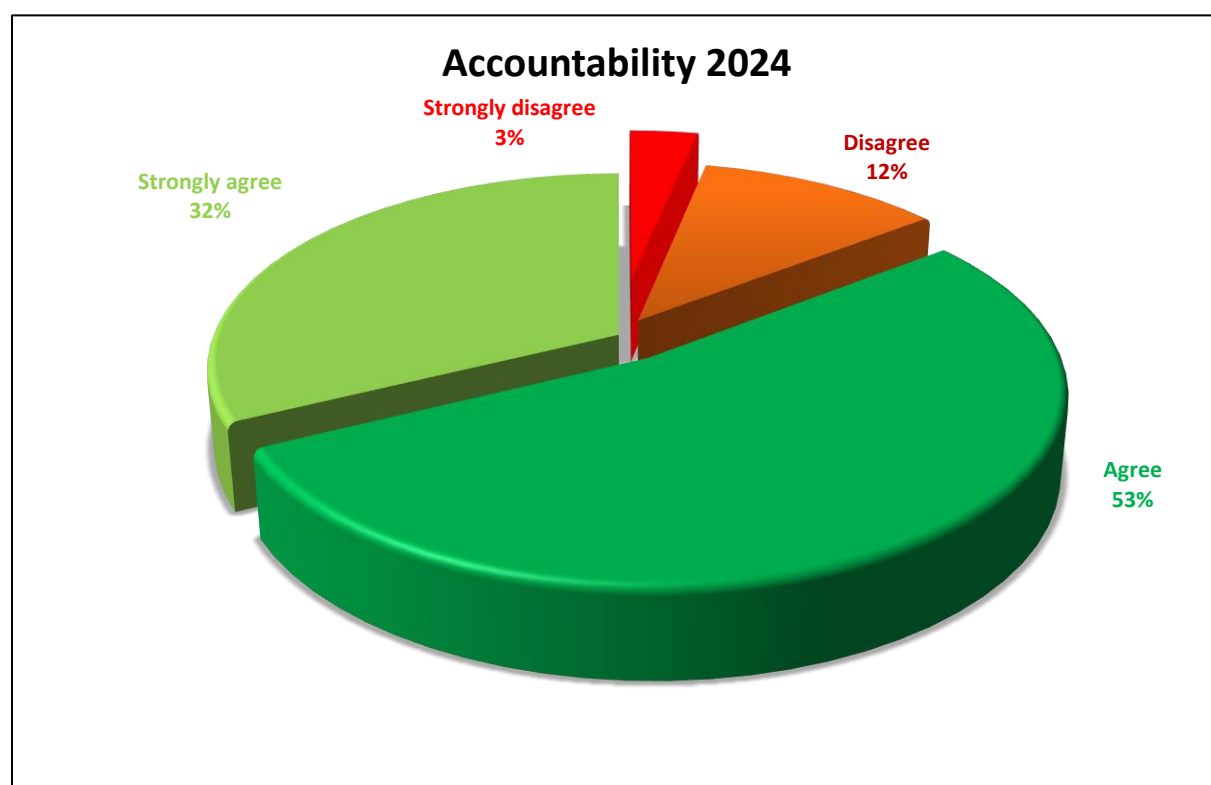
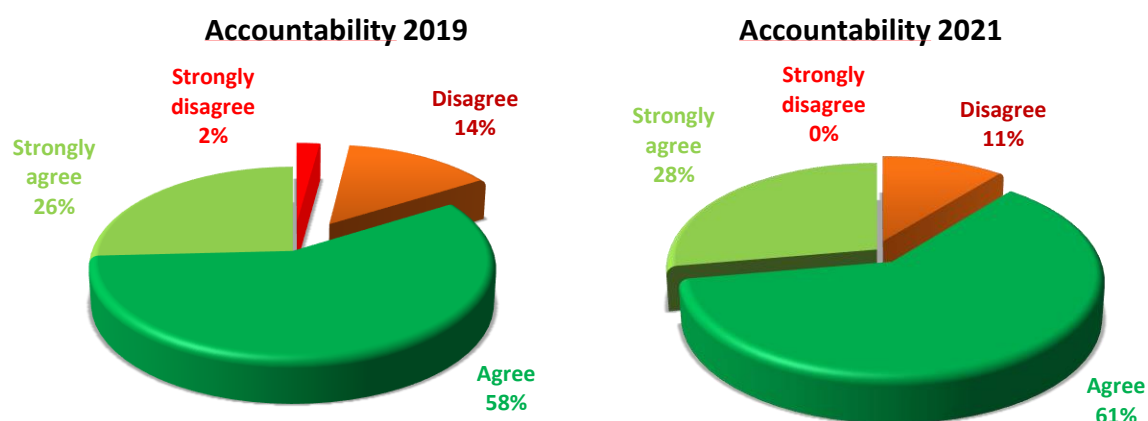
**Statement:**

*NCBJ researchers are aware of the national, sectoral, or institutional regulations governing working conditions, including Intellectual Property Rights and the requirements set by funders.*

## Conclusion:

The rate: ++

Recognition of national, sectoral, or institutional regulations increased slightly. The gap is not identified, and no action is required.



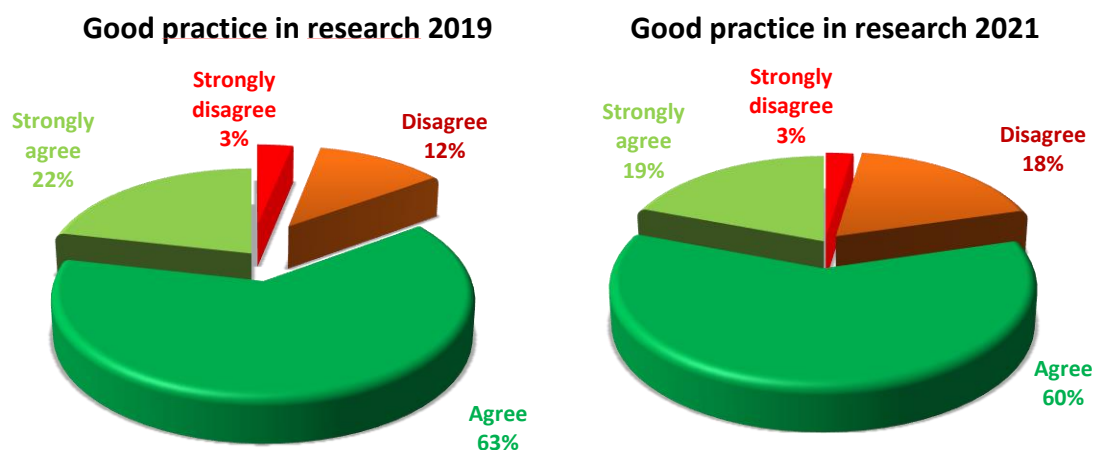
## Statement:

*NCBJ researchers understand that they are accountable to their employers, funders, or other related public or private bodies as well as ethically accountable to taxpayers. They adhere to principles of sound, transparent, and efficient financial management in conducting and accounting for scientific research.*

### Conclusion:

The rate: ++

The group of people who are aware of the institute's strategic goals as good has increased. The gap is not identified, and no action is required.



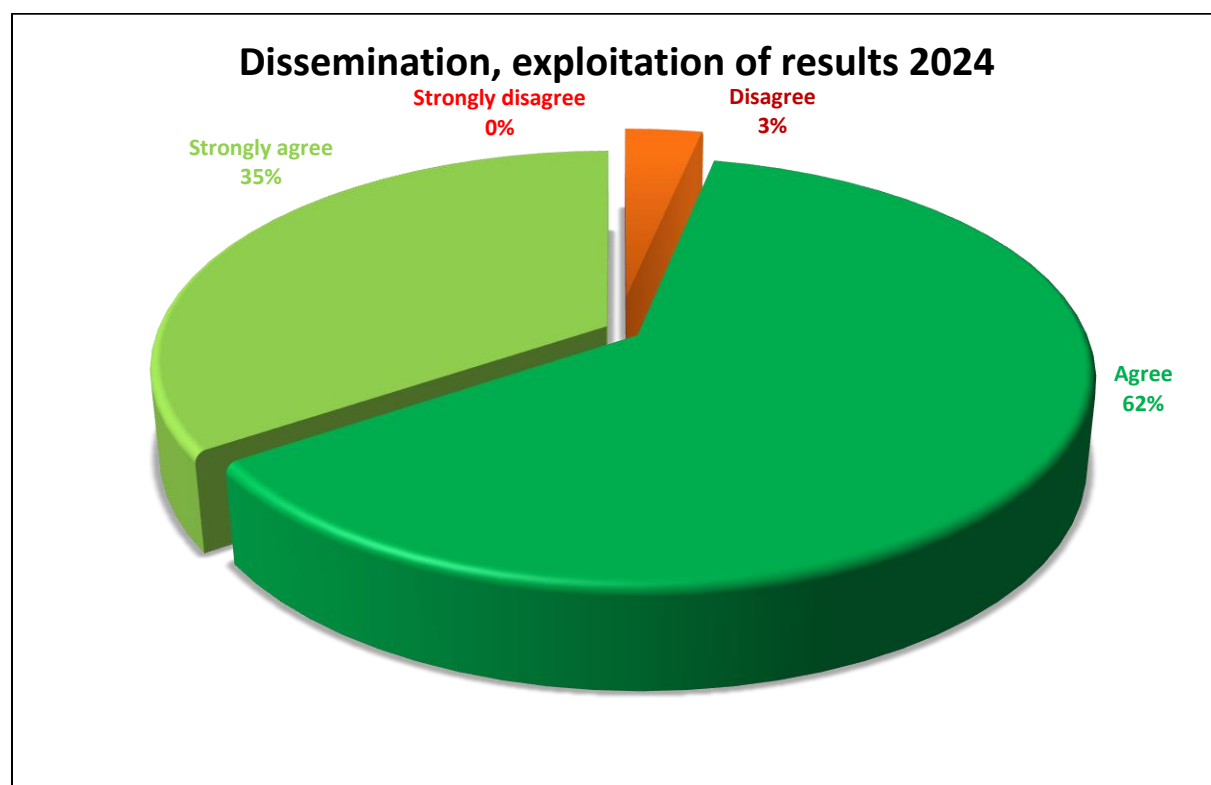
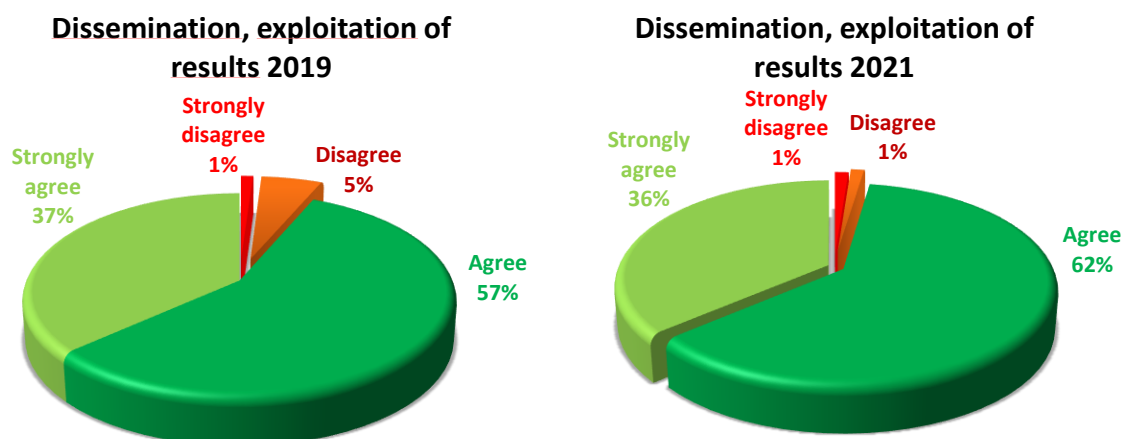
### Statement:

*NCBJ researchers implement safe work practices, take necessary health and safety precautions, meet IT disaster prevention standards, and comply with legal requirements for data and confidentiality protection.*

## Conclusion:

The rate: ++

In the past two years, various training sessions have been conducted regarding the mentioned issues. Additionally, regulations related to IT usage have been developed. These actions will be continued.



## Statement:

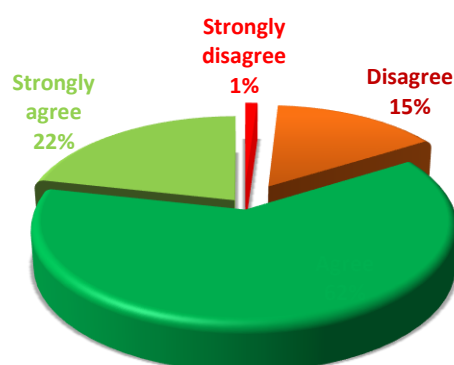
*Researchers ensure that the results of their research are widely shared and used (in accordance with obligations).*

**Conclusion:**

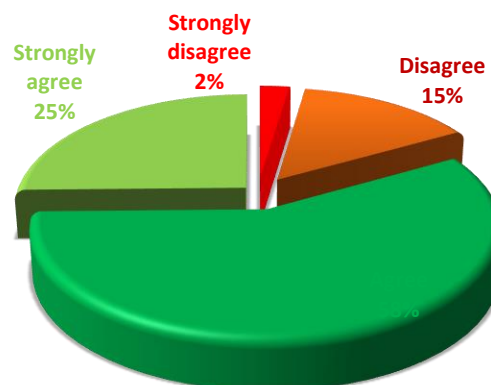
The rate: ++

Researchers' awareness is on the same level. The gap is not identified, and no action is required.

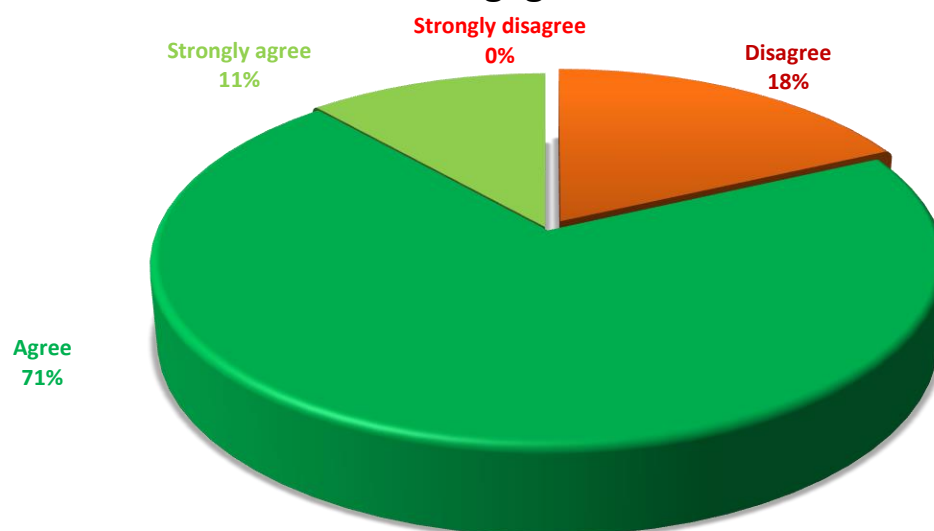
**Public engagement 2019**



**Public engagement 2021**



**Public engagement 2024**



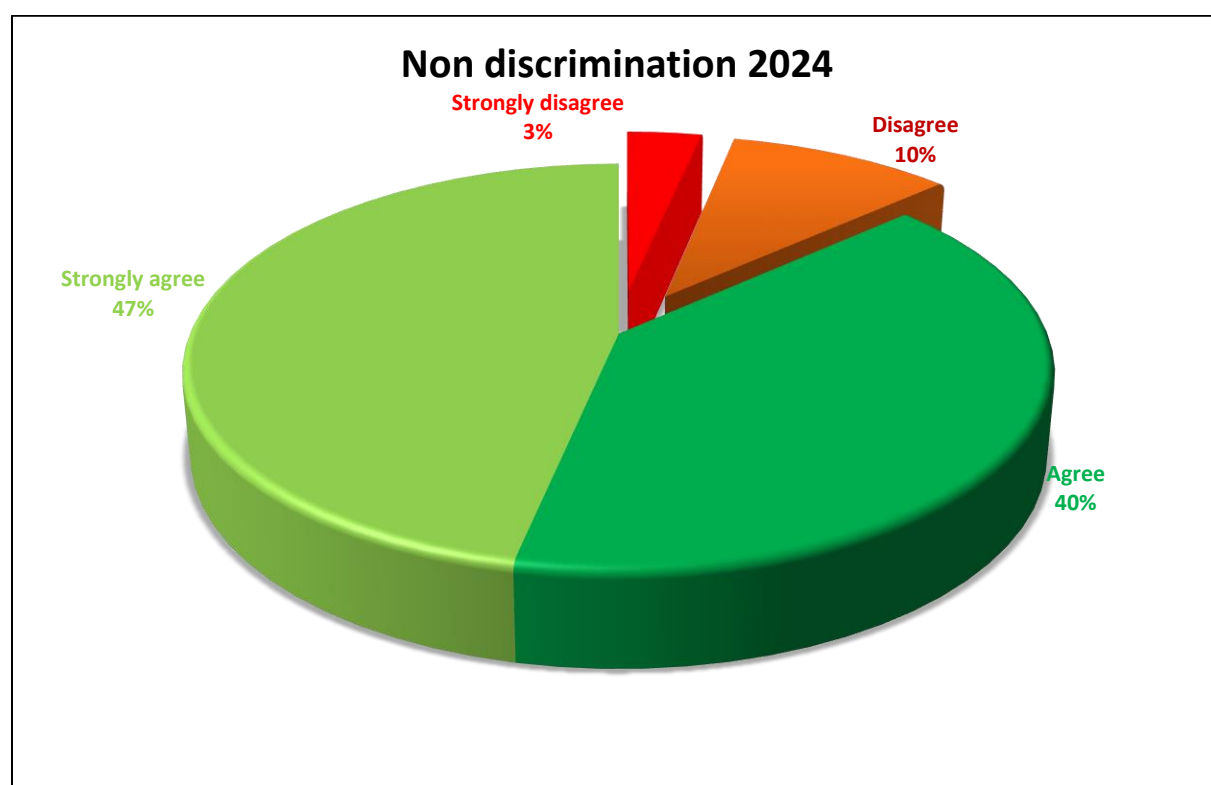
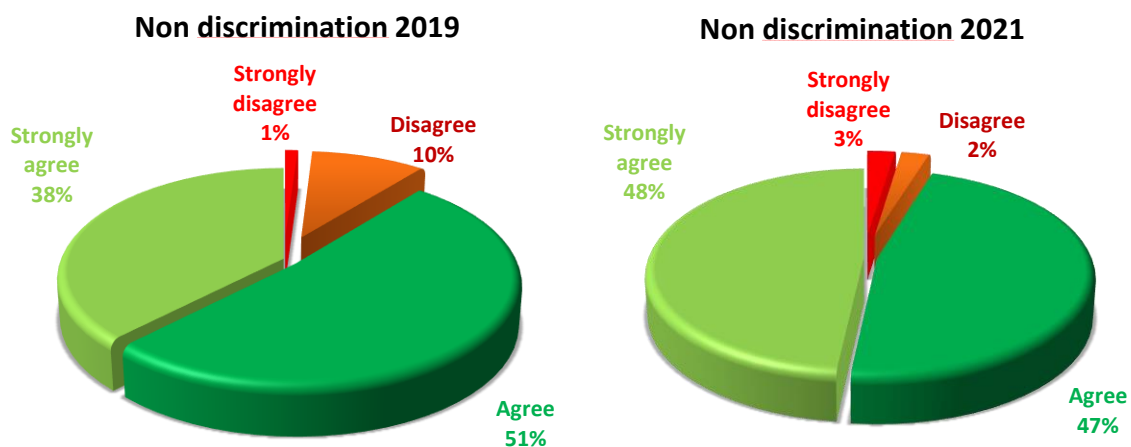
**Statement:**

*Researchers ensure that research activities are made accesible to society at large, so they can be understood by non-specialists.*

**Conclusion:**

The rate: ++

There is no significant difference between the surveys. The gap is not identified, and no action is required. Nevertheless, we would like to further disseminate information about opportunities for popularizing research findings.



