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Short description:

The deliverable presents the Human Talent management procedures which are being implemented by the newly established Centre to ensure that its objectives are met and aligned with the best practices on the market.

The aim of this document is to present the principles and key components of Human Talent strategy which influences the attracting, maintaining and developing of talents. The scope of this document covers all important Human Talent related issues to make the Centre as an attractive employer.

Authors list:

| Leading Author | | |
|----------------------|-------------|-------------------------------|
| Name and Surname | Beneficiary | Contact e-mail |
| Karolina Jarosinska | Sano | k.jarosinska@sano.science |
| Tomasz Gubała | Cyfronet | t.gubala@cyfronet.pl |
| Andrew Narracott | USFD | a.j.narracott@sheffield.ac.uk |
| John Fenner | USFD | j.w.fenner@sheffield.ac.uk |
| Keith McCormack | USFD | k.m.mccormack@sheffield.ac.uk |
| Krzysztof Czechowicz | USFD | k.czechowicz@sheffield.ac.uk |
| Olav Zimmerman | FZJ | olav.zimmermann@fz-juelich.de |





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1 Executive Summary

The aim of the Human Talent policy and strategy is to ensure the smooth start and continuous development of the Centre. Strategic Human Talents management goals need to be aligned with Sano's goals. A number of human talent objectives support organisational goals like scientific and business reputation, ethics and principles or profitability. The key objective from the very beginning is talent acquisition and providing attractive scientific and business career opportunities within. In a longer-term perspective, an important goal is to support the local job market with a high-quality employment offering for MSc and PhD graduates of local academic establishments.

The document is divided into four main chapters:

- Recruitment Policy including talent acquisition and onboarding processes
- Sano and its work culture (including values, gender and diversity management, learning and development processes, performance appraisal approach)
- Contracting, compensation & benefits policy
- Alumni Management Policy

With the Human Talent Policy, Sano establishes some of its core processes that have a direct impact on certain tasks and activities, but most importantly contribute to the general direction of the Centre's development. Human Talent activities are very intense in the phase of creating necessary regulations (e.g. employment regulations, payroll, benefits systems etc.) but some of them will be developed, reviewed and accepted or modified by new Management Board including Sano Director (who is recruited) and Group Leaders (especially those related to scientific recruitment, performance etc.).

This document highlights some of the important collocations between other Work Packages and provides an important angle to perceive the future establishment of Sano as a fully matured organisation. With project management and strategic planning in WP1 the general frames for building the structure of Sano are set and notably the talents involved from the very beginning have a major impact on the initial culture and potential to grow. Attracting new talents will be the fundament for the success of many actions, especially when it comes to business development (WP6) and portfolio management (WP7). As part of the broader spectrum of activities the important Sano initiatives of establishing a PhD Programme and supporting spin-off and start-up culture will be greatly affected by the general human talent policies. Promoting the values and Sano's work culture will led to the reinforcement of human capital and as a result creating an effect of a new quality-driven and ambitious talents. The activities promoting Sano as an employer will be directed both internally and externally, with strong emphasis on the right communication and employer branding activities, as part of the WP5. Apart from the general impact on the work culture, human talent policies will be a part of a day-to-day operations with significant impact on setting the basis for a number of specific regulations and standard operating procedures concerning security and management of the employees' data in WP3.

All of the above are affected by the human talent policy and at the same time have a significant impact on its continuous development. General interdependencies between different Work Packages and Human Talent Management are presented in Figure 1 .



Figure 1. Human Talent Policy and Work Packages connections.

2 Recruitment Policy

Sano recognises its employees as being fundamental to its success. A professional approach to recruitment and selection processes will help the Centre attract and appoint individuals with the necessary skills and attributes to fulfil the strategic aims and support the organisation's vision and values.

The Policy is that the best people are recruited on merit and that the recruitment process is conducted in a manner that is systematic, efficient, and effective and is free from bias and discrimination. The Centre is going to be an innovative and attractive workplace, enabling researchers to further their scientific careers.

To provide open, transparent and internationally accessible career development opportunities, the Centre will follow and implement The European Charter for Researchers and The Code of Conduct for the Recruitment of Researchers¹.

The whole recruitment process is based on respect and non-discrimination and will exemplify the Centre's role as an equal opportunity employer. Sano values diversity and affirms the rights of every

¹ <https://euraxess.ec.europa.eu/jobs/charter/european-charter>



qualified applicant to receive consideration for employment without regard to race, colour, religion or belief, sex, gender identity or expression, national origin, language, sexual orientation, disability, age, political opinion, social or economic condition. To keep this statement alive Sano project recruitment team (dedicated and rotating for different recruited roles) includes men and women representation from different areas of expertise or departments (like Human Talents, science, business, operations).

The Centre is following open, transparent and internationally comparable selection and recruitment procedures, following the requirements of FNP (Foundation for Polish Science – the provider of the complementary national funds – the International Research Agenda Programme grant) and observing the best practices and rules required for enrolment of PhD students at universities and institutions collaborating with the Centre (Advanced Partners).

Recruitment should be treated as a key public relations exercise as the way it is managed affects the organisation's image, and consequently its ability to attract and appoint high calibre individuals.

It is the responsibility of the relevant hiring managers, Human Talent and payroll experts and the entire Management Board of Sano to ensure that the appropriate employment legislation is complied with and recruitment is conducted in a consistent manner, observing the equal opportunities policy and all related General Data Protection Regulation (GDPR) rules. All applications participating in the recruitment process, regardless of the role they are applying for, are fully informed about the applicable policies.

Sano's Recruitment Policy complies with all local legislative requirements. Where there is a conflict between this policy and any local regulation, current local legislation will always prevail. This Policy is applied in the same fair and consistent way to all employees. It will be reviewed and updated when necessary by the Management Board in cooperation with the Human Talent team, in order to suitably adjust it to the ever-evolving job market, and any new legislation which will be incorporated appropriately in a timely manner.

As soon as Sano is ready, we will apply to be awarded by the European Commission with the Human Resources Excellence in Research brand. The process coming from European Commission is divided into several steps with initial phase which takes 12+ months and Sano needs to be ready to implement 40 principles of the Charter & Code based on an action plan in Human Resources Strategy.

Figure 2 below presents the process required to obtain HRS4R award.

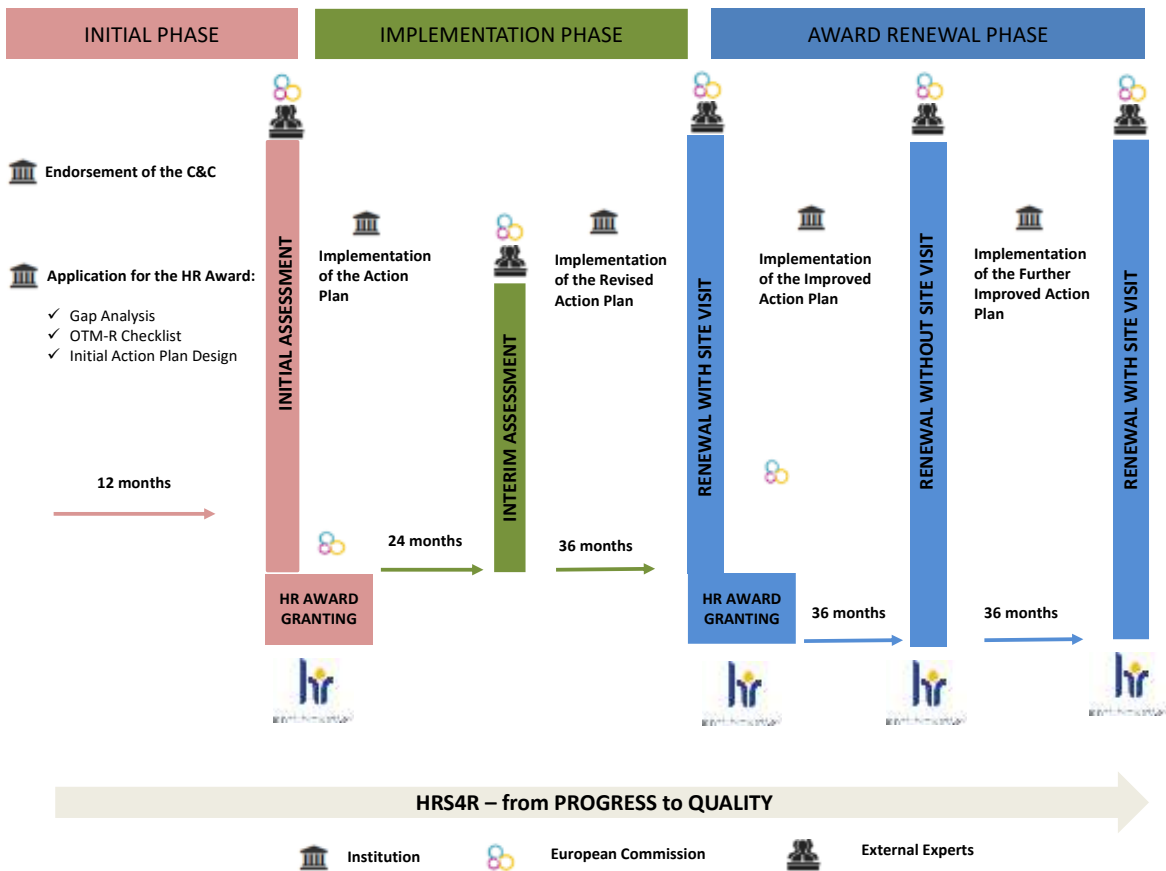


Figure 2. HRS4R process (source <https://euraxess.ec.europa.eu/node/5765/#hrs4r-tabs-tab-2-name>)

