

Institute of Aviation, Warsaw, Poland

1. Institution at a glance¹

The Institute of Aviation began its operations on 1st August 1926. The Institute is a research center providing high quality testing services, which offer new solutions to contemporary aviation. The Institute cooperates closely with leading companies on the aviation market, including General Electric, Boeing, Airbus and Pratt & Whitney. The Institute also provides services for other industries.

Our mission is to provide research services of the highest quality to companies worldwide.

We are determined to achieve our strategic objectives of:

- becoming a world leading research center
- increasing our competitiveness in the global research market.

Our strategy is based on both stimulating and achieving active participation in diverse international scientific priorities. The Institute of Aviation continues and expands its research into all aspects of the aviation sector.

We promote and implement research results and conduct educational activity through cooperation with institutions and organizations worldwide. We invest in the development of a scientific research workforce and infrastructure. We aim at enhancing human space and organizational potential.

The Institute of Aviation executes a strategy towards a knowledge based society and economy.

Currently hires 19 Professors and Associates and 15 Assistant Professors.

¹ <http://www.ilot.edu.pl>

2. The HRS4R background

Institute of Aviation is applying for a HR Excellence in Research logo because we would like to continue to implement and promote the principles gathered in The European Charter for Researchers and The Code of Conduct for the Recruitment of Researchers. As member of many European and international organizations and promoters of science our Institute is taking steps to fully comply with The Charter and Code.

In fact, many of the principles are already present in our internal legislation and have become our practices. Recently, after reorganization in April 2016 Human Resources Department gained teams dedicated for Recruitment and Training. Since then we have been looking into procedures, revising existing processes and looking for improvements in HR area. The aim is to ensure that the processes are known to everyone, are transparent and in line with external and internal legislation acts. The process of applying for the logo helps us to make sure all the aspects have been taken into consideration.

As an institution employing researchers and other employees we would like to fully comply with the best standards in HR, concerning Ethical and professional aspects, Recruitment, Working Conditions and Social Security and Training.

3. The approach and methodology applied

Methodology:

- Working group consisting of HR Leaders (Recruitment, Training, HR Support)
- Interviews and consultations with the Director, Personnel Manager and Director's Plenipotentiary for Scientific Research Organization
- Documentation review – internal documents analysis in order to check compliance with Charter and Code:
 - Work Regulations,
 - Remuneration Regulations,
 - Ethical Code,
 - Diversity Charter,
 - Statute of Institute of Aviation,
 - Social Fund Regulations (ZFSS),
 - Internal Legislation Acts issued by the Director of Institute of Aviation.

Main Activities / Action Plan:

| Area | Action | responsible | Timeline | Expected Result |
|---------|---|------------------------------|----------|--|
| General | Implementation of ISO procedure regarding HR processes | HR Department, ILOT Director | Q4 2016 | Employees responsible for realization of HR processes know how to act consistently with Quality Policy of Institute of Aviation and EC Documents |
| | Publication of The European Charter for Researchers and The Code of Conduct for the | | | All researchers have access to Charter and Code, are aware of the principles and participate in putting them into practice. |

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| | Recruitment of Researchers | | | |
| Training | <p>Implement Training Regulations</p> <p>Create and introduce Training Process (training plans, training needs, training effectiveness evaluation)</p> <p>Introduce digital Training Database (e-Deck)</p> <p>Build competency model, identify competency gaps, support continuous skills development</p> <p>Introduce mentoring program to facilitate knowledge transfer</p> | <p>Training Department and IT</p> <p>HR Department and managers</p> | <p>Q4 2016 – Q4 2017</p> | <p>Training process coherent and available for every employee. Training needs are recognized and met in order to develop necessary competencies.</p> <p>Digitalization makes the process more effective, managers have access to employee’s training record, budgets are easily controlled</p> <p>Key competencies are defined and identified. Employees can continue professional development of skills and competencies required in organization</p> <p>Knowledge is being transferred to researchers at early stages of their career</p> |

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| Evaluation | <p>Implement evaluation process</p> <p>Implement digital platform for researchers where scientific activity can be recorded</p> <p>Career Development – facilitating professional growth</p> | Scientific Council and HR Manager | Q1 2017 – Q4 2017 | <p>Evaluation system with clear criteria, transparent process conducted on regular basis. Evaluation is based on realization of statutory goals and contribution to science.</p> <p>Easy and transparent tool to help the researchers to keep record of their contributions and achievements.</p> <p>Employees can develop their career in line with achieved results and competencies gained.</p> |
| Recruitment | Improve external and internal recruitment process, determine range of competencies, strengthen cooperation between Scientific Council and HR Department | Recruitment Dept. and Scientific Council | Q4 2016 – Q4 2017 | Transparent recruitment processes for researchers and other employees, selection based on merit (competencies vs requirements) |

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| | Internship program - development | | | Gaining potential future employees, presence on Technical Universities (job fairs, meetings with employer, etc) |
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