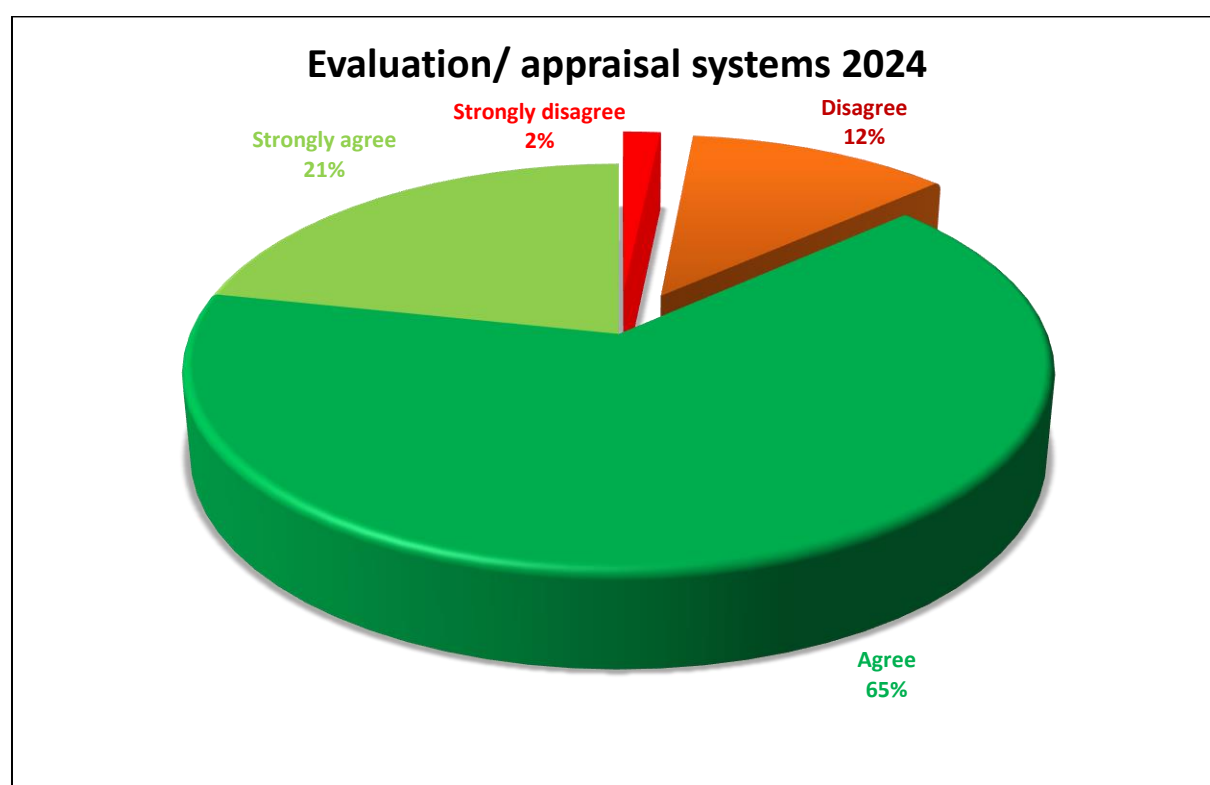
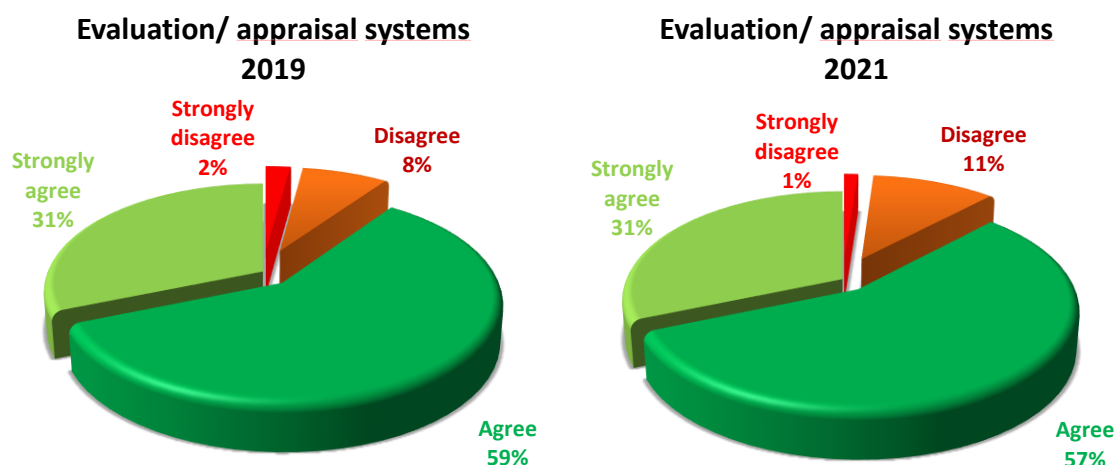
**Statement:**

*NCBJ does not discriminate against researchers based on gender, age, ethnic, national or social origin, religion, sexual orientation, language, disability, political opinion, social or economic status.*

**Conclusion:**

The rate: ++

The number of people disagreeing with the statement has slightly increased. Equality is a very important issue for us, and it is also addressed in employee satisfaction surveys. This may explain why participants in the survey approach their responses to this question with greater awareness. We are committed to taking further actions aimed at preventing discrimination.



**Statement:**

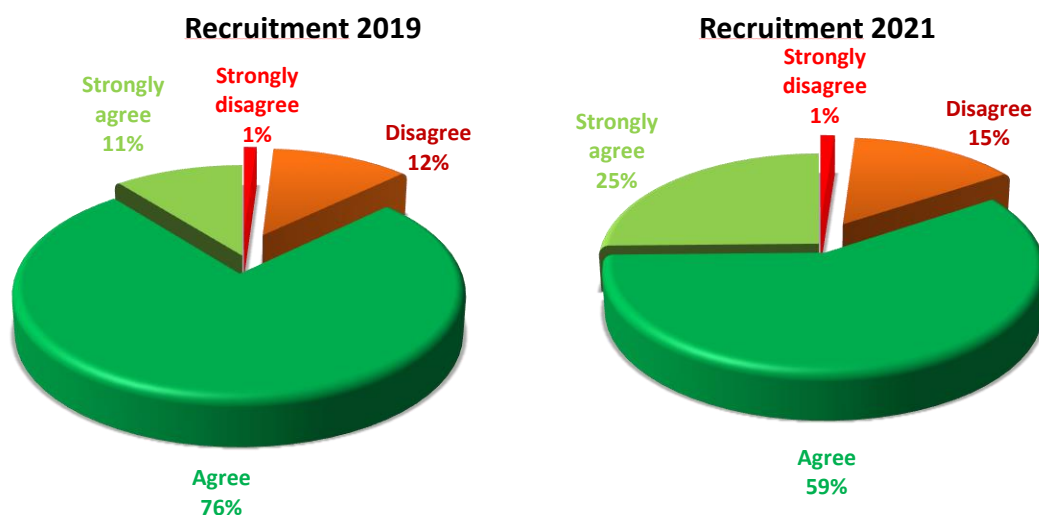
*NCBJ uses transparent evaluation system and periodic assessments, conducted by an independent committee, to evaluate researchers' performance.*



**Conclusion:**

The rate: ++

A group of people, who disagree increased slightly. The gap is not identified, and no action is required.



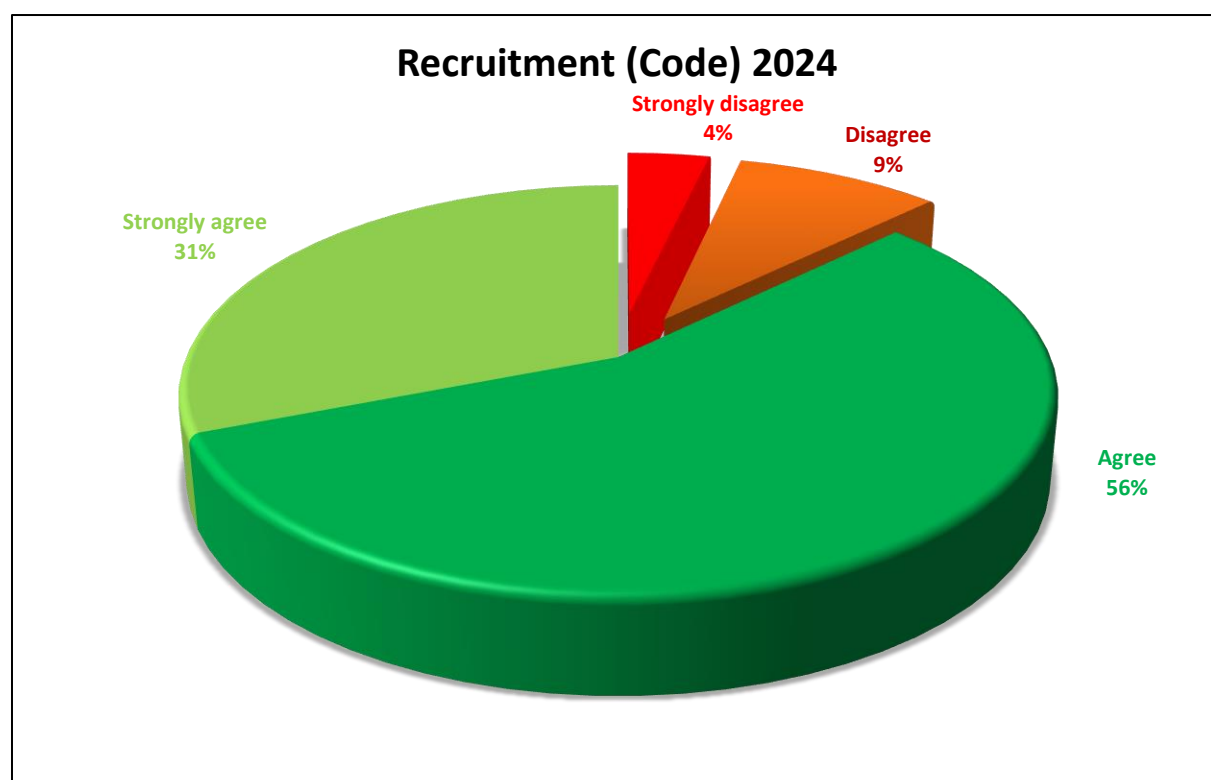
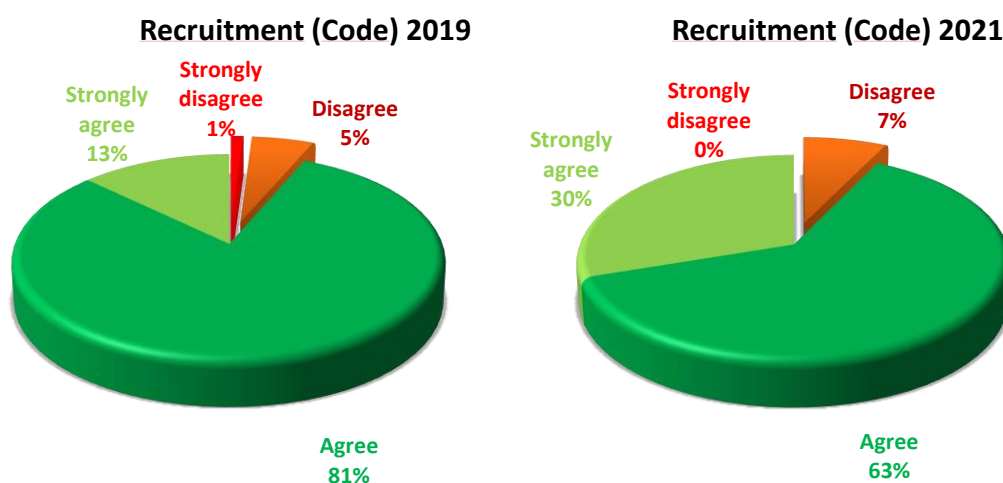
**Statement:**

*NCBJ implements recruitment and employment procedures, facilitating access for disadvantaged groups or researchers returning to a research career.*

## Conclusion:

The rate: +-

There are small differences between surveys. The group of people who strongly agree and disagree agree increased. The group of people who negatively evaluated the NCBJ's recruitment now is bigger. The small gap is still identified, and the action will be continued.



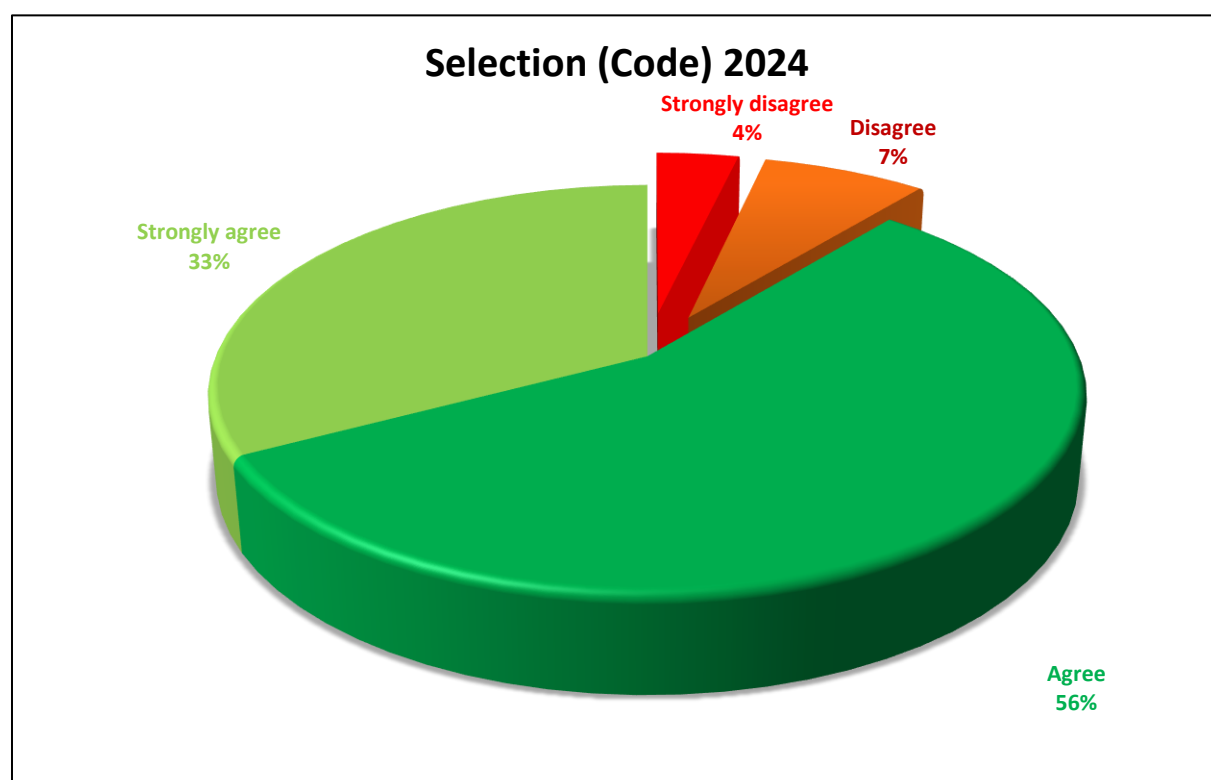
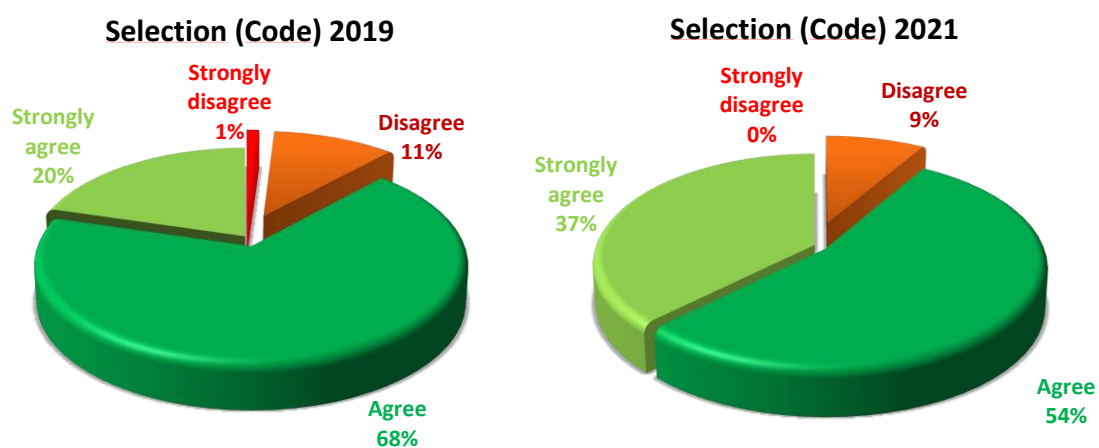
## Statement:

*NCBJ's recruitment procedures are open, efficient, and transparent and they are tailored to the type of positions advertised. Job offers provide a comprehensive description and application deadlines are realistic.*

**Conclusion:**

The rate: ++

There are differences between surveys. The group of people who strongly agree increased a lot and the people who agree are smaller. The small gap is identified, and the action will be continued.