This prestigious recognition will definitely make the Centre a more attractive place to work and develop the career by researchers. In Poland there are more than 70 Institutes and Universities awarded by this logo which make great impact in attracting talented scientists from Europe.

2.1 Staff Structure

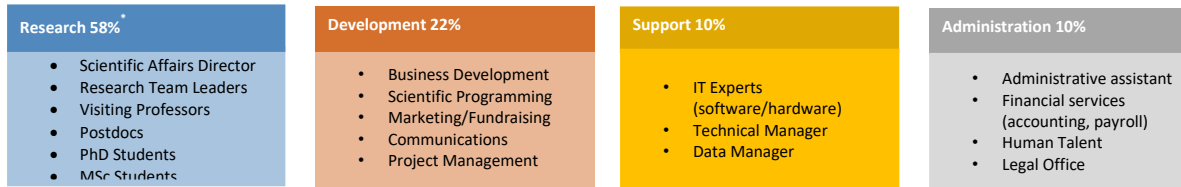
The Centre will be composed of up to six independent Research Teams with their Research Team Leaders – key scientists in their respective field of expertise – and a team working on research projects under the Leader’s supervision. Within 3-4 years of operations activity, Sano will employ 50-60 scientists, including MSc students on stipends.

Figure 3. Sano staff structure in 2026.

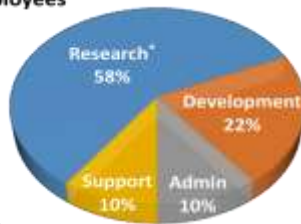
presents the complete staff structure to achieve in 2026 (when the Teaming for Excellence Phase 2 action will end).



Staff balance, mix of high value jobs: R&D, programming, complex support & IT



Sano employees 2026



Taking into account the overlapping roles, e.g. Scientific Programming Manager:

25% research 55% development 10% support 10% administration

* Includes stipends

Figure 3. Sano staff structure in 2026.

In order to facilitate daily operations and assist the managers, the team leaders and the associated external governance bodies (International Scientific Committee, Search Committee, Foundation Council), Sano has started to employ part-time and full-time administrative staff (6 employees that make 4 full-time equivalents), handling issues such as recruitment and human resources (1 employee), accounting (1) and, operations (1), project management (2) and business development (1). Payroll services are outsourced at this moment.

The current structure of Sano is dynamic and is presented in Figure 4. It reflects the general structure of support, development and administration (yellow boxes) and research (blue boxes), with the latter also participating in general development of Sano as an organisation. The ongoing recruitment process for the Centre Director is running simultaneously with the Research Team Leader # 1 appointment. With its completion the Centre will proceed with recruitment of the next Research Team Leaders and their employees (consisting of min. 3 R&D employees like student, PhD student or post-doctoral scientists within 12 months from hiring date of Research Team Leaders). Grey boxes indicate that the role is still to be appointed, with the colour of the border indicating its main function. Please note that a grey box in the diagram does not mean a related role/function is completely absent. We are following the core Teaming principle of having Advanced Partners cover some core processes in the beginning, in order to have them shifted to Sano at a later time. This provides a number of benefits:

1. Good practice transfer is easier when a Sano employee is “job shadowing” an advanced partner’s counterpart, working together for a number of months on daily Sano’s issues, and learning by doing.
2. Advanced Partners stay focused on the common goal and are as involved in Sano’s current affairs as possible, making the whole Consortium much more aligned towards a common goal – the long-term success of the new Centre.



3. Lessens the pressure on the recruitment process, which can proceed in a more thoughtful way, producing optimum candidates for key positions.

Currently, the following core processes are actively supported by Advanced Partners:

- Legal and IP management (NCBR)
- Project Management (NCBR, USFD)
- Communications, PR, marketing (KLSK, Cyfronet)
- Business Development (USFD, KLSK, Fraunhofer)
- Computational Infrastructure Development (FZJ, Cyfronet, USFD)
- Portfolio management (Fraunhofer, FZJ, Cyfronet)
- Data management advice (Cyfronet)
- Core internal policies development (NCBR)

The core processes need to be covered by Sano in the following sequence. First, in the beginning of 2021, Sano will take responsibility for project management from NCBR. Up to this moment, Sano has recruited 2 highly skilled specialists in this area including operations, next step will be covering inside Sano legal and IP management. The recruitment of such skills has now been discussed, and decisions will be taken in August/September 2020. Business Development activities are now covered by Sano internal Business Development Manager recruited in May 2020 who also supports portfolio management.

The remaining areas will be covered by Sano in a later stage. The first abovementioned were defined as critical for starting with key operations at Sano.

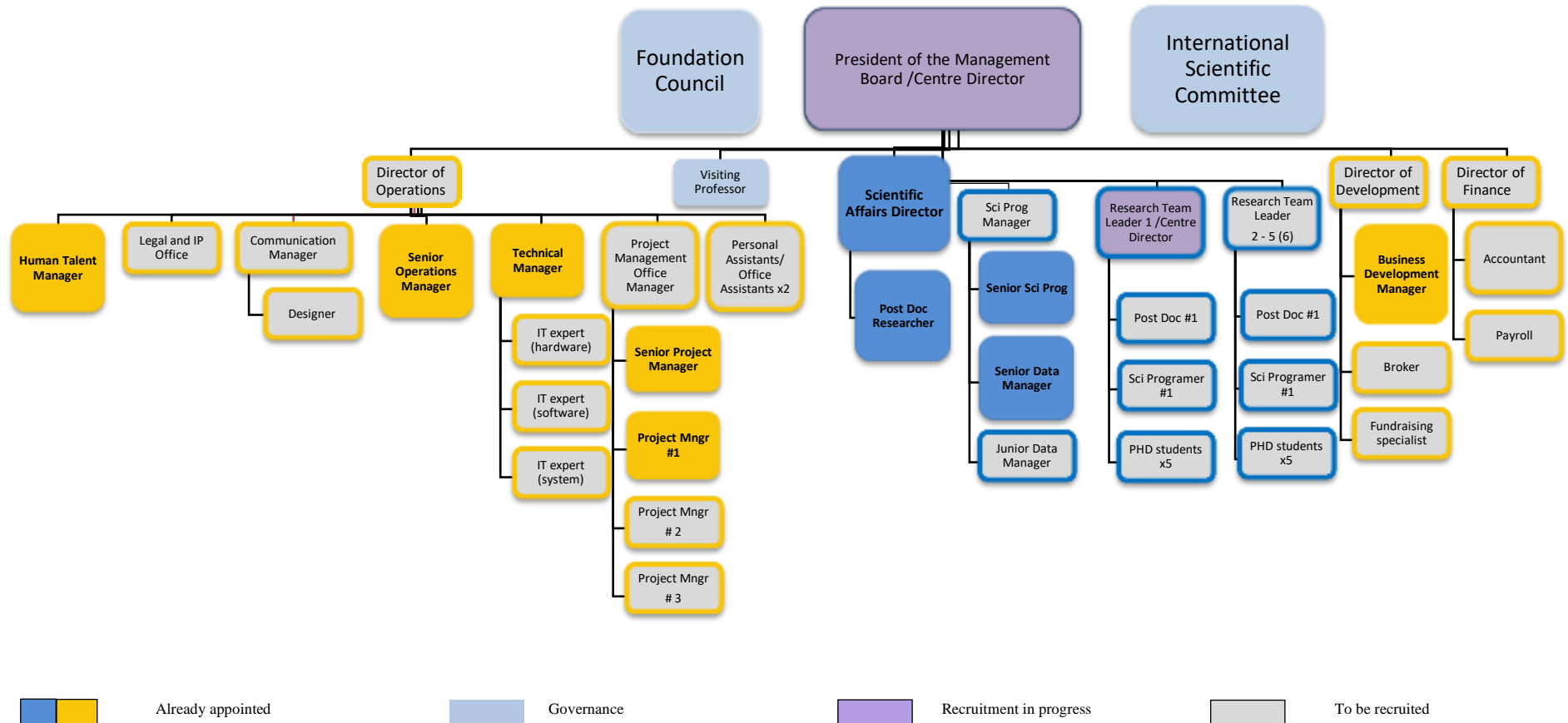


Figure 4. Structure of Sano including information about completed, ongoing and planned recruitment processes.