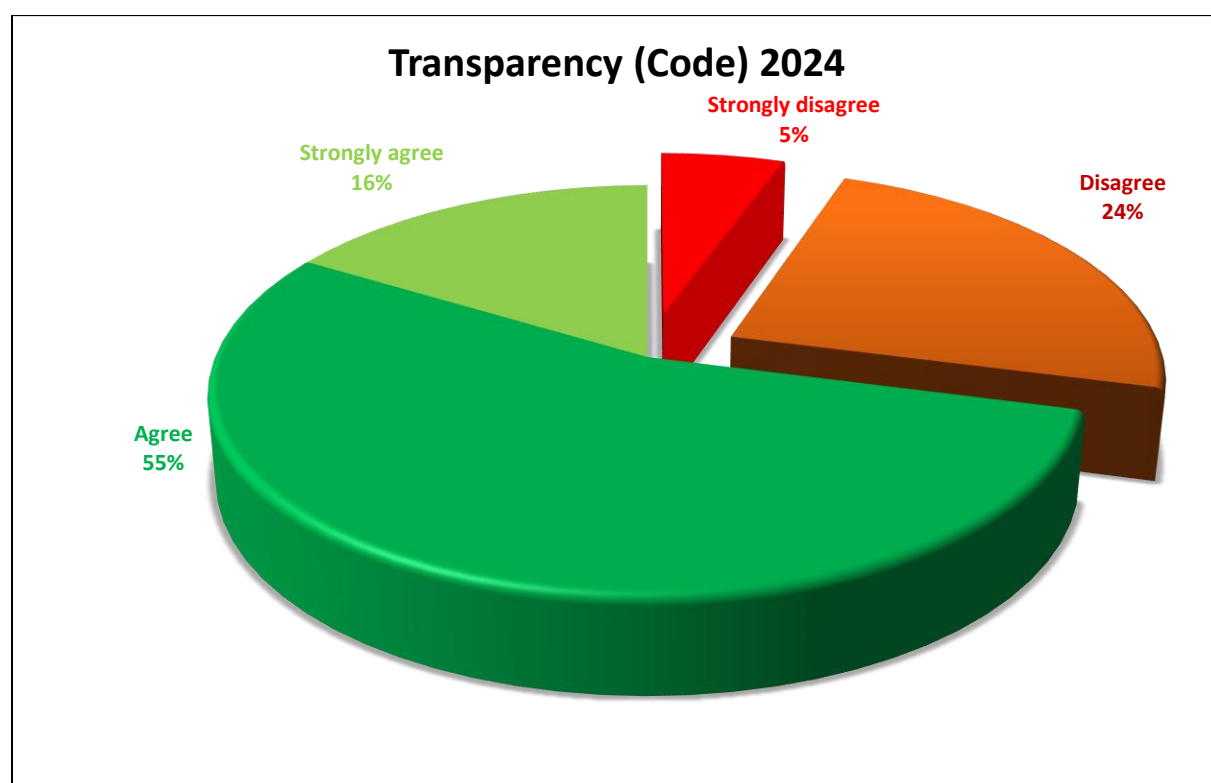
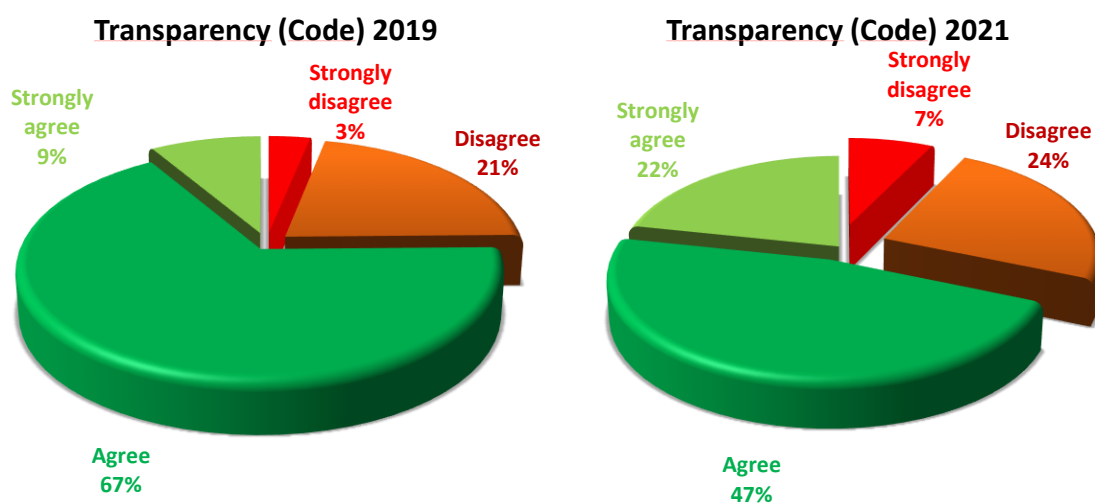
**Statement:**

*Selection committees maintain gender balance and include diverse expertise and relevant experience for assessing candidates, using a wide range of selection methods.*

**Conclusion:**

The rate: ++

There are small differences between surveys. The group of people who agree increased a little. A small gap is identified, the action will be continued.



**Statement:**

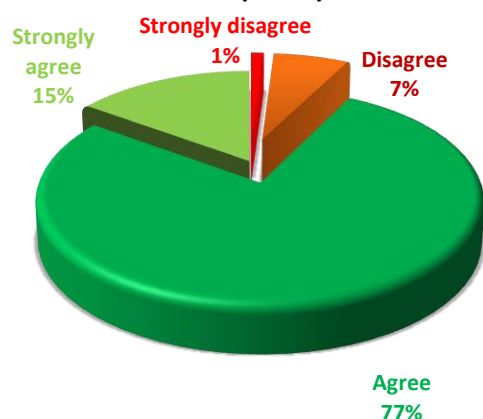
*NCBJ informs candidates about the recruitment process, selection criteria, number of available positions and career development prospects. After selection, candidates are informed about the strengths and weaknesses of their applications.*

**Conclusion:**

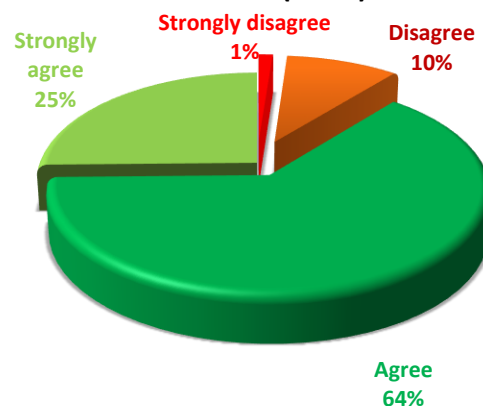
The rate: +-

There are small differences between surveys. Our research shows that an area requiring development is providing feedback to candidates. We aim to focus on this aspect of the process in the future.

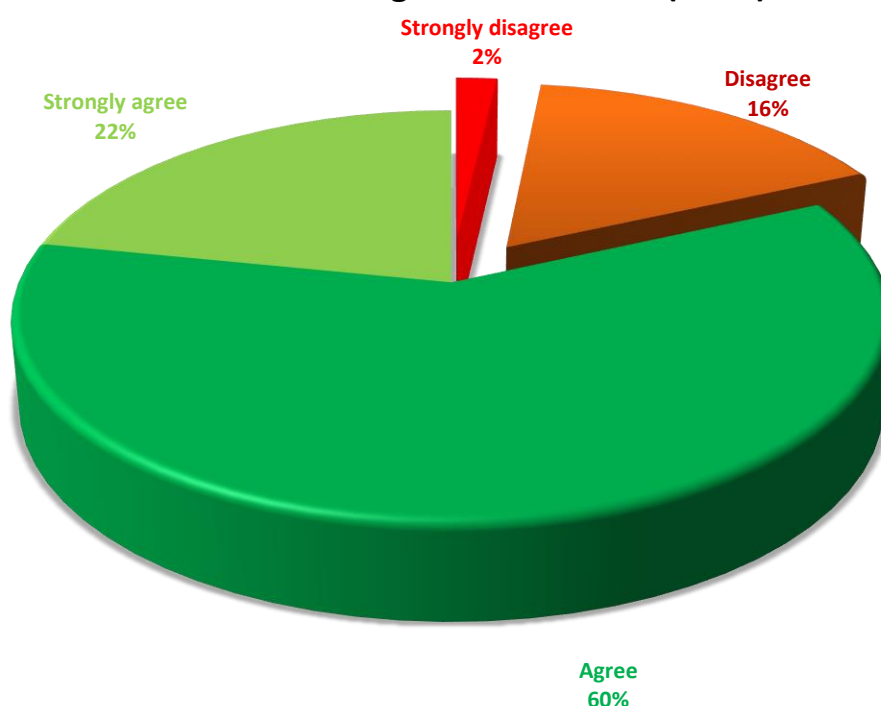
**Variations in the chronological order of CVs (Code) 2019**



**Variations in the chronological order of CVs (Code) 2021**



**Variations in the chronological order of CVs (Code) 2024**



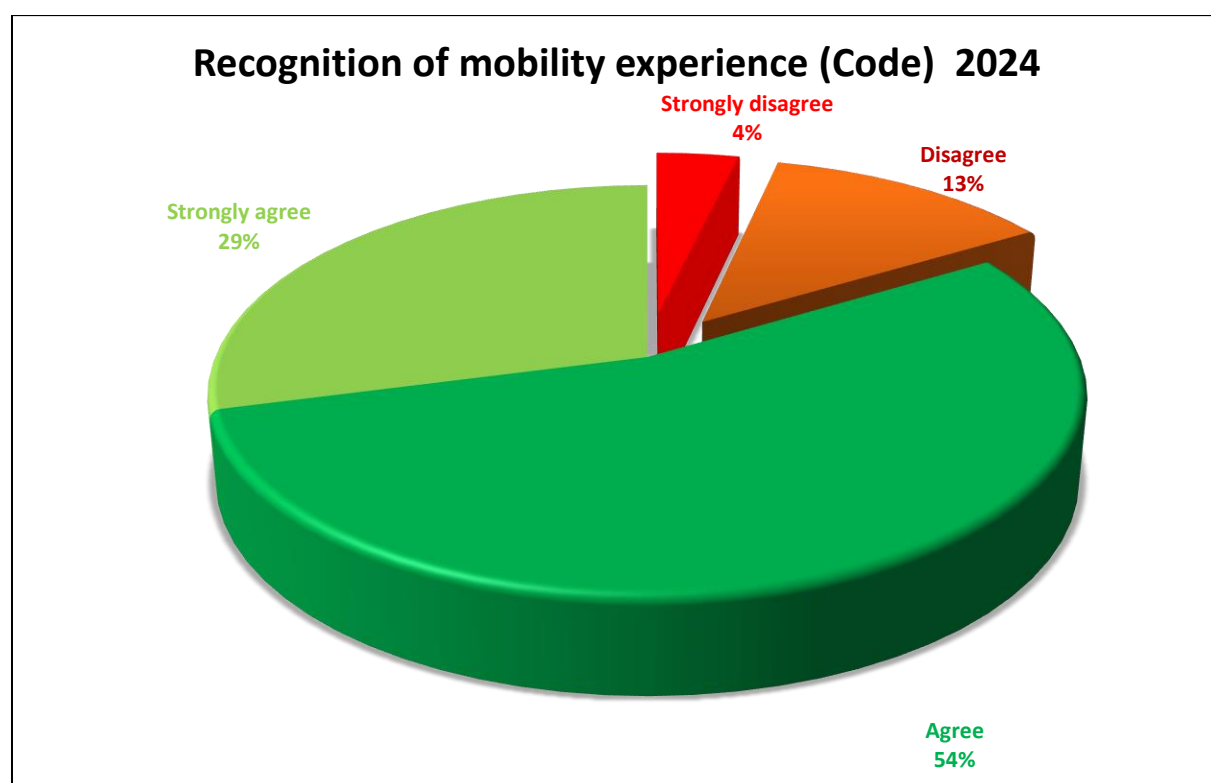
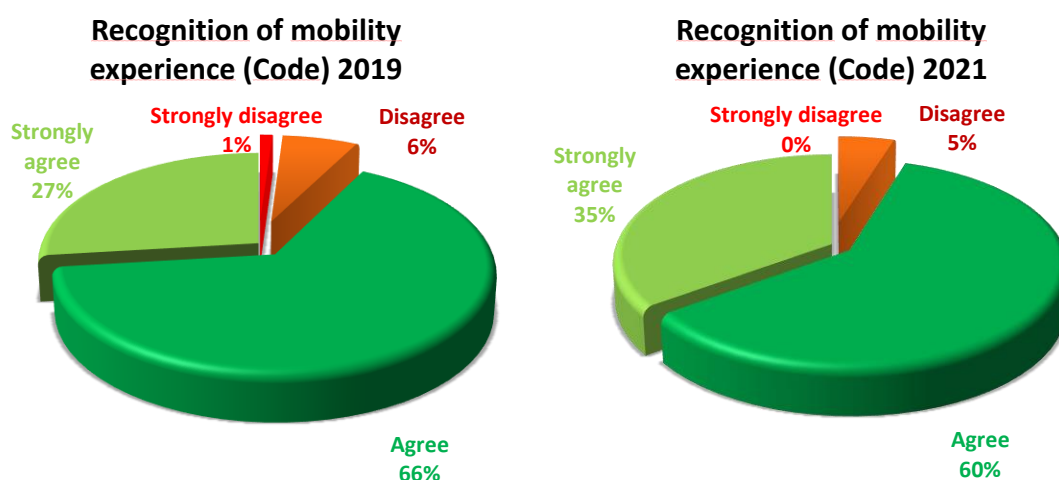
**Statement:**

*NCBJ does not discriminate against career breaks or variations in the chronological order of CVs, and it accepts evidence-based CVs that reflect a representative range of achievements and qualifications for the position. The selection process considers the full range of experience of the candidates' experience both qualitatively and quantitatively, with a focus on outstanding achievements in diverse career paths, not solely on the number of publications.*

**Conclusion:**

The rate: ++

There are differences between surveys. The group of people who strongly agree are smaller. A group of people, who strongly disagree increased.



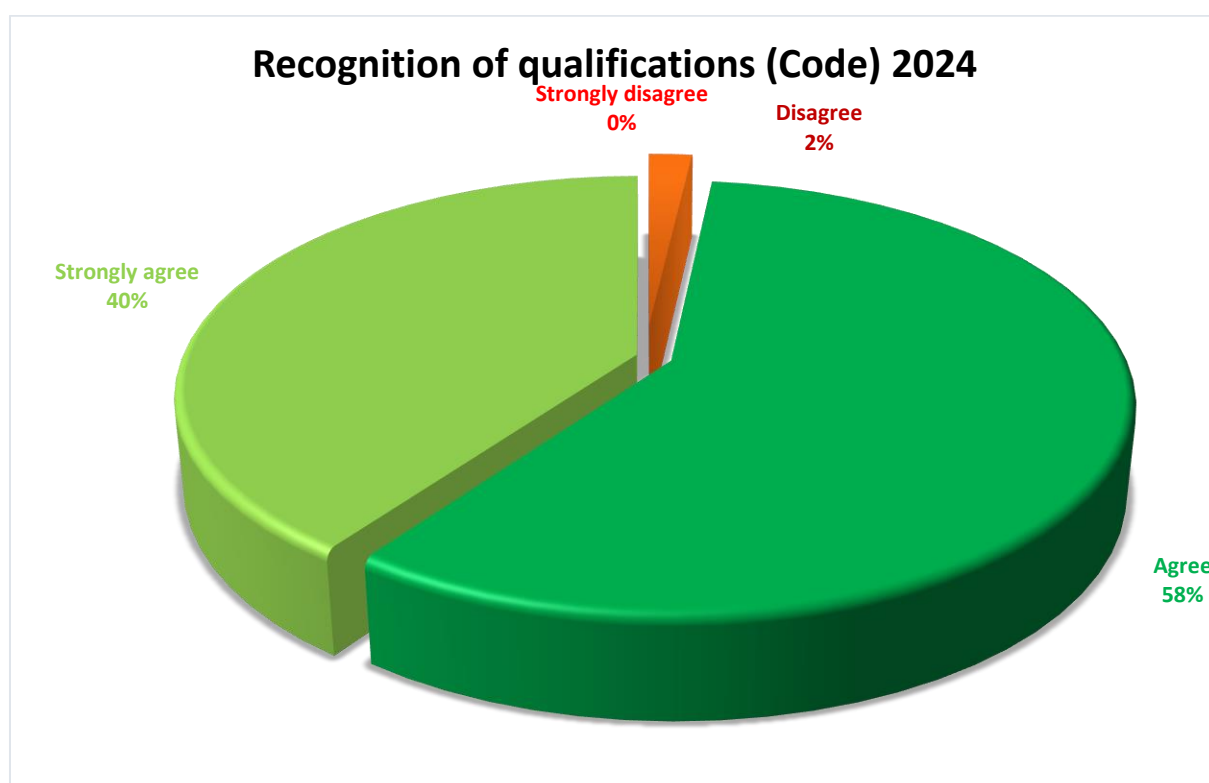
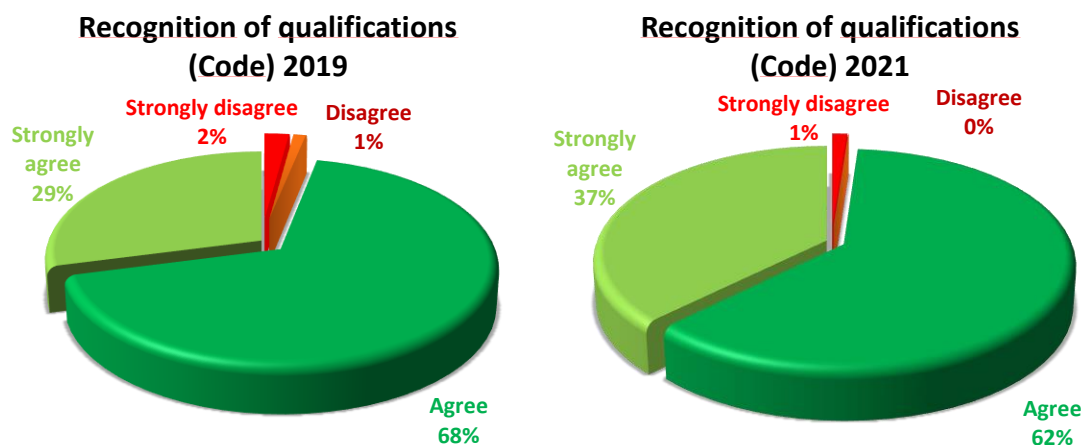
**Statement:**

*NCBJ recognizes any mobility experience or transitions between disciplines, sectors, or countries, considering it a valuable contribution to a researcher's professional development.*

**Conclusion:**

The rate: ++

Unfortunately, the number of people disagreeing with the statement has increased. This may be due to employees' belief that, due to low salaries in the public sector, there are not many people willing to transition to research institutions. As a result, gaining experience in industry is seen as a one-way path.



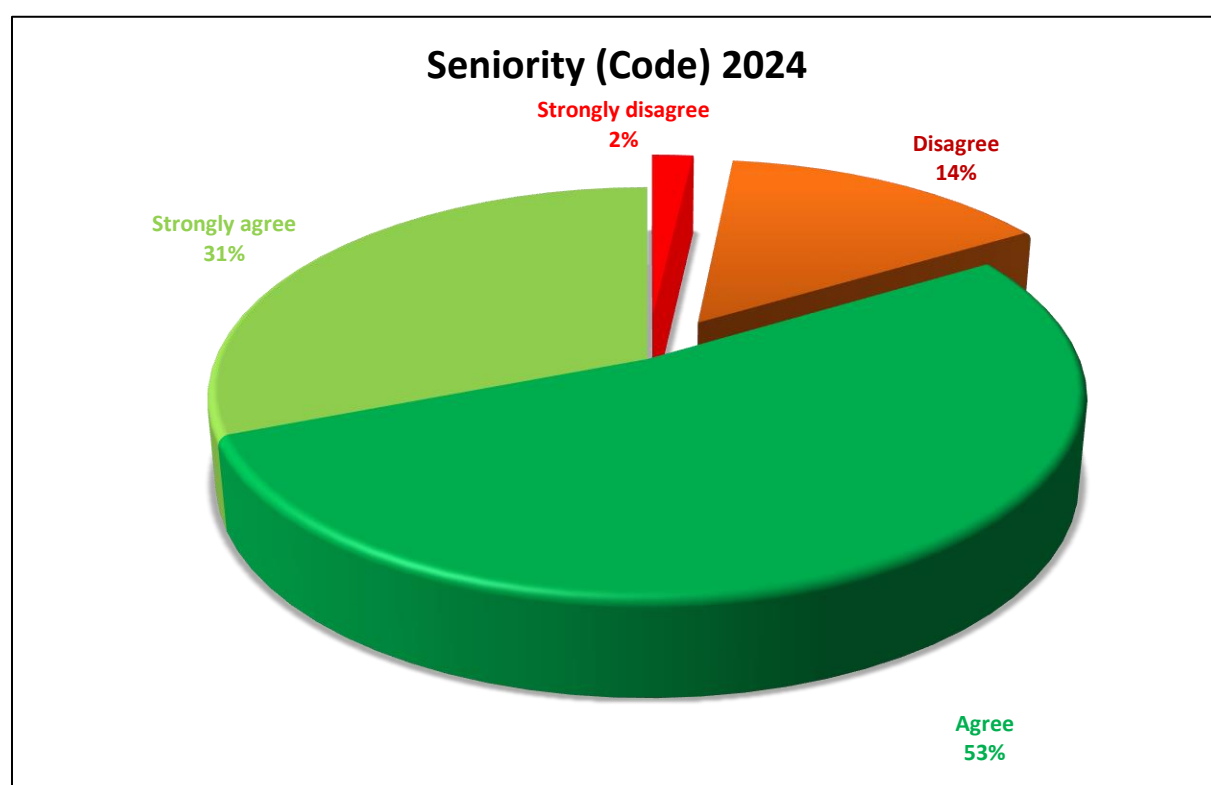
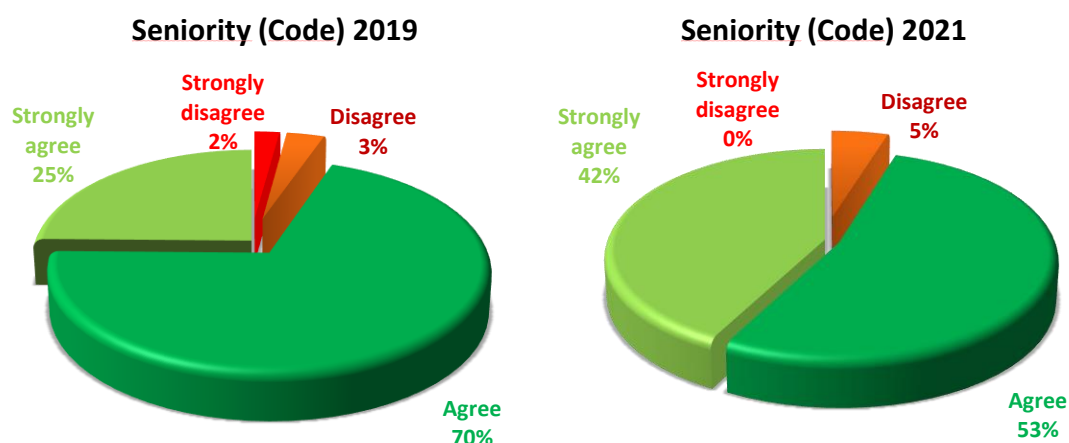
**Statement:**

*NCBJ recognizes academic and professional qualifications, including those obtained abroad, also in cases where nostrification is required.*

**Conclusion:**

The rate: ++

There are small differences between surveys. The group of people who strongly agree increased and people who agree are smaller. The gap is not identified, and no action is required.



**Statement:**

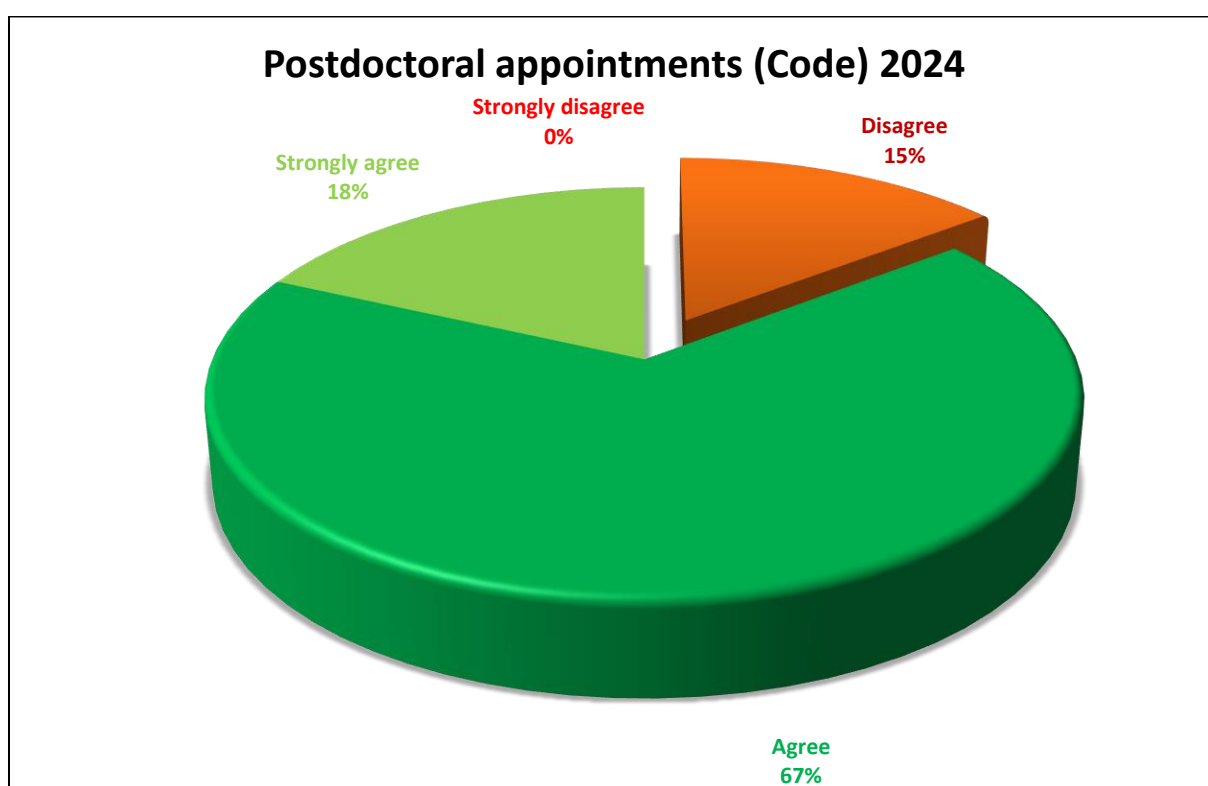
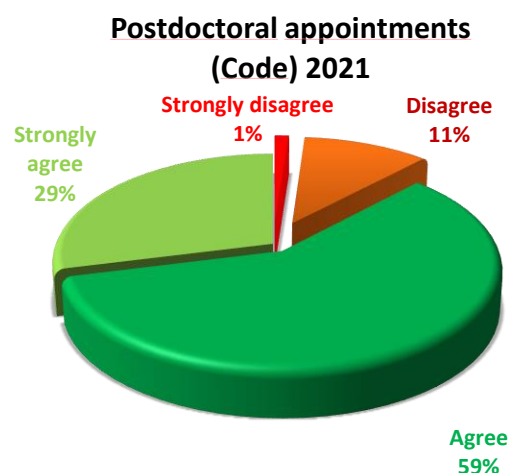
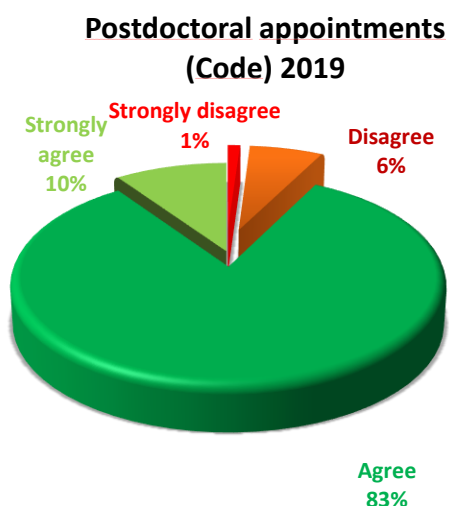
*NCBJ specifies the levels of qualifications required in the recruitment process, aligning them with the needs of the position. It focuses on the evaluation of the quality of achievements.*

**Conclusion:**

The rate: ++

There are differences between surveys. The gap is not identified, and there is no action required.





**Statement:**

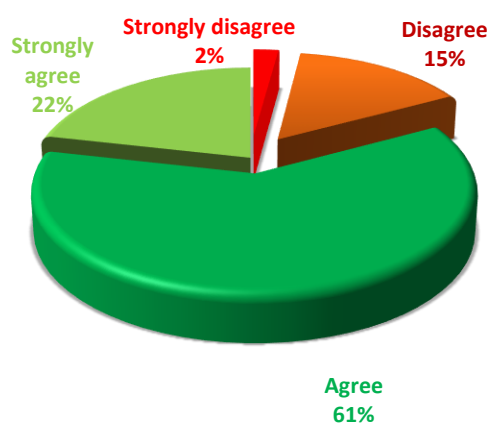
*NCBJ has established clear rules and standards for the recruiting of postdoctoral researchers, including the maximum duration and objectives of research.*

**Conclusion:**

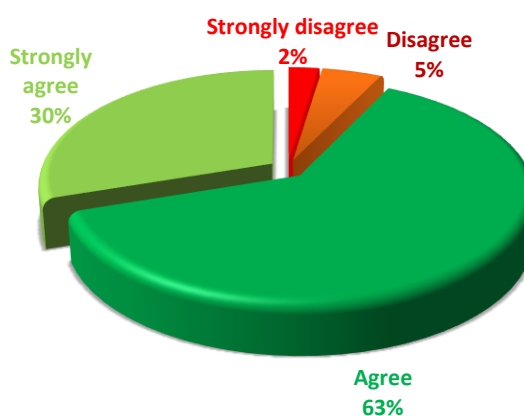
The rate: ++

There are differences between surveys. The gap is not identified, and no action is required.

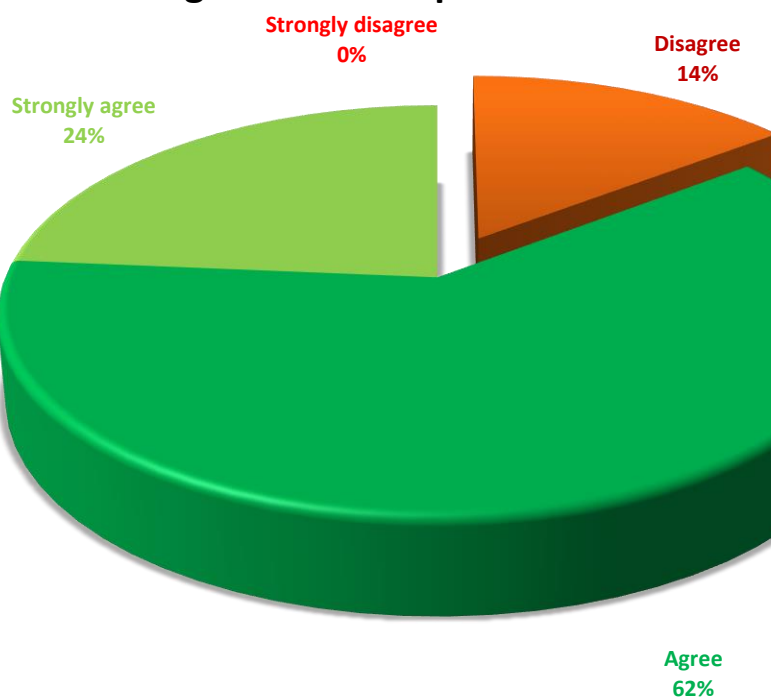
**Recognition of the profession  
2019**



**Recognition of the profession  
2021**



**Recognition of the profession 2024**



**Statement:**

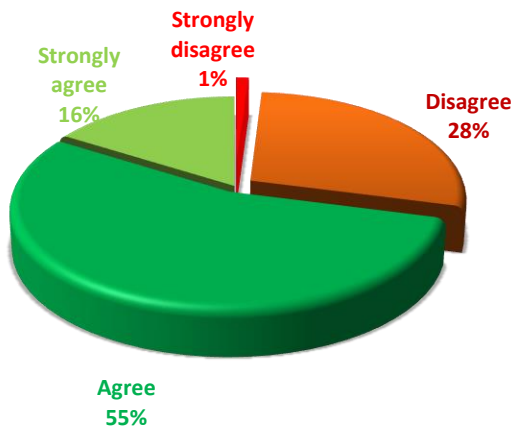
*Researchers engaged in a research career are recognized as professionals, regardless of the formal title of their position.*

**Conclusion:**

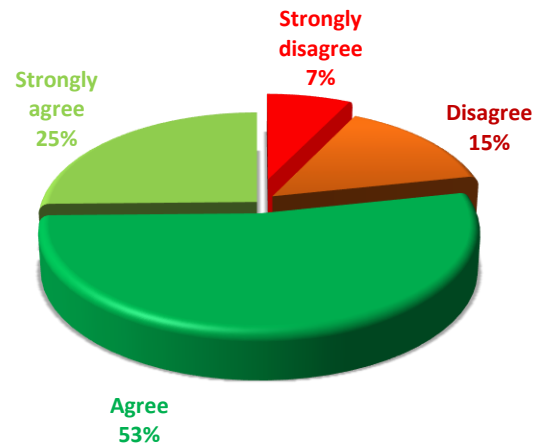
The rate: ++

The group of people who negatively evaluated the statement is bigger, but the gap is not identified, and no action is required.