2.2 Talent Acquisition

Since Sano has started its operations, the talent acquisition strategy was one of the first to be planned and applied. There are several components of the policy that Sano is going to develop further but certain actions needed to be implemented in the very beginning, like non-discrimination rules in the recruitment process (more in Chapter 3: Sano and its values) and GDPR policy for recruitment².

Key components of talent acquisition approach are listed in

Figure 5 which indicates the several steps that together make the full process.



Figure 5. Sano Talent Acquisition Process.

Sano as a scientific organisation needs to apply different talent sourcing strategies towards recruitment of scientific and business & administration personnel. The next chapter presents these segmentations based on characteristics of the positions and sources of candidates.

² <https://sano.science/privacy-policy/>



2.2.1 Characteristics of positions to be recruited and sources of candidates

This section provides a general information on Sano future employees and their roles in the Centre – with their expected experience and assigned responsibilities. There is also an indication on their possible professional background, which is simultaneously a list of possible sources of candidates.

The table presented below illustrates key areas of expertise which are required for Sano success according to Research Agenda which was submitted in July 2020 to Foundation for Polish Science. The preferred candidate background will be explored in detail with hiring managers and decision-making people.

Table 1 shows key positions required for successfully operating the Centre.

Table 1. Expected expertise, areas of responsibility and primary sources of candidates for key positions at the Centre. Sources are prioritised by preference (expected efficiency in terms of number and quality of candidates).

| President of the Management Board (Director) | | | |
|--|---|---|---|
| Role | Key Area of Expertise | Area of responsibilities | Source of candidates |
| Organisation / general management | Scientific and management leadership | General management of the day-to-day operations of all departments and functions and scientific supervision. | Sano Career site Foundation for Polish Science site The Euraxess Researchers in Motion website |
| | Strategic thinking | | |
| | Generating collaborations and entrepreneurial culture | | |
| Scientific Affairs Director | | | |
| Role | Key Area of Expertise | Area of responsibilities | Source of candidates |
| Research & Development / Production | Knowledge of computational medicine landscape | Provides leadership to Scientific Affairs and helps establish and achieve the strategic goals of the organisation in collaboration with other key functional lines in order to ensure the products are supported by the most up to date and accurate science and to maintain the Centre competitive position. | Personal contact networks, social media channels and the Partner's institutional websites (especially the VPH community network, which consists of approx. 3000 members) |
| | Knowledge of state of the art in computations | | |
| | Liaising with PhD programme partners | | |
| | Cross-domain approach | | |
| | Strategic thinking | | Specialised recruitment platforms |



| Research Team Leaders | | | |
|-------------------------------------|----------------------------------|--|---|
| Role | Key Area of Expertise | Area of responsibilities | |
| Research & Development / Production | Computer vision data science | Provides leadership and mentoring to post-doctorals and PhD students, leading the direction within the research discipline. | Professional social media |
| | Health Informatics | | Events, seminars |
| | Clinical data science | | Specialised headhunters |
| | Modelling and simulation | | |
| | Personal health data science | | |
| | Extreme-scale data and computing | | |
| Legal & IP Office | | | |
| Role | Key Area of Expertise | Area of responsibilities | Source of candidates |
| Legal and IP management | IP protection | Defining and executing the strategy in IP- related matters, the patent strategy for the Centre and products, identifying, securing, protect and the Centre's investments in intellectual assets. | Initial: subcontract to legal firms associated with Sano partners |
| | Patent regulations | | Long term: transfer specialists from the cooperating firms |
| | Licensing | | |
| | Technology transfer | | |
| Project Management Office | | | |
| Role | Key Area of Expertise | Area of responsibilities | Source of candidates |
| Project Management | Reporting | Technical support for multiple projects performed by the Centre at time to secure effective realisation and reconciliation with financing institutions / R&D sponsors. Development and presentation of Centre's annual reports. Planning and managing funds for exploratory research and directed research, and research funding distribution policies. | Kraków BPO sector |
| | Project optimisation | | Candidates from Sano partner's own PM offices |
| | Fund raising | | Support from Polish Sano partners for Polish programmes |



| Human Talent Office | | | |
|---|------------------------------|--|--|
| Role | Key Area of Expertise | Area of responsibilities | Source of candidates |
| Human Resources Management | Talent acquisition | Delivering values for the Centre by attracting and developing talents and implementing HR procedure to be recognised as an employer of choice. | Kraków HR professional network |
| | People development solutions | | Kraków BPO sector Support from Polish Sano partners |
| Marketing Office | | | |
| Role | Key Area of Expertise | Area of responsibilities | Source of candidates |
| PR, Marketing, Communication and Outreach | PR | Management of the visibility and positioning of the Centre. Education of the general public on the relevance and importance of the research conducted at the Centre. | Polish/Kraków start-up and SME community |
| | Marketing | | Trained enthusiasts and freelancing tech bloggers |
| | Brand management | | |
| IT Office | | | |
| Role | Key Area of Expertise | Area of responsibilities | Source of candidates |
| IT services (internal) | Hardware | Technical support for daily, routine IT needs of the Centre: email accounts, teleconferencing, webpage, virtual marketing, implementation of non-research servers and software (HR, accounting, ERP, CRM systems and similar). | Kraków ICT community |
| | Software | | Kraków BPO sector Polish HPC centres |



| Scientific Programmers Team | | | |
|--|--|--|---|
| Role | Key Area of Expertise | Area of responsibilities | Source of candidates |
| Software and hardware tools for scientists and external collaborators or customers | Delivery of production-grade solutions | Assisting researchers in finding, deploying and efficient use of hardware and software resources | Kraków tech start-up and SME sector |
| | HA and secure systems | | Kraków developers' community |
| | HPC/Cloud computing techniques and tools | Developing, setting up and maintaining online resources for employees of the Centre and externals | GitHub search |
| Financial Office | | | |
| Role | Key Area of Expertise | Area of responsibilities | Source of candidates |
| Financial Management and budgets | Accounting | Planning and executing strategy for overall the Centre's financial integrity and policy. | Kraków BPO sector |
| | Budgeting and controlling | | Candidates from Polish Sano partner's own offices |
| | Financial reporting | | |
| | Fiscal management | | |
| | Payroll | | |
| Business Development Office | | | |
| Role | Key Area of Expertise | Area of responsibilities | Source of candidates |
| Industrial Relations | Industrial collaboration | Development and maintenance of relationships between the Centre and industrial partners. Management of Centre's IP, Coordination of incubator function and activities. | Support from Sano partners |
| | Business Incubation | | Candidates from KLSK members |
| | Technology transfer | Development, management and coordination of Centre's portfolio of commercial services, including professional training | Professional social media and job boards Specialised headhunters |

Please note that the process of recruitment of the Director of Sano is in its final stages, and another deliverable was devoted solely to it (D4.1) and therefore we will abstain from discussing it here, focusing and further key recruitment goals.

The recruitment stage of Director of Sano reached its final phase in which the International Scientific Committee selected a "preferred" Candidate and all required documents are reviewed by the panel of experts from Foundation for Polish Science. The final assessment will be held within 8 weeks according to the FNP representatives.