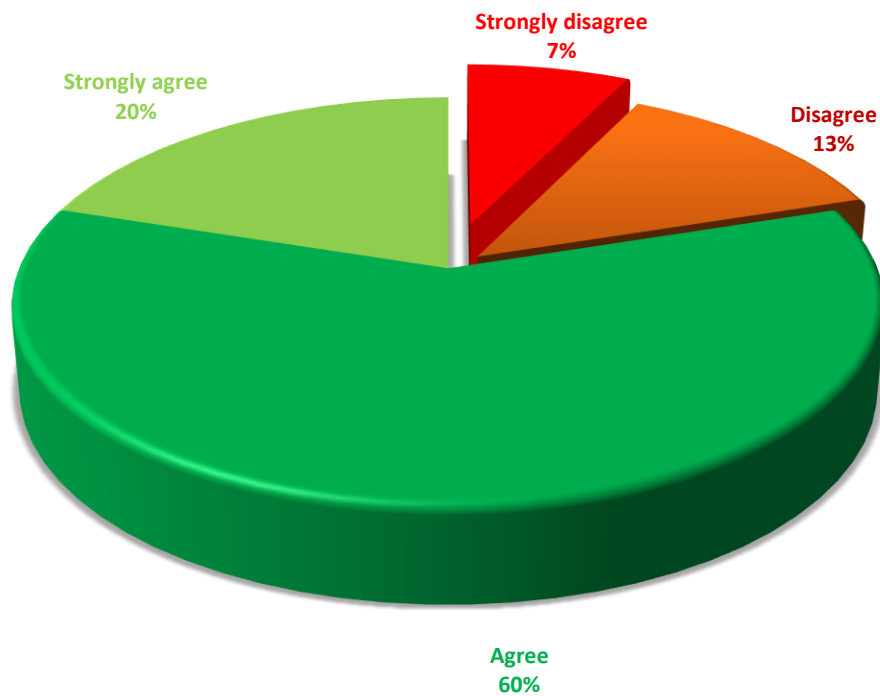
**Research environment 2019**



**Research environment 2021**



**Research environment 2024**



**Statement:**

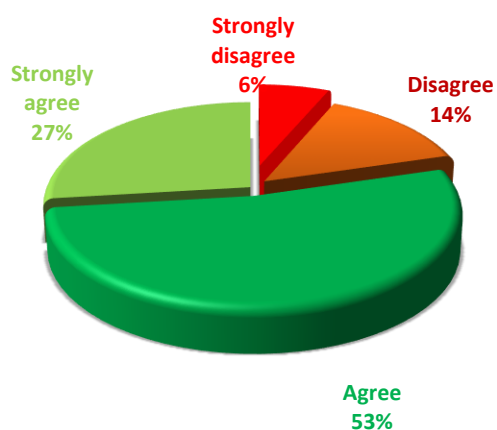
*NCBJ committed to creating a stimulating research environment, offering appropriate equipment, facilities and opportunities, including remote collaboration over research networks. It monitors compliance with national or sectoral regulations concerning health and safety in research.*

**Conclusion:**

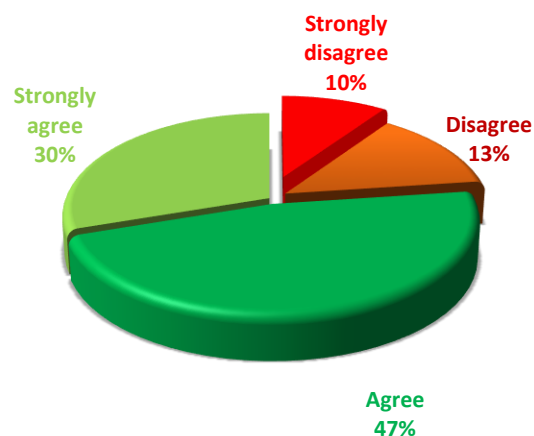
The rate: +-

The group of people who strongly agree and agree increased. The group of people who negatively evaluated the statement is smaller. We would like to continue improving the working conditions for researchers.

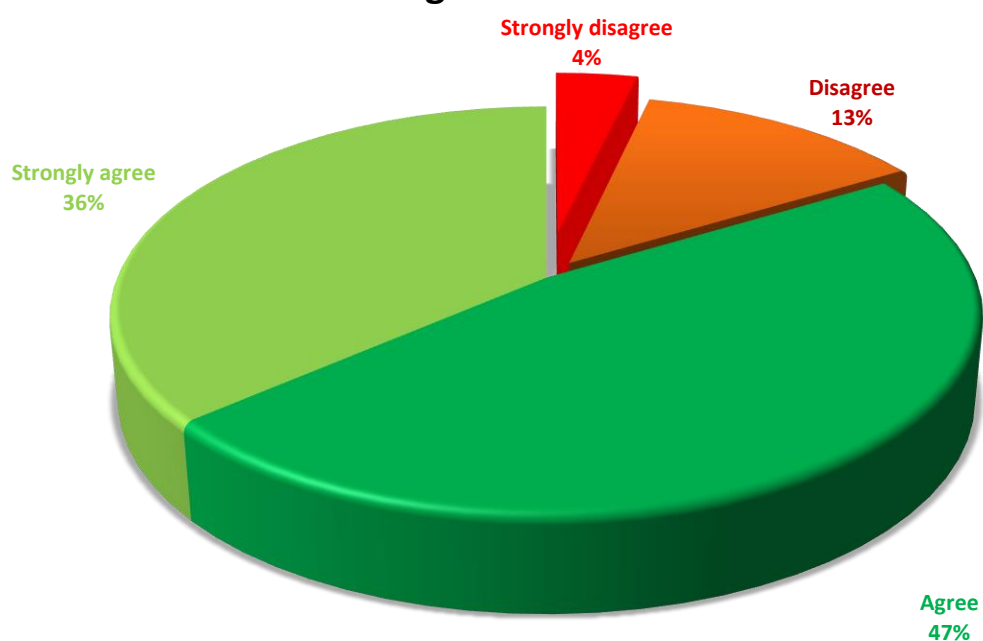
**Working conditions 2019**



**Working conditions 2021**



**Working conditions 2024**



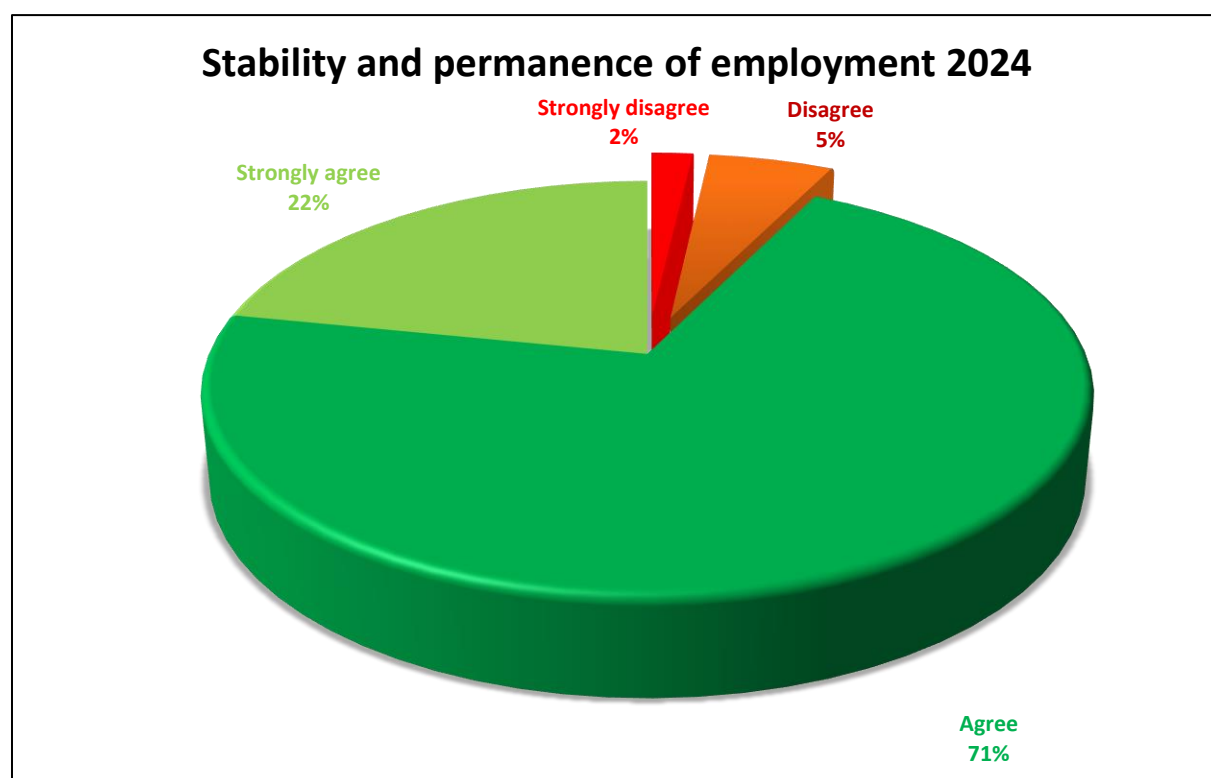
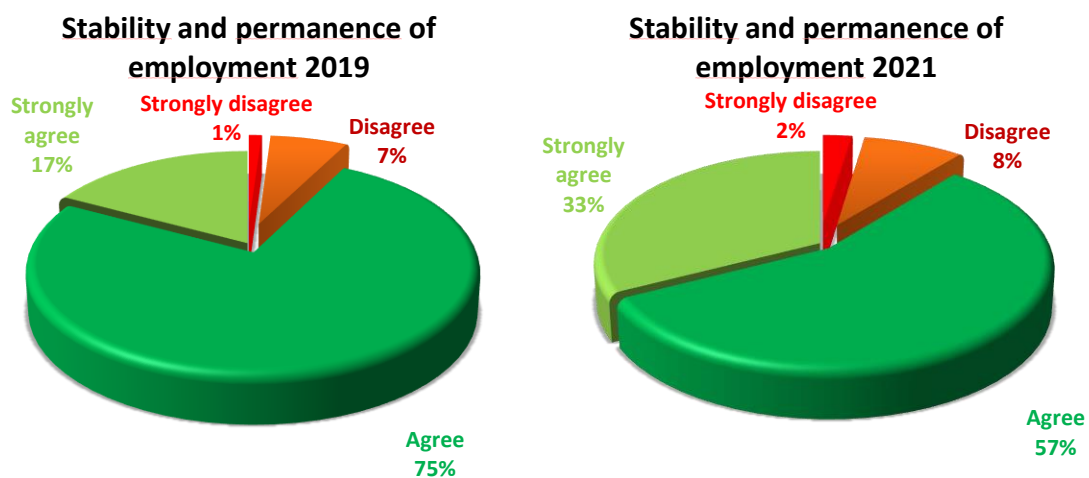
**Statement:**

*NCBJ ensures that working conditions for researchers offer appropriate flexibility (such as flexible working hours). NCBJ is committed to providing working conditions that enable researchers work-family balance.*

**Conclusion:**

The rate: ++

There are differences between surveys. It is clear that the perception of working conditions has improved.



**Statement:**

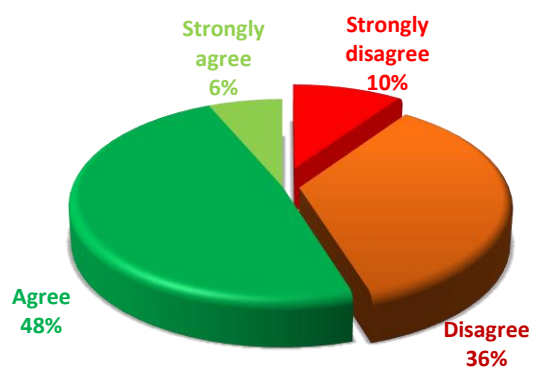
*NCBJ ensures that researchers' performance is not undermined by employment instability. Efforts are made to improve employment stability in accordance with national legislation and those expressed in the EU Directive on Fixed-Term Work.*

**Conclusion:**

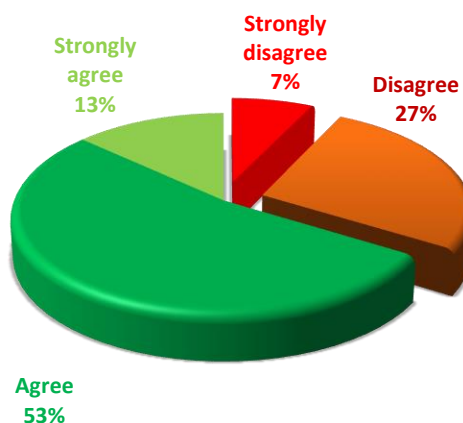
The rate: ++

The group of people who strongly agree and agree are the same. The gap is not identified, and no action is required.

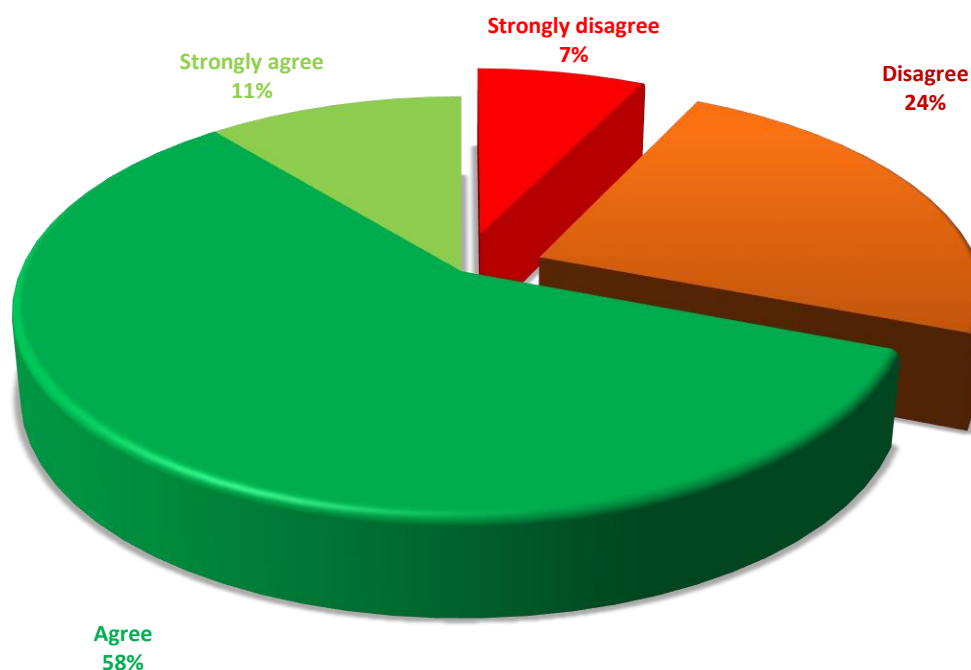
**Funding and salaries 2019**



**Funding and salaries 2021**



**Funding and salaries 2024**



**Statement:**

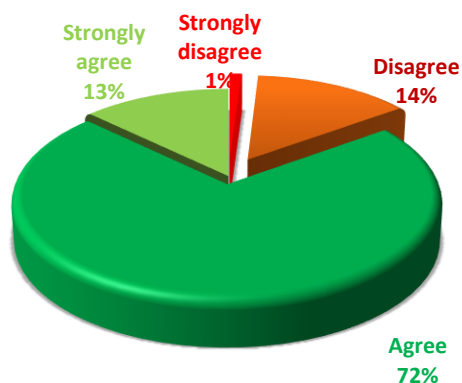
*NCBJ provides fair and attractive salary conditions and research funding for researchers at all career stages along with adequate and equitable social security provisions and other benefits in accordance with national legislation.*

**Conclusion:**

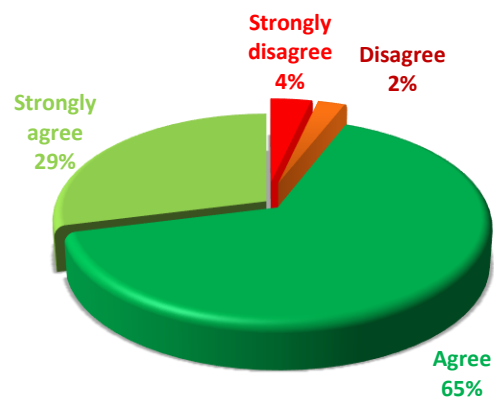
The rate:  $\pm$

The survey results this year are slightly better. This may be related to the changes in science funding over the past year. Unfortunately, these changes are not sufficient. This is an area in which the research institute is fully dependent on government decisions.

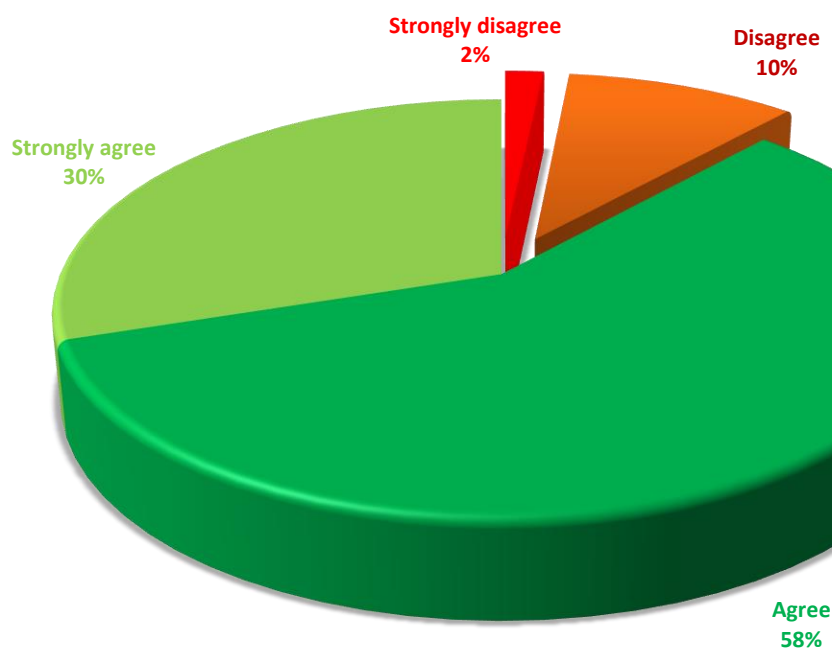
**Gender balance 2019**



**Gender balance 2021**



**Gender balance 2024**



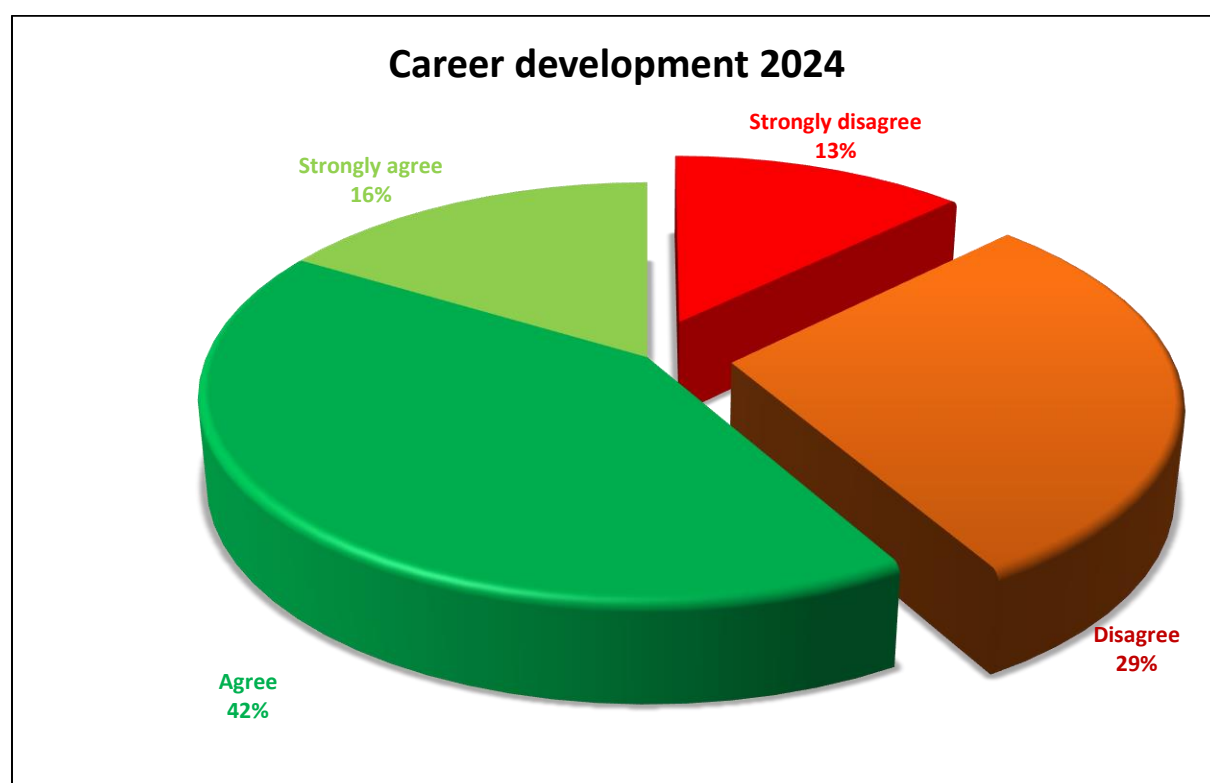
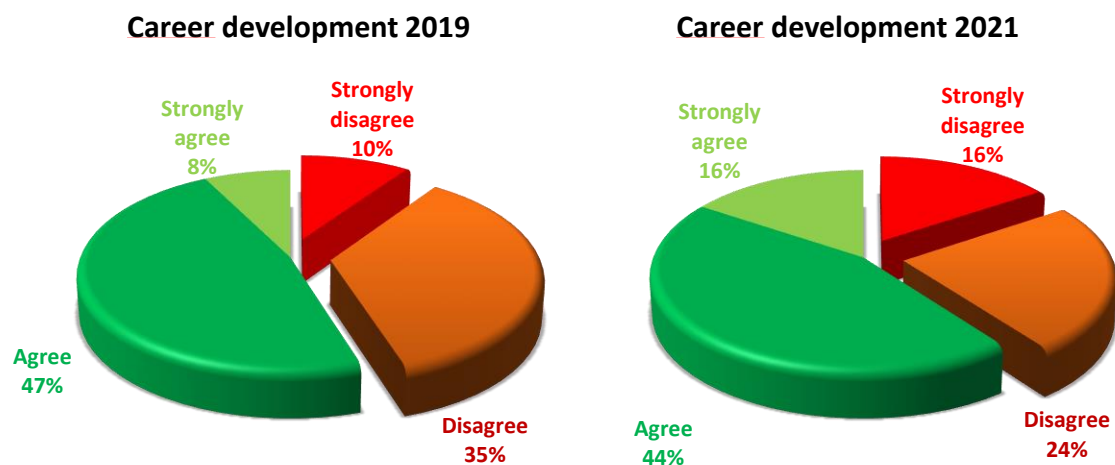
**Statement:**

*NCBJ promotes gender balance at all levels of staff and decision-making bodies, implementing an equal opportunity policy recruitment and promotions, while upholding criteria of competence.*

**Conclusion:**

The rate: ++

The group of people who strongly agree and agree increased. The group of people who strongly disagree and disagree is bigger. This is an issue of great importance, which must be constantly improved. Future activities are planned.



**Statement:**

*NCBJ specifies a career development path for researchers at all stages of their careers. Mentors are available to support and inspire the professional development of researchers.*

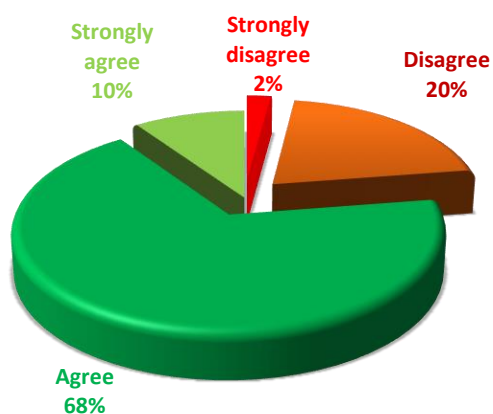
**Conclusion:**

The rate: -+

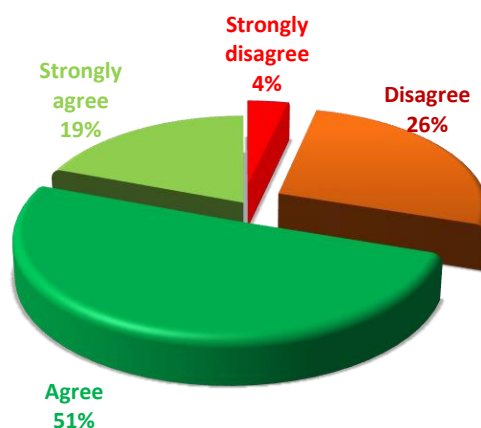


Our analysis indicates that this is an area that requires development. On one hand, a researcher's career path is very precisely defined through successive academic degrees and the requirements to obtain them. However, career development is not limited to these elements alone. Therefore, we aim to undertake new actions to create a comprehensive system to support career development.

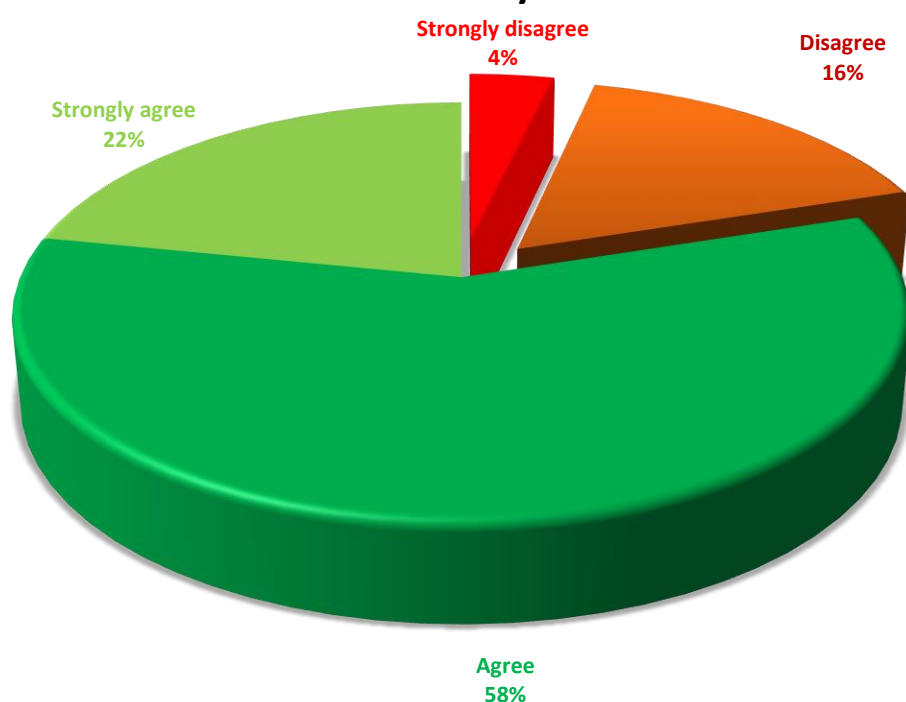
**Value of mobility 2019**



**Value of mobility 2021**



**Value of mobility 2024**



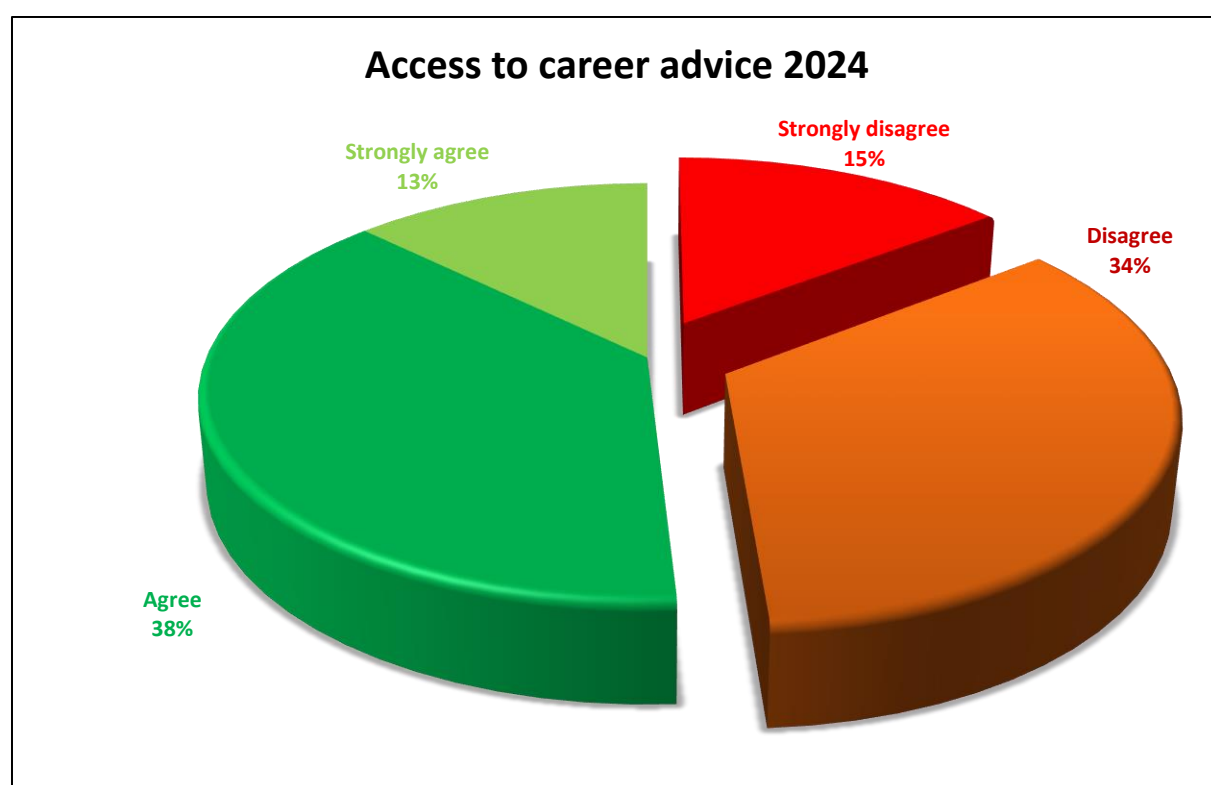
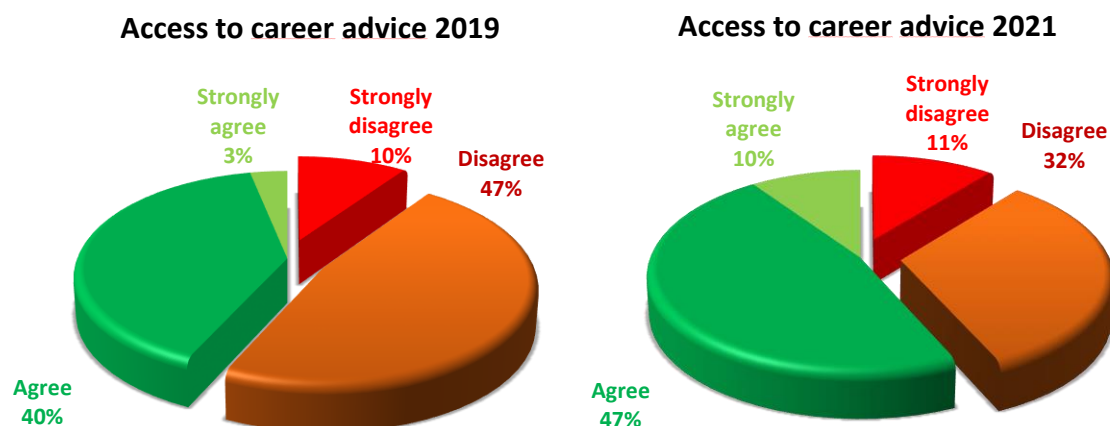
**Statement:**

*NCBJ recognizes the value of geographical, inter-sectoral, trans-disciplinary, and virtual mobility, as well as mobility between the public and private sectors as important means of enhancing scientific knowledge and professional development at any stage of a researcher's career.*

**Conclusion:**

The rate:  $\pm$

The results show that the situation has improved according to the respondents. The actions taken have certainly contributed to this. We will continue to develop support.



**Statement:**

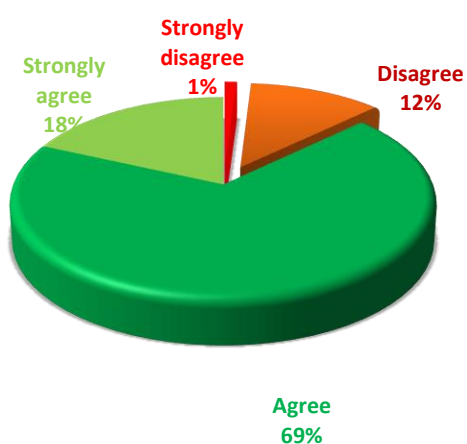
*NCBJ offers career advice and support for researchers at all stages of their careers in collaboration with other institutions and structures.*

**Conclusion:**

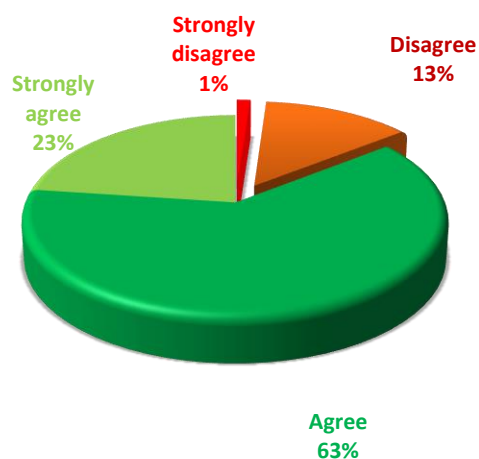
The rate: -+

The assessment has not changed much over the past three years. We see a significant area for development in this regard.