2.3 Research Team Leaders – recruitment regulations applied from Foundation for Polish Science and Sano’s internal policies

The process will be inspired by the procedure we developed for the role of the Director/President of the Management Board (described in D.4.1), with the following exceptions:

- The Search Committee and Human Talent Manager will now work in close cooperation with the new Director when preparing new, or adjusting existing, materials for the competition (role specification, scoring system, remuneration package, job boards/channels selection etc.). The ISC will be consulted about these materials.
- New lists of source institutions will be created, since the specifics of a given research topic will call for searching candidates coming from different backgrounds.
- Competition for the roles will be announced publicly on Foundation for Polish Science site, Sano website, Euraxess and other job portals related to science.
- The scoring and interviewing procedure will now include the Director, who will express her/his opinion about the interviewed candidates to the Chairperson of the ISC.
- We currently plan to start recruitment for Research Team Leader positions in late 2020, perhaps aiming at 2-3 positions in the first round of recruitment, and other position offerings following in the first half of 2021.

After successful execution of each recruitment process, if FNP approval to appoint is obtained, the appointment process is undertaken. The selected candidate becomes a new Research Team Leader, and the Management Board and the Human Talent representative takes the individual through the induction process.

Currently, Sano plans to create six Research Teams (depending on the accepted Research Agenda presented by the top candidate to become the new Director), therefore the presented process will be performed several times. We estimate the recruitment of all five Research Team Leaders (Sano Director is also a Research Team Leader so it will be sixth team) will take one year including active search of relevant candidates, selection process, interviews, salary and terms negotiations, notice period and relocation.

2.4 Scientific Talent Acquisition Strategy

Considering the market and academic landscape Sano, based in Kraków, will benefit from a high number of skilled and well-educated professionals and has huge potential to attract excellent scientific staff from both local, national and international sources.

Sano needs to develop a scientific talent pool which will ensure a steady intake of the best scientific talents available to join the Centre. The strategy places considerable importance on building the communication bridge with the talent community using social media, meetings during key events and new technology analytics tools to measure KPI’s and attract a desirable number of applicants for every role and to promote Sano activities within international scientific community. This software system called the Applicant Tracking System cover key metrics and support tracking recruitment activities. The Human Talent department with operation and finance team will analyse the possibility of buying and implement this kind of tool as SaaS infrastructure. The structure of the Centre will be based on Research Teams (groups, laboratories) focusing on particular computational and biomedical



academia-industry needs. The roles, divided by the level of experience, will cover two major groups - senior scientific staff (team leaders, senior researchers), and junior researchers together with PhD and MSc students, who will together form the Research Teams, as presented in the blue boxes of the Figure 4.

High ambitions for the quality of the employed workforce places high expectation on the Centre to support worker aspirations. Failure will be visible as a stagnant talent pool or excessively high staff turnover. The former stifles innovation, whilst the latter fractures continuity. Consequently, careful monitoring of staff trajectories will be a key element of the Centre. This is facilitated by inclusion of an online HR application. Sano is about to digitalise most of its operations including recruitment processes and the Centre has established procurement regulations that are consistent with purchasing an adequate talent acquisition system complying with GDPR policies.

Sano will use the set of recruitment activities to attract the top talents, as summarised in

Table 2.

Table 2. Summary of internal and external activities divided by the seniority of recruited scientists.

| Scientific talent acquisition | Internal actions | External actions |
|-------------------------------|--|---|
| Junior & senior researchers | <ul style="list-style-type: none"> • Advertise Sano activities (action taken) • Advertise Kraków life (action taken - cost of living, salaries – presented on Sano website) • Referral programme (to develop) • Promoting Centre opportunities of career development (online, events – ongoing) • Awareness of computational research outside Sano (through e.g. Sano Seminars accessible for public which has already started) • On-boarding programme (in progress) • Development of sustainable careers (in progress) • Development and succession evaluation (to develop, more people need to come) • Career advice and assistance (to develop) | <ul style="list-style-type: none"> • Partners website (action taken and ongoing) • Euraxess Research in Motion website (action taken and ongoing) • Other research job publishing resources (taken and developed) • Attend international events of computational medicine research (action taken and develop further) • Industrial placement for master students (to develop in the future when students come) • Social media (taken and developed) |

Recruitment for Sano also requires a proper communication strategy (D5.2), which is supported by a set of actions and materials. The progress of particular actions taken in the field of employer branding and materials' preparations is presented in Table 3.

**Table 3. Employer branding materials overview.**

| Preparing employer branding materials | Done / in progress / to develop |
|---|---|
| Preparing leaflets and publications about Kraków, its attractiveness, costs of living and salaries, scientific and industry career development opportunities within Sano | Some of the materials are prepared (e.g. leaflet, public deck of slides, publication about Kraków, its attractiveness, costs of living) |
| Promotional video showing the location, facilities and career opportunities (with short interviews with key Centre personnel and associated industry people) | To be developed (as part of communication & marketing strategy) |
| Tracking new interesting publications on computational medicine and directly reaching out to respective researchers | In progress / on-going activity |
| Referral programme (paid award to an employee who successfully recommended a candidate for the particular post). The statistics show that the companies are able to fill up to 50% of the open roles by such a mechanism. | To be developed (it needs to be aligned with the IRAP's rules for remuneration) |



2.4.1 External activities for extension of talent pool

The idea of external talent acquisition activities is to attract Polish and international scientific individuals. Potential activities, which we employ when suitable for a given situation/role include:

- The use of Partners' websites (including VPH community and VPH Institute).
- The Euraxess Researchers in Motion website owned by European Commission and providing possibility to publish the posts for Researchers.
- Other internationally recognised specialised job publishing sources for medical and Life Science professionals from academia and industry (e.g. Nature Jobs, Science Jobs, Research Gate).
- Attending the leading biomedical, *in silico* conferences worldwide such as VPH Conference, International Conference on Mathematical and Computational Medicine, International Conference on Computational Science, and other internationally recognised events, as well as enhancing the scientific staff to apply for PhD programmes and open roles. It is a vital point in building and maintaining the appropriate talent pool and inform the academia and industry key players about the Centre.
- Setting up, in cooperation with local universities, work placements for master and bachelor students. As Sano will be a source of research activities and projects relevant for the students of computer science and engineering programmes, the research staff of the Centre will provide a list of master and bachelor thesis topics that will be supervised or co-supervised by them. The best students will be encouraged to apply for respective open positions at Sano. A transparent, merit-based candidate selection process will be implemented to guarantee best talent acquisition. This option will be explored in the future.
- Building and keeping up to date the Centre's professional profile on internationally recognised social media such as LinkedIn, Facebook, Twitter to create an engaged and following community (part of communication and marketing plan). Sano has already established its presence in the LinkedIn professional media, to support the intensive recruitment process. Other social media presence will follow in adequate time.
- Using specialised headhunting companies in the most challenging recruitment scenarios (scientific or leaderships).
- Development of special programmes and their dissemination to draw attention of talented students and doctoral candidates during their studies or doctorate, both in Poland and abroad, to interesting career prospects at the Centre.
- Increase the supply of talented scientists and professionals by reaching out to students through scholarship programmes.



2.5 Selection Process

Candidates can apply for a specific open role announced on the Sano website and other relevant job boards or just send an application for a future recruitment process. In order to standardise the recruitment process for all applicants (with the exception of roles of Director and Research Team Leaders which require International Scientific Committee and Foundation for Polish Science involvement) Sano will take the steps presented in Figure 6 and Figure 7.

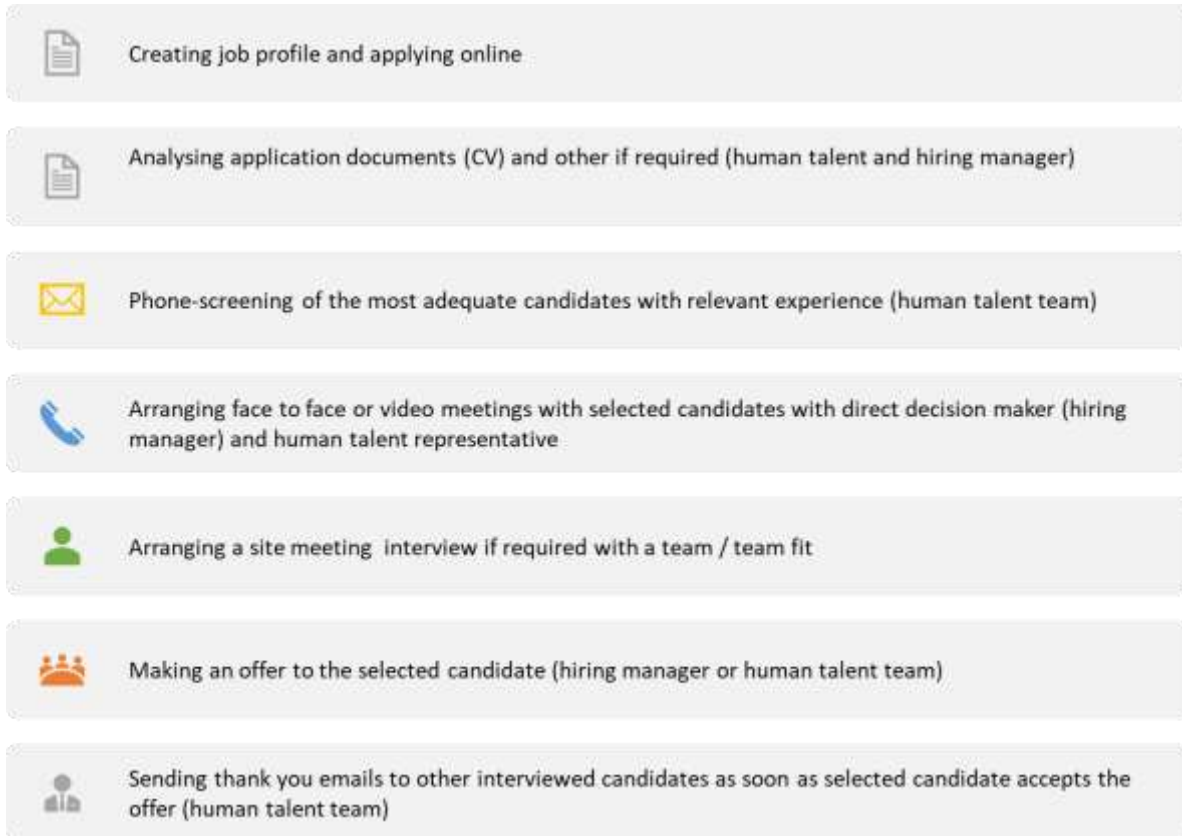


Figure 6. Sano standard selection process.

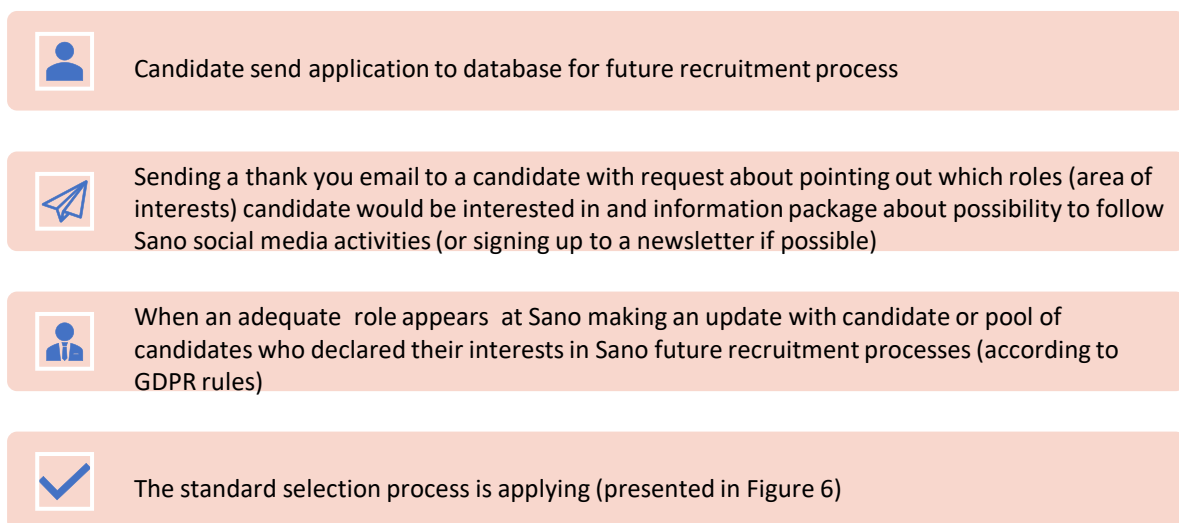


Figure 7. Ad hoc (speculative) candidate application procedure.



The recruitment process will be slightly different in the case of Visiting Scientists. In this case, no standard recruitment procedure will be executed. Instead, to ensure only renowned scientists with adequate research experience are selected, the procedure will consist of ISC evaluation of every Candidate proposed by the Sano Director in an open call application process. The appointment will result in the contract for the maximum length of 6 months and there will be no possibility to apply for the post again. This is regulated by the rules of the IRAP programme, which apply here since the role is funded by the IRAP grant. The process is presented in Figure 8 and more information is presented in D.4.2.



Figure 8. Recruitment of Visiting Specialists.

2.6 Onboarding – Induction Policy

Sano invests a significant amount of time and resources into the recruitment and selection process to ensure it hires the right people. It is vital that this thoroughness continues beyond the initial period of employment to create a positive working environment. Therefore, all new employees joining the organisation or those transferring to another role should receive an appropriate induction programme.

Induction is a process of introducing new employees, or employees who have changed roles within Sano, to their new environment and duties, and covers the initial period of learning and adjustment. It is vital that employees understand the organisation, its values and the mission of Sano. Failure to do this can lead to poor integration into the team, low morale, loss of productivity and inability to reach their full potential.

It is the Human Talent department and line manager's responsibility to carry out the induction programme. This means ensuring that new employees have the information, support and training they require. Every induction will have core requirements, but it is important that they are tailored to the



individual's role and the department's needs. It is important for new employees to be aware of the Centre's priorities from the start, and the obligations to fulfil them.

Sano had a chance to implement its first induction processes during pandemic time which was challenging but Sano team dealt with it by organising virtual meetings, instant messaging tools, online task tracking system, common network disk for documents, several materials presenting to new employees the principles of the "digital" culture of Sano, and short manuals to all the above. New employees had an online session with their designated "buddy" to see how these tools are operated, how to efficiently start contributing to Sano, and whom to ask for further assistance. Each person had a week-long programme of sessions/meetings, and self-learning assignments, to get fully on board of the Centre.



Figure 9. Coordination of the induction process.



As presented in Figure 9 the induction process is a mix of technical, administrative, organisational and general information regarding working at Sano. The main objective is to provide a new starter with all the necessary information, whether in the form of manuals, guidelines or a direct talk with the designated person. The entire process will be described in a procedure dedicated to employees' induction and onboarding actions. The process (as Sano has 6 people in administration and business plus founders) is still being developed.

A combination of support from Human Talent Manager, Hiring Manager (Line Manager) and assigned "buddy" (which is preferred not to be a subordinate or the supervisor of the new employee) gives sufficient assistance at the early stage of employment. Addressing the initial questions and providing all the necessary information about work culture guarantees smooth transition to upcoming tasks and builds a foundation for future employee development. The emphasis on induction process with detailed description of the first week of work, as well as the continuous support within first three months benefits not only the employee but strengthens Sano as an organisation.

3 Sano and its work culture

This section shows the culture of the Centre and its values which affect communication, internal and external collaboration, employee' relations.

Sano considers the best way of management and effective tools to measure progress of work especially during pandemic time. From the very beginning people hired at Sano showed a great ability to take responsibility and own initiative to move things forward. This example shows that Sano has a potential to create and implement step by step a "teal culture"³ which is one of the most challenging and at the same time very effective ways of management. The organisations which follow these set of principles are characterised by self-managed teams, intuitive reasoning and decentralised decision making, yet the team are strongly driven by a set purpose. This style of management could produce a strong creativity and openness for constant learning.

Once new Sano Director is employed, the Centre will evaluate this approach in a more structured way to prepare organisation for a change step by step, if adequate decisions will be taken. It would be also essential for next recruitment processes where Sano will hire Research Group Leaders, scientific staff and the remaining administrative roles. Hard skills and approach towards problems and team collaborations would be essential to implement Sano work environment values. Until that moment, Sano was able more naturally to hire people who are self-managed with high level sense of responsibilities for Sano success (strong sense of work purpose).

In order to create a strong foundation for this culture of work, Sano established key universal values for all employees and founders. Once a new Director comes, Sano will take initiative to review the set of values and adapt the most adequate to build a "teal" culture.

³ *Teal* culture or *teal* organisation is a working environment characterised by several traits like self-management, wholeness, a deeper sense of purpose. In 2014, Frederic Laloux published a book called "Reinventing Organisations" where he gave example of 12 organisations that implement a set of uncommon management practices.



3.1 Values

This section shows the culture of Sano and its values which affect communication, internal and external collaboration, employee' relations. A related set of policies are also described.