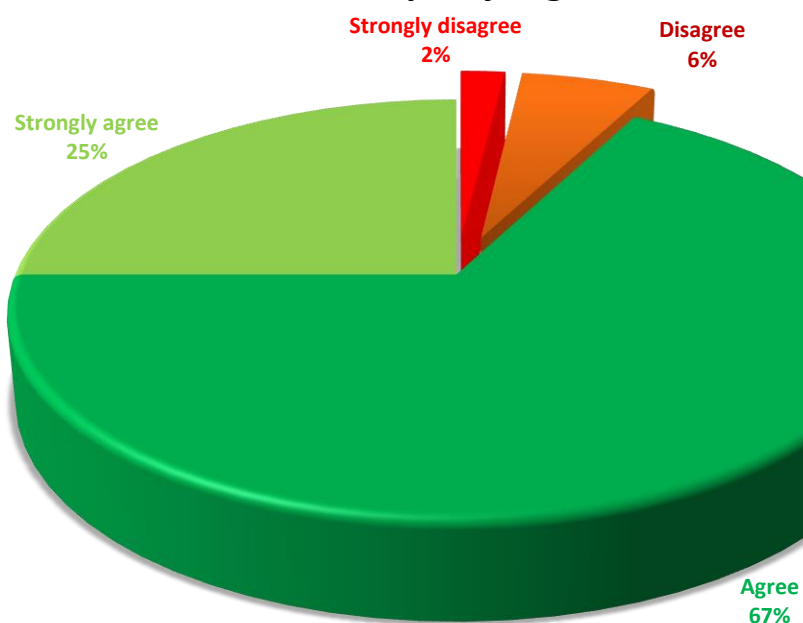
**Intellectual Property Rights 2019**



**Intellectual Property Rights 2021**



**Intellectual Property Rights 2024**



**Statement:**

*NCBJ ensures that all researchers, regardless of their contractual situation, are provided opportunities for professional development through seminars, conferences, e-learning, and other resources for the ongoing development of skills and competencies.*

**Conclusion:**

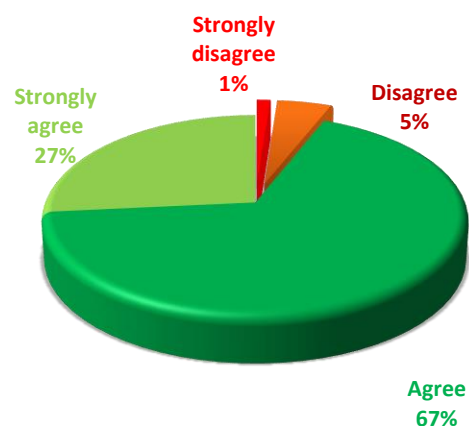
The rate: ++

The group of people who strongly agree and agree increased. The gap is not identified,

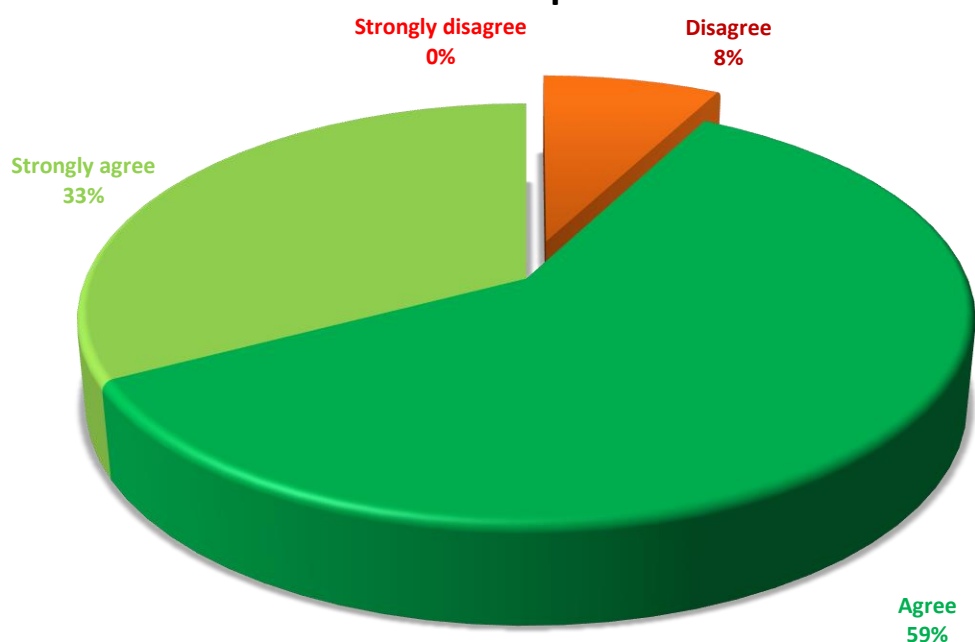
**Co-authorship 2019**



**Co-authorship 2021**



**Co-authorship 2024**



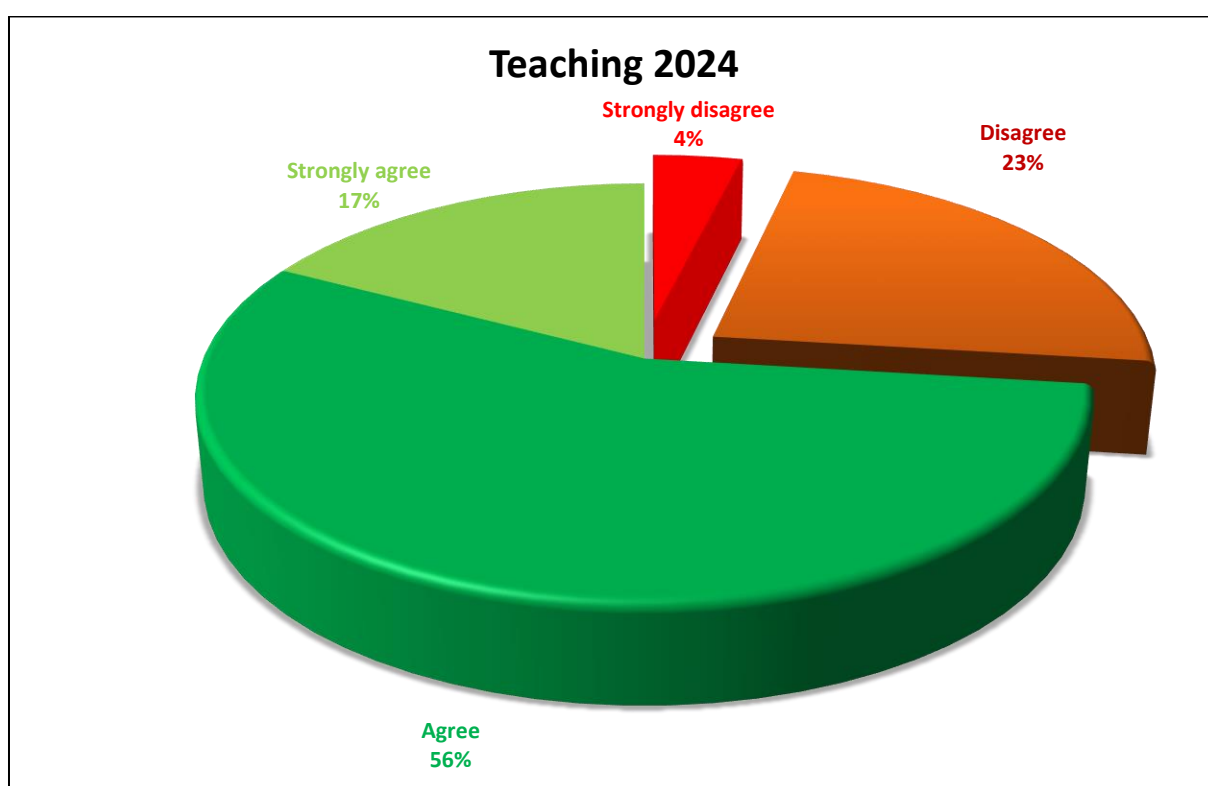
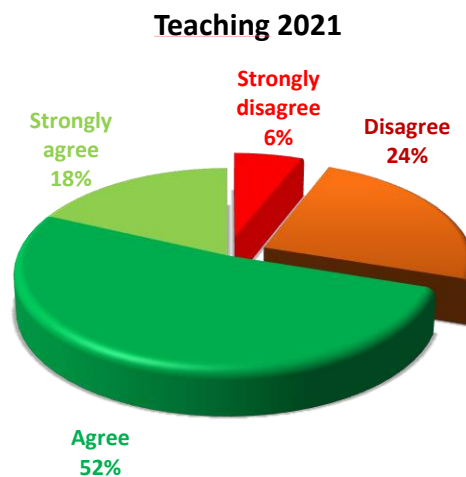
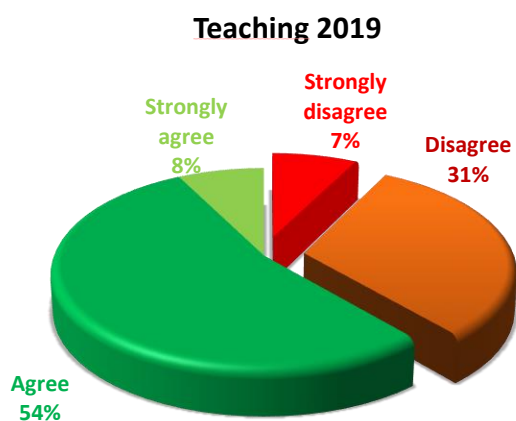
**Statement:**

*NCBJ ensures that researchers, including those at the beginning of their research careers, have the necessary conditions to enjoy the right to be recognized, listed, and quoted in the context of their actual contributions as co-authors of papers, patents.*

**Conclusion:**

The rate: ++

The results are very similar. The gap is not identified, future action is required.



**Statement:**

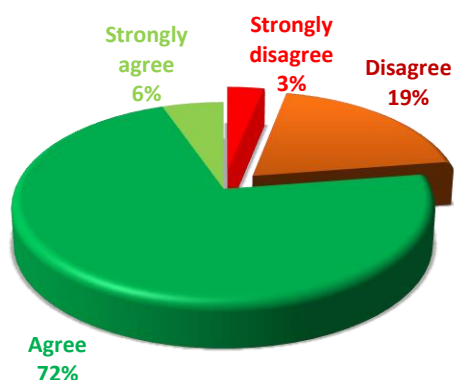
*NCBJ implements practices to support the involvement of senior researchers in teaching early-stage researchers and PhD students.*

**Conclusion:**

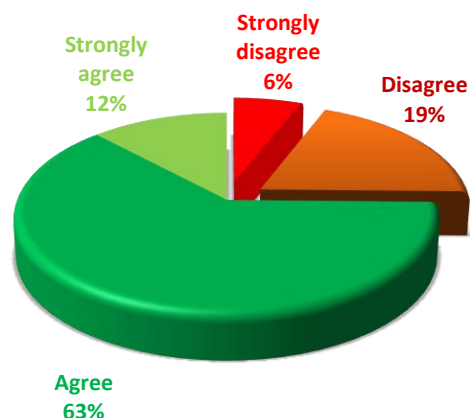
The rate:  $\pm$

The results are very similar. The gap is identified, future action is required.

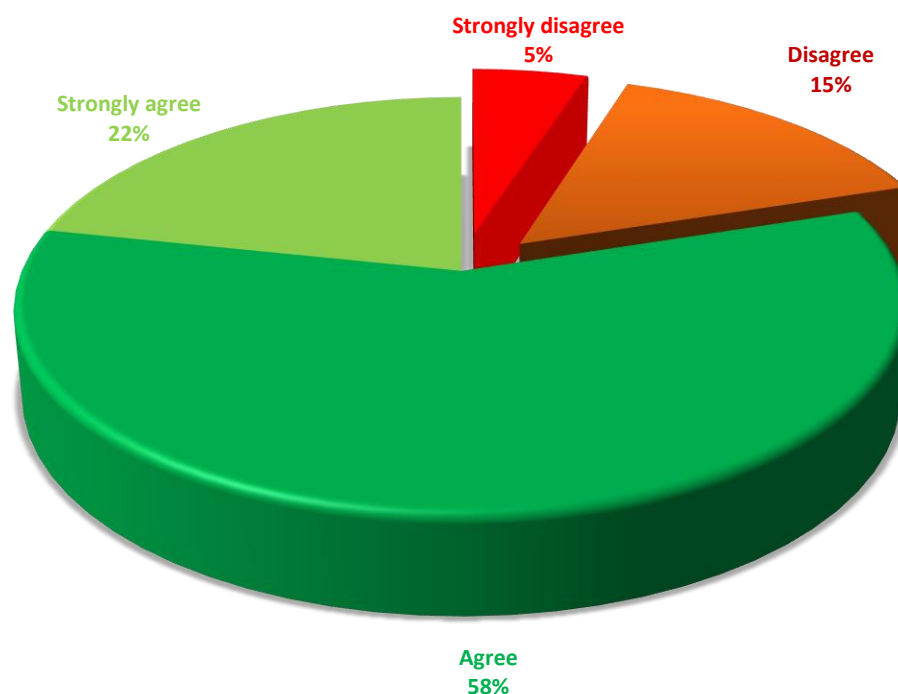
**Complains/ appeals 2019**



**Complains/ appeals 2021**



**Complains/ appeals 2024**



**Statement:**

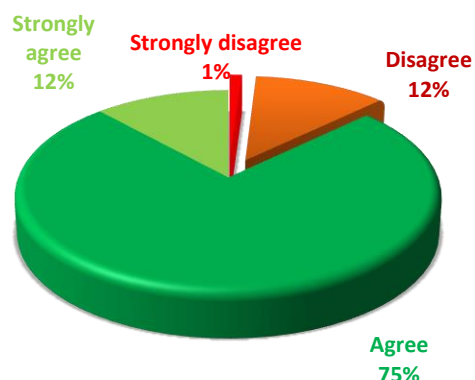
*NCBJ follows established procedures for handling complaints and appeals, including those related to ethical issues, discrimination and work-related conflicts (including conflicts between supervisors and early-stage researchers).*

**Conclusion:**

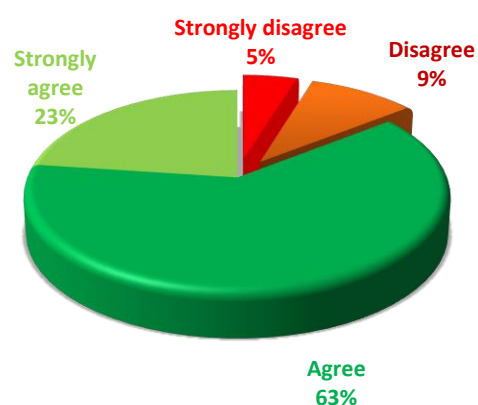
The rate:  $\pm$

The number of positive opinions has increased. However, we still need to develop actions in this area.

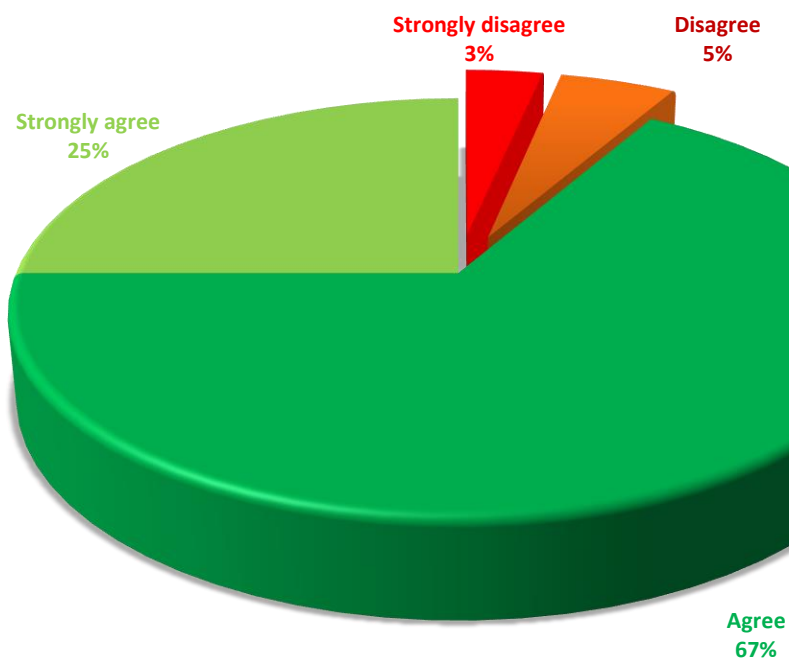
**Participation in decision-making bodies 2019**



**Participation in decision-making bodies 2021**



**Participation in decision-making bodies 2024**



**Statement:**

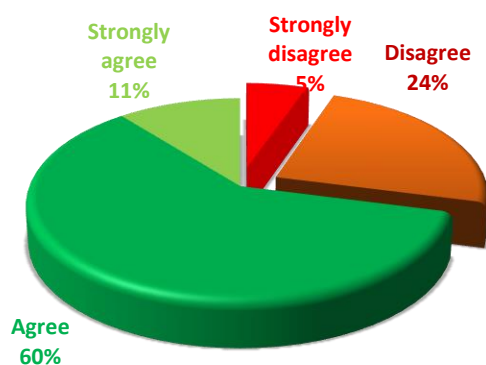
*NCBJ offers researchers the right to representation in information, consultation, and decision-making bodies, so their individual and collective interests are protected and represented, allowing active involvement in NCBJ's activities.*

**Conclusion:**

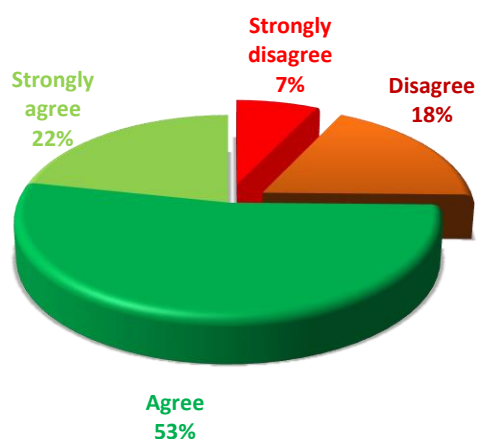
The rate: ++

The number of positive opinions has increased. The gap is not identified, and no action is required.