The Centre promotes a set of universal values since the induction process (Table 4), which are consistent with the Centre's mission and vision, to every employee.

Table 4. Universal values for the entire organisation and everyone involved. These values should be clear and behaving by them should come naturally to every person employed by the Centre, and they should be visible for any external collaborator in contacts with the Centre's staff.

| Universal Values | Principles |
|--------------------------------------|---|
| Transparency | Be clear and open about the goals and the roles of being involved in activity of the Sano. |
| Openness | Be open towards new ideas, actively encouraging innovation and pushing boundaries. Give good constructive feedback and don't forget to appreciate other peoples' work. Remember: first listen, then reflect, then talk. |
| Integrity | Share the Centre's inspiring vision and its values if they reflect your values. Honestly discuss and help improve Centre's visions, culture and values where they contradict your own. Let us use your moral compass to improve Sano. |
| Fairness of opportunity for everyone | Involvement in Sano activity is open to everyone without discrimination. Enable your colleagues to be the best they can. Remember that exclusion happens also in less discussed places (elderly, people with chronic conditions). Always talk in English in presence of your colleagues who don't know your mother tongue. When planning post-work activities, think about everyone in your team, also the people who tend to keep to themselves. |
| Professionalism | Act professionally with regards of your area of expertise and always aim to develop new knowledge, useful for yourself and for your colleagues. |
| Taking initiative | "Initiative is doing the right thing without being told." Victor Hugo, French writer |

These universal values are complemented by more specific values in research (Table 5), which reflect the best practices in science, inspired by sources like European Charter for Researchers.

**Table 5. Centre's values for conducted research.**

| Values in Research | Principles |
|---------------------------|---|
| Honesty | Do and communicate research and its applications without deception. |
| Fairness / Respect | Respect and consideration of colleagues and students in the proper conduct of research. |
| Objectivity | Look beyond preconceptions and biases to the empirical evidence that justifies conclusions. |
| Reliability | Researchers must adhere to methods that enhance the reliability of the results they obtain, or demonstrate that an alternative approach does not reduce the reliability of research results |
| Scepticism | Loyalty to empirical evidence needs to be maintained through a degree of scepticism toward research results and conclusions so that results and explanations are continually re-examined and improved. |
| Accountability | Researchers are accountable to other researchers, to the broader society, and to nature. |
| Openness | Researchers need to be open with other researchers for the sake of progress |
| Truth | Expansion of knowledge in every branch of science under the rules of scientific community in general |
| Freedom | Researcher undertake their research under the principles of democratic system, in respect of human life, welfare, dignity and liberty. |
| Responsibility | Researchers are fully responsible for every scientific study/experiment in particular when humans and animals are involved. |
| Integrity | Data must be presented full, precisely frankly and fairly, and they must be analysed according to the scientific method. |
| Collaboration | Scientific community is a universal framework and scientists must share scientific goals and collaborate under an atmosphere of openness, truth, mutual assistance. according to the scientific method. |

Throughout various research activities Sano will always take ethical aspects into consideration. Code of Ethics, along with Principles of Good Science Practice will be developed and implemented to ensure the proper approach towards data access strategies, conducted research etc.



3.1.1 Gender equality

Creating an inclusive, diverse and equal environment is first and foremost the fundamental tenet of the Sano human talent policy.

Sano would like to be seen as an employer of first choice not only in terms of world-class research but also for its approach based on inclusion and equal opportunity rules. This set of values is one of the Sano key components in talent attraction and development.

Breaking preconceived notions in the field of science and engineering is a challenging enterprise. Campaigns and awareness activities will be held to mitigate the risk of underrepresentation of women in Sano. Gender imbalance can be a result of external circumstances (e.g. an imbalance of graduates of a certain specialisation). The main actions to create gender balance at Sano are as listed:

- Representation of women in governance positions at Sano,
- Prevention of gender pay gap,
- Equal opportunities for male and female researchers,
- Support system for women returning to work after maternity leave,
- Tackling any signs of gender discrimination, abuse or harassment.

Currently at Sano women represent 40% of the Foundation Council and 20% of the International Scientific Committee.

With ongoing recruitment processes, further actions will take place to ensure that a gender-balanced environment has been created. Steps to be taken include:

- Specific advertising of the post, including on fora of organisations operating within particular sector or particular group,
- Advertisement through groups supporting women in STEM specialisations,
- Guidance and training for the candidates through recruitment process,
- Using gender-neutral language,
- Including specific texts in job adverts, that emphasise the culture of equal opportunities,
- Using a tie-breaker clause.

The closing point will be used only in exceptional situations, where two candidates are equally suitable for the position and it is duly justified to apply such solution.

Addressing imbalances in the workforce means attracting under-represented groups, yet there is a crucial difference in overcoming barriers and preferential treatment. Fairness in the recruitment process will guarantee that occupational requirements do not state the obligation of any certain protected characteristic, including gender issues. All appointments will be made on the merit of required knowledge and experience.

To make Sano a strong advocate in gender equality in research careers, Sano supported with a letter of interest a voluntary membership in the ToGethEr Project Advisory Board in project called *“Teamings for GEndEr Equality”* (ToGethER) in its submission to the Horizon 2020 Call: the Swafs-09-2018-2019-2020: Supporting research organisations to implement gender equality plans. The idea is to support the ToGethEr GEP implementing partners in the development and implementation of gender equality plans and dissemination important outcomes of the ToGethEr project.



3.1.2 Managing diversity

Sano recognises and values the benefits that derive from diversity in its workforce. The Centre acknowledges the following basic rights for all employees:

- to be treated with respect and dignity;
- to be treated fairly with regard to all procedures, assessments and choices;
- to receive encouragement to reach their full potential.

Sano will maintain an environment that is based on merit and inclusiveness, where all employees can develop their full potential on the basis of ability, necessary qualifications and fitness for work, irrespective of social or cultural origins and background.

Everyone working for Sano should ensure there are no discriminatory practices which may be limiting the organisation's ability to achieve its objectives, thereby maintaining its reputation as a fair and responsible employer in the eyes of employees, shareholders, customers, and the public.

If any employee is found to have breached this policy, they may be subject to disciplinary action under the local employment law.

If any employee believes that they have been unfairly discriminated against they should make a complaint using the grievance procedure.

This Policy will comply with all local legislative requirements. This policy will be applied in the same fair and consistent way to all employees. It will be reviewed and updated when necessary by the Management Board and Human Talents, and any new legislation will be incorporated appropriately.

3.2 Learning & Development Process

Long-term success of Sano will be based on the ability to not only attract talents, but most importantly to retain the employees. Setting the adequate development programme for both scientific and administrative staff will be a part of Sano's strategy towards building a solid team

The Centre understands the importance of developing following role models which contributes to self-development and people and project management.

Below in Table 6 are presented actions towards the development programme and their progress.

**Table 6. Development programme overview.**

| Actions towards development programme | Done / in progress / to be developed |
|---|---|
| Onboarding programme which allows to achieve a higher rate of successful assimilation of new hires into the organisation. | In progress (first inductions were made) – the programme is now under further development |
| Strategies and systems for developing sustainable careers for researchers – inspired, among others, by advanced partners' strategies and by principles and requirements of The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. | In progress – the best practices are taken from the Partners as a benchmark to prepare Sano's own approach |
| Development & success progress evaluation with a direct manager once in a year in order to create a more transparent, open, equal and internationally accepted system of recruitment and career development. | In progress – the process is complex and needs to be based on individual role KPIs, teams and organisation. We anticipate the framework to be set in place beginning 2021 and onward. |
| Career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation. | To be developed when the PhD programme and Research Teams start operating. The programme will be based on individual needs and ambitions and will be benchmarked with best practises on the market. |
| Implement exchange programmes (D4.2) for scientists and professionals to promote scientific interactions with internationally established Centres and to foster learning and knowledge transfer. | Framework is ready but there are some details that are in progress (with Partners and scientific staff). |

Table 7 shows the desirable role models with their expected action and development tools.