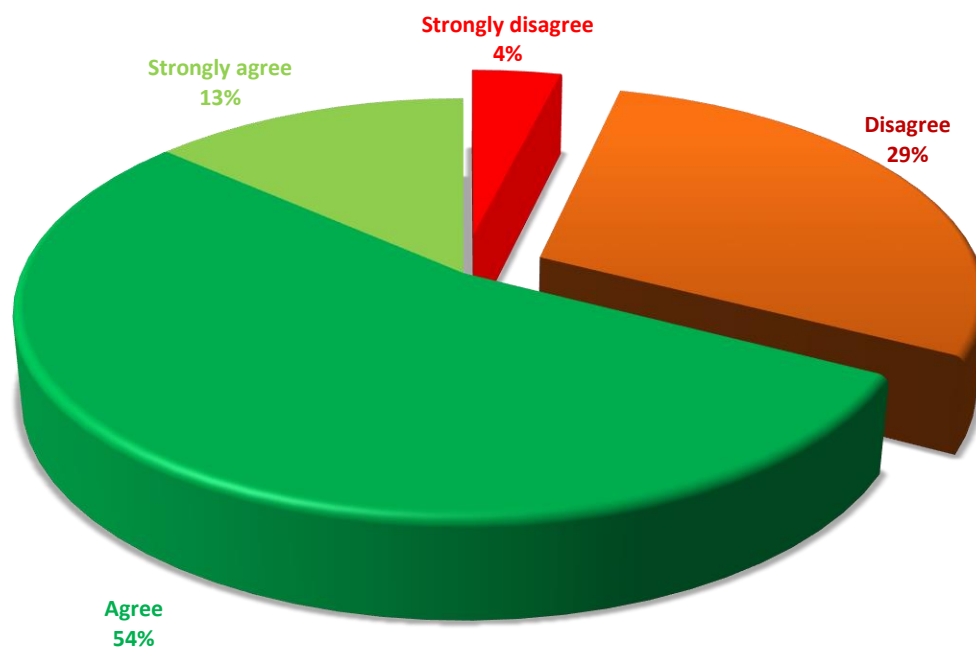
**Relation with supervisors 2019**



**Relation with supervisors 2021**



**Relation with supervisors 2024**



**Statement:**

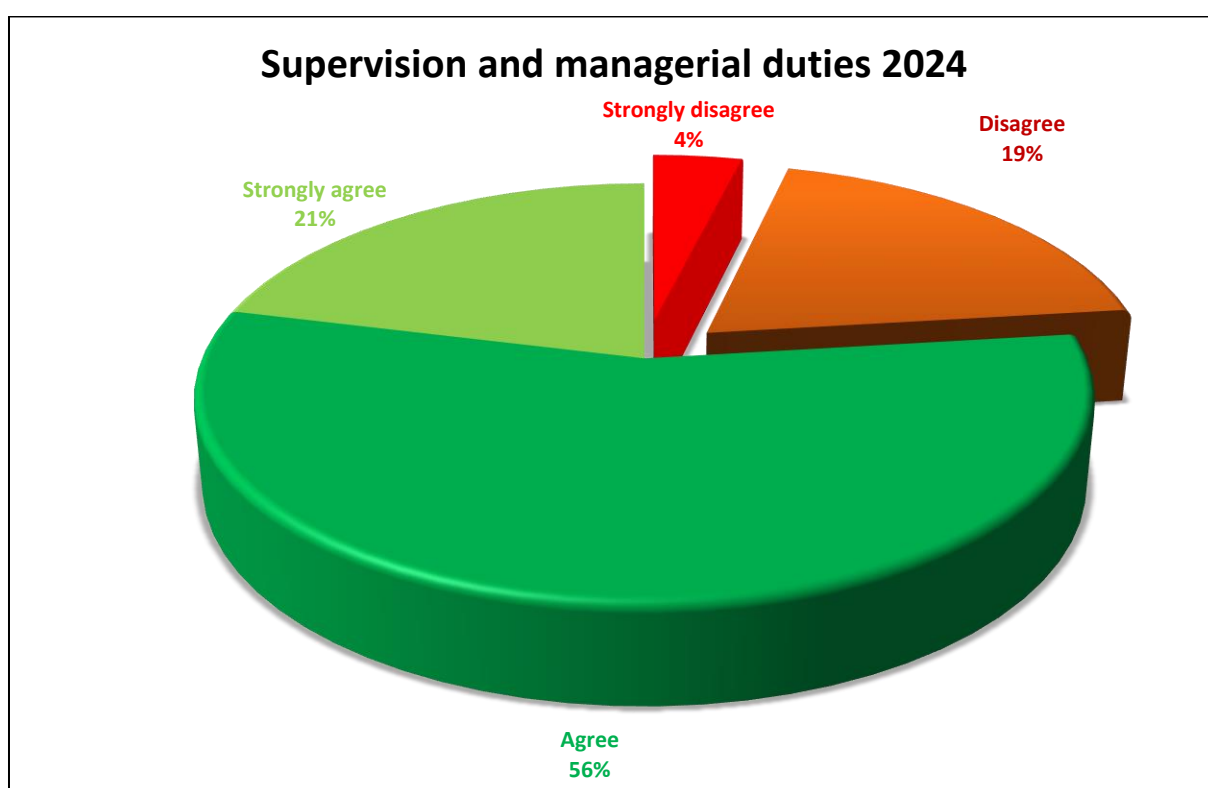
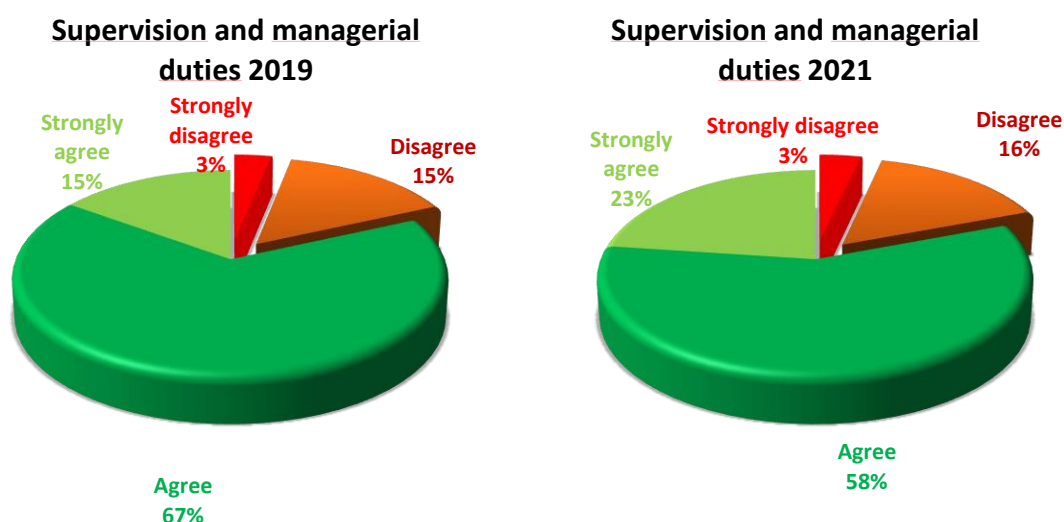
*Early-stage researchers have established regular forms of contact with their supervisors. They benefit from ongoing evaluations and feedback, setting plans for their work accordingly.*

**Conclusion:**

The rate:  $\pm$

The group of people who view the actions in this area negatively has increased. Therefore, it is necessary to undertake further actions.





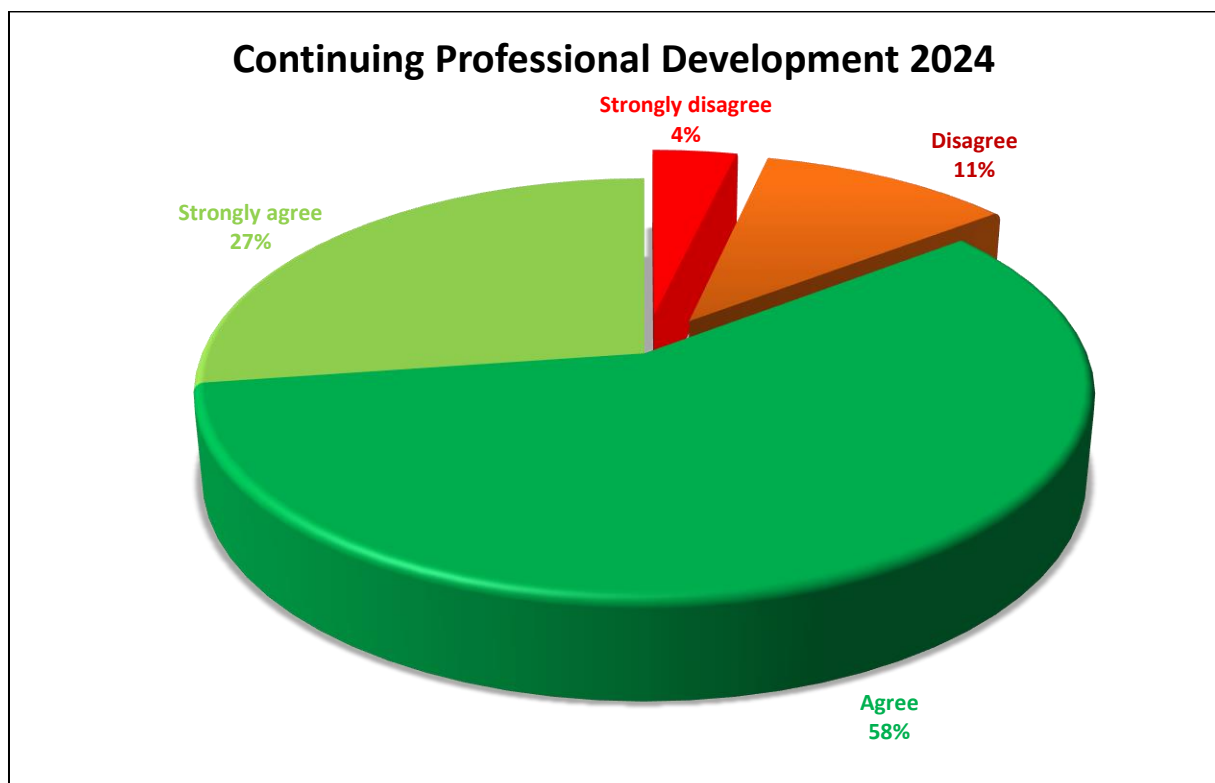
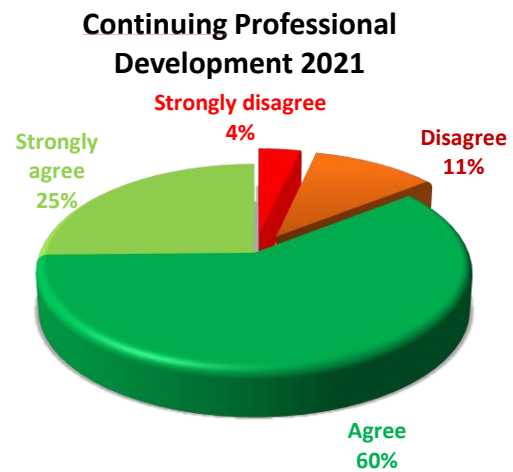
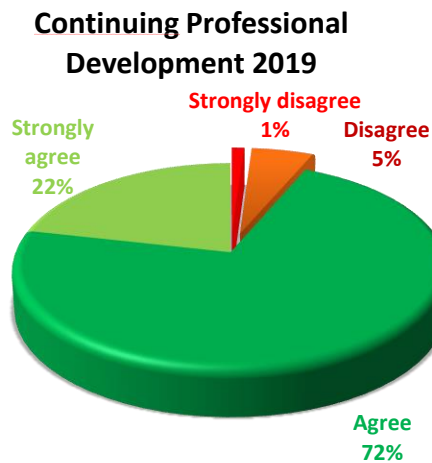
**Statement:**

*Senior researchers at NCBJ, who have multifaceted roles as supervisors, mentors, career advisors, and project leaders, perform these tasks according to the highest professional standards and build up positive relationships with early-stage researchers.*

**Conclusion:**

The rate:  $\pm$

There are small differences between surveys. The gap is identified. We are planning actions in this area.



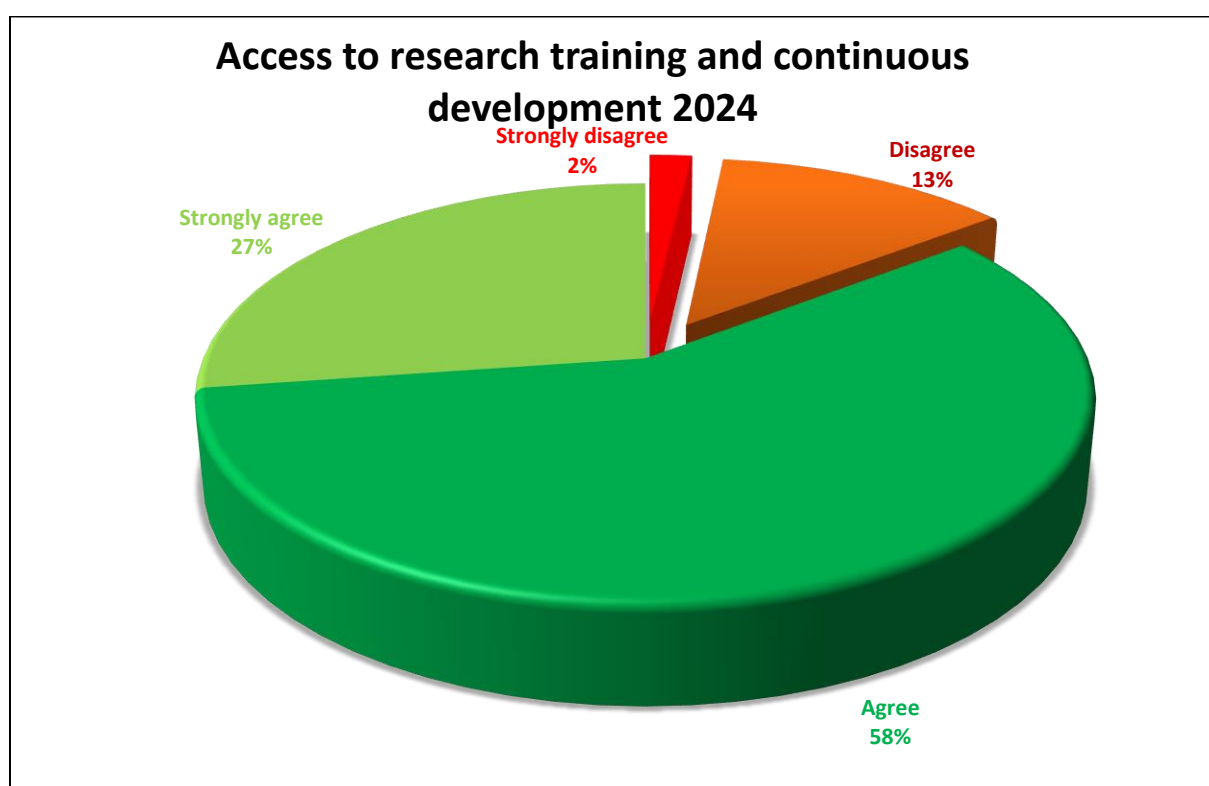
**Statement:**

*Researchers at all career stages actively seek opportunities to continually update and expand their competencies through various ways, including seminars, conferences, e-learning, and other educational resources.*

**Conclusion:**

The rate: ++

The results are almost identical. Current action will be continued.



**Statement:**

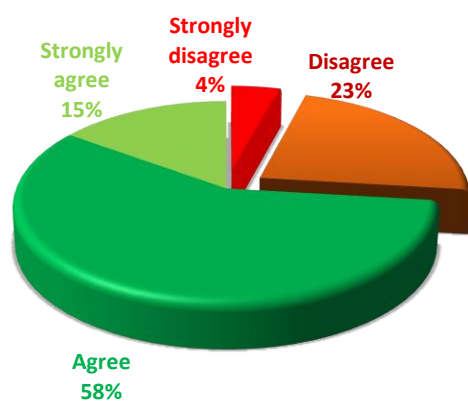
*NCBJ ensures that all researchers, regardless of their contractual situation are provided opportunity for professional development through seminars, conferences, e-learning and other resources for the ongoing development of skills and competencies.*

**Conclusion:**

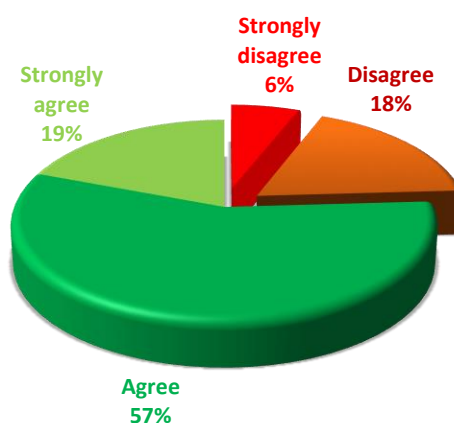
The rate: ++

The results are almost identical. Current action will be continued.

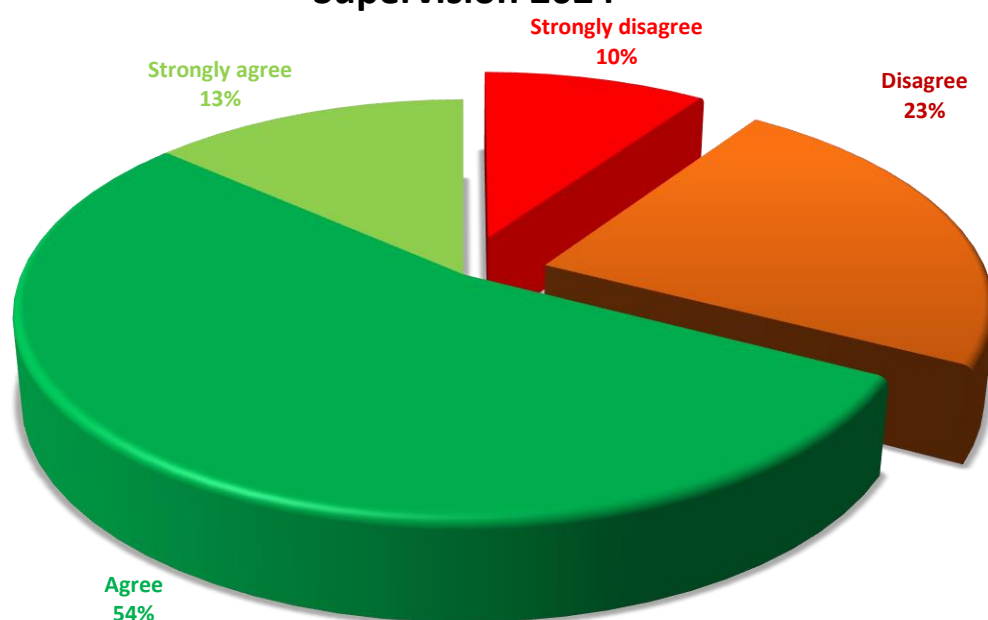
**Supervision 2019**



**Supervision 2021**



**Supervision 2024**



**Statement:**

*NCBJ appoints supervisors and research groups leaders who possess sufficient expertise in supervising research and who have the time, knowledge, experience, competencies and commitment to provide appropriate support for early-stage researchers.*

**Conclusion:**

The rate:  $\pm$

The group of people who view the actions in this area negatively has increased. Therefore, it is necessary to undertake further actions.