Table 7. Target role models.

| Role Model | Expected actions | Possible tools provided by Sano for career development |
|-----------------------------|---|---|
| Leader | Giving the example of inspiring and motivating others to make the action and impact internally and externally. | Coaching, mentoring, consulting. Soft skills trainings, business management training. |
| Mentor | Giving guidance to newcomers, she/he is a mentor for more junior staff in the specific field of expertise or in more general way (business, management etc.). The mentor doesn't need to be a direct manager of a mentee. | Mentoring and coaching trainings. Technical and soft skills trainings. |
| Expert / Contributor | Delivering outstanding input into the particular scientific and /or business or administration field. Sharing the knowledge with other team members. | Technical and soft skills trainings. |



The role models could and should evolve and develop Sano as an organisation in terms of new ideas and skills required. In particular, the Sano Advanced Partners will be able to contribute in the development of the scientific talents. Below is presented the example of the impact on talent training model:

In silico Academy
 (Internal training with the Advanced Partners)
 A systematic complimentary approach to train and develop technical, soft and entrepreneurial skills

Exemplary skill trainings to be delivered by Advanced Partners are given in Table 8.

Table 8. Examples of training topics.

| Advanced Partners | Area of Centre's expertise covered in delivered trainings (non-exhaustive list) |
|-------------------|---|
| FZJ | Engineering, simulation, neuroscience |
| Fraunhofer | Innovation, market analysis, technology potential assessment |
| USFD | <i>In silico</i> techniques, modelling and simulation, biomechanics |

Examples of potential development programmes from Advanced Partners that can be applied to the Centre's future policies are presented in the Appendix 1.

3.3 Performance appraisal system

3.3.1 Policy for employment appraisals

Every current position at Sano has a written description of responsibilities and tasks to perform along with adequate and clear remuneration scheme. Once the new recruitment will appear, the latest job description will be produced by human talent representative and hiring (line) manager.

The appraisal system connected with planning bonus scheme is a very complex task and will be developed by an internal team consisted of representatives from various trades, like science, business, operations, finance and human talent.

We are currently analysing different approaches towards appraisal systems and bonus scheme with financial and non-financial motivation features alongside with *teal* culture approach performance management, which is focused on team performance, peer-based processes for individual appraisals⁴.

⁴ More information: <https://management30.com/blog/management-30-teal-organizations/>



The key component of such an approach is that teams are able to achieve their goals only if all members are capable. It is not only about individual effort and competence but also team communication and helping each other.

How to develop and review competencies in *tea/* culture:

- **Onboarding:** Significant training in relational skills and in company culture; rotation programmes to immerse oneself in the organisation.
- **Training:** Personal freedom and responsibility for training; critical importance of common training that everybody attends.
- **Performance Management:** Focus on team performance; peer-based processes for individual appraisals.

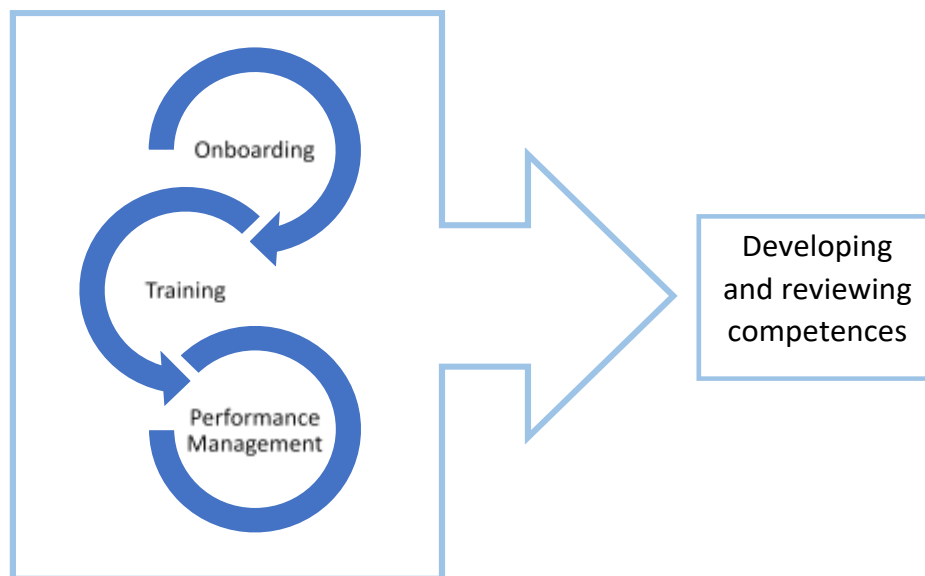


Figure 10. Performance review in a teal organisation

3.3.2 Framework for the appraisal system

Defining the expectations toward an employee and setting objectives is only a first step in the process of managing performance, which leads to reviews and recognitions. The performance review process manages top, middle and poor performers and enables the managers to apply suitable actions and communicate their expectations. It will be a continuous activity regarding all employees to ensure Sano's strategy is aligned, as well as possible, with individual and team objectives.



Ongoing managing performance process will include the following steps:

1. Detailed training of team leaders and line managers in good practices regarding the appraisal system and performance-related approach to subordinates (soft interpersonal skills), including training about meetings (one-to-ones) and communication of difficult subjects (e.g. underperformance) to co-workers.
2. Setting goals and objectives – every employee should have a clear information what is expected and what does top, middle and poor performance indicates. The objectives must be set with SMART concept to ensure they can be evaluated.
3. Regular feedback – whether in form of one-to-ones or pep talks it is crucial to ensure the employee is fully aware of his/ her progress. Addressing concerns at an early stage and discussing issues can lead to rectifying problems and enhancing the performance.
4. Reinforcing good performance and managing under-performance – managers will be responsible for supporting and encouraging staff in development, providing them with training and opportunities to excel at work.
5. Reviewing performance – formal meeting dedicated to discussion about progress and objectives set for the employee.

The culmination of the process in a form of a structured discussion will summarise the performance in the analysed time period.

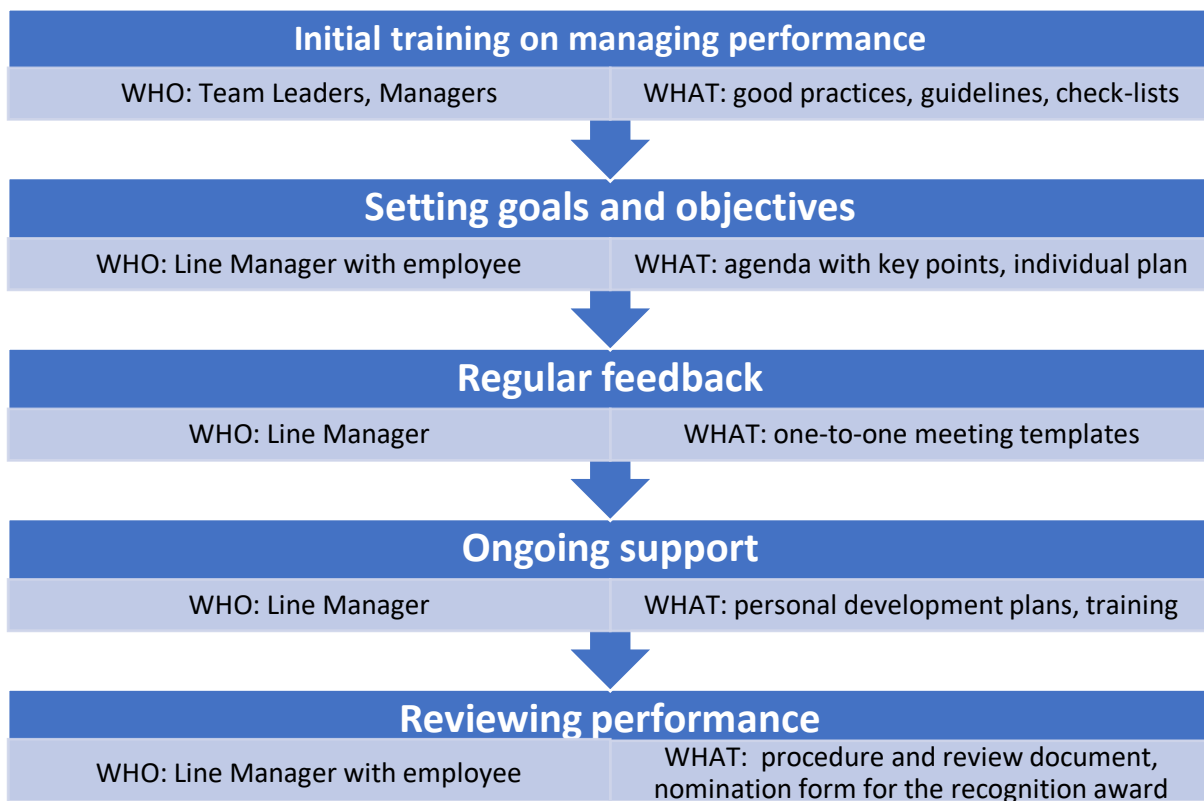


Figure 11. Managing performance process



The performance review will give opportunity for the line manager to discuss the progress and provide thorough feedback, as well as set new objectives and plans for further development. It is also an opportunity for the employee to fully understand the expectations and address any questions regarding performance issues.

Sano will work on the frame that the performance review meeting will be held within the frame of a procedure and a review document, including:

- Description on actions taken and completed,
- Objectives set for the analysed period,
- Description of key elements of feedback,
- Objectives for the next period and necessary support to achieve them.

The performance review meeting will be the most adequate place to acknowledge good performance through praising and thanking the employee as well as sharing the positive feedback with the rest of the team afterwards. When justified the non-financial recognition can be accompanied with financial reward.

The performance review process will combine the objectives set to the individual employees with the general KPIs for the whole Centre. Developing such system will be a demanding task requiring a multidimensional approach. To ensure that the created bonus system will be transparent, fair and effective Sano will establish a working group with financial, scientific and human talent management experts. These different perspectives will provide necessary foundations for the designed system. Subsequently, it will be widely discussed within Sano to ensure that it reflects specific Centre's needs, including a suitable approach towards research and support efforts recognition and a possibility to acknowledge both individual and teamwork. As a result, the decision about financial recognition will be clear and justifiable, promoting the important values of equal opportunities among all Sano employees. The final decision regarding rewards will be made by the Management Board with Human Talent Department monitoring the compliance of the process with the existing policies and legal framework.

The financial award will take the form of a pay rise for individuals consistently performing beyond expectations or a single additional payment for a certain achievement. The type of bonus and its amount will depend on the outcomes of the review. Apart from the annual review (if Sano decides to implement it) Sano considers rewarding exceptional performance between review periods. This will enable faster recognition and will make a clear link between the desired performance and the reward. The works on this scheme has been started and a project team consists of financial, project management, operations, payroll, research and talent acquisition representatives.

The individual Key Performance Indicators proposed in



Table 9 will be considered when preparing the annual individual appraisal framework for the Centre, and they will be periodically checked in order to measure the output of work of the key personnel.



Table 9. Proposed KPIs to measure efficiency of an individual’s efforts. They will be taken into account when performing appraisals. Since they provide a limited perspective of one’s individual work situation, other factors will be taken into account when judging efficiency of personnel.

| | Senior position (group leader, PostDoc, manager, vice-president) | Junior position (PhD/MSc student, team member, programmer) |
|-----------------------------------|--|--|
| Scientific personnel | Grant income | Publications (quality over quantity) |
| | Publications (quality over quantity) | Project contribution |
| | Number of PhDs supervised | Presentations and posters on conferences |
| | Keynote and lectures invitations | Solutions developed and contributed to |
| | Teaching curriculum | Production services supported or managed |
| | Project acquisition and project coordination | Consultancy for clients |
| | New research consortia formed | Contribution to scientific community (apart from publications) – code, data, blogs, social media posts |
| | Membership in scientific programme committees and editorial boards | Academic degrees and titles obtained |
| | Organisation of conferences and workshops | Awards and prizes |
| | Supervised project’s review marks, visibility and standing | Reviews performed for conferences, journals, funding agencies and committees |
| | Supervised team attrition rate | Memberships in professional organisations |
| Translational success and patents | | |
| Business development | New external partners acquired | Number of managed customers |
| | Private competitive income earned | Quality of reporting |
| | Centre’s brand recognition | Data analysis proficiency |
| | Procured key assets (data, equipment) | |
| | New research consortia formed | |
| | Efficiency of IP protection | |
| | Solutions co-deployed to clinics | |
| | Clinical trials designed and started | |
| General | Self-education and training efficiency | |
| | Influence on workplace climate and culture | |
| | Relationship with co-workers and customers | |
| | Reputation-damaging failures | |
| | Average duration in a position (also an individual KPI) | |
| | Absenteeism | |
| | Outreach and media activities | Successful referrals |
| | “Buddy” assistance served | |



Please note that most of individual KPIs for senior personnel stem directly from the overall Centre’s KPIs (provided in the strategy document), while most of junior personnel KPIs either support the former or focus on strengthening internal cooperation and good culture.

Recognising the link between the individual, group and general KPIs is an important factor in keeping the performance review process in the scope of the general Sano Strategy. As a representation of that, Figure 12 presents examples of Sano’s KPIs for all three levels of organisation, with indication on what level a particular KPI can apply. When fully established, the performance review system will reward individual activity in the field of scientific excellence and networking, but also initiatives performed with colleagues within and outside the team, like establishing a new cooperation. The process of achieving the most challenging and long-term KPIs will be carefully analysed in order to identify the key elements that lead to the successful completion, along with employees who were the main driving force behind it. Assessing different levels of individual’s engagement would provide a comprehensive assessment for the performance review system.

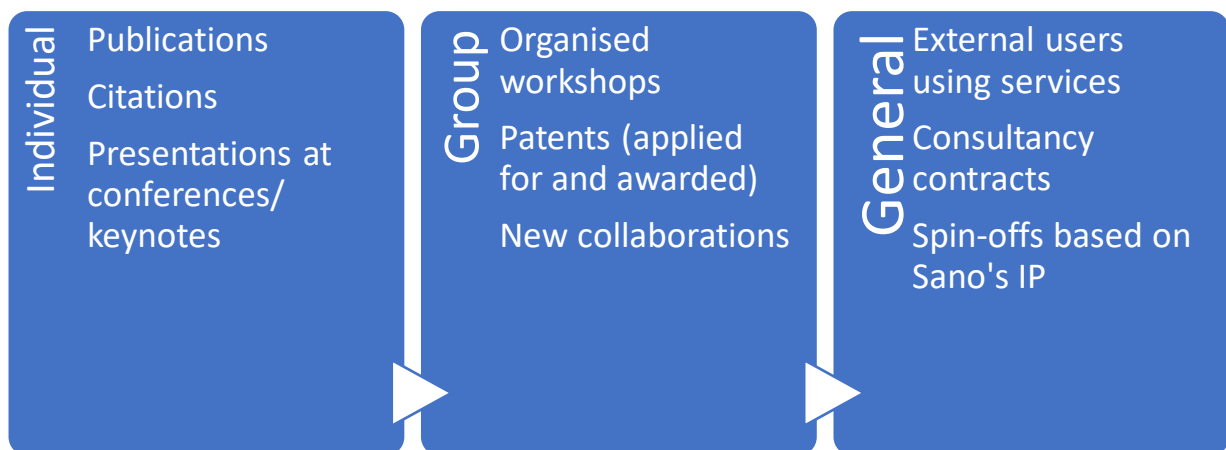


Figure 12. Levels of KPIs at Sano

Sano used Partners’ performance review examples as an inspiration for further process development described in Appendix 1.



4 Contracting, compensation & benefits policy according to Polish Labour Code

4.1 Contracting

Sano has established a payroll office which is responsible for all employment documents and regulations.

The key legal act regulating relations between employers and employees in Poland is the Labour Code⁵. It sets out conditions under which work can be carried out in Poland. Among these it can be distinguished: the right to a minimum wage, the right to equal treatment, lack of discrimination in employment, the right to rest, the employee privilege principle, and health and safety provisions.

Sano has established an employment relationship under an employment contract, appointment, election, or nomination. Most often, for the purpose of performing work, the following employment contracts may be concluded:

- Employment contract for the trial period – this type of contract can precede employment contract for definite or indefinite period and be concluded for a maximum of 3 months;
- Employment contract for definite period – this type of contract can be concluded for a maximum of 33 months. Moreover, it is possible to conclude only 3 of such contracts in a row. The contract which exceeds the total of 33 months or is a 4th contract in a row will be considered as the contract concluded for indefinite period;
- Employment contract for indefinite period.

Work can be also performed on the basis of civil law contracts. Most often, for the purpose of performing work, the following contracts are concluded:

- Contract of mandate,
- Contract for specified work,
- Managerial contract.

A person working under a civil law contract does not have the employee rights set out in the Labour Code because the provisions of Labour Code apply only to persons providing their work with the employment relationship. By establishing an employment relationship, an employee undertakes to perform work of a specified type for the benefit of an employer and under his supervision, in a place and at the time specified by the employer. At the same time, the employer undertakes to employ the employee in return for remuneration. It should be emphasised that employment under the aforementioned conditions is considered employment on the basis of an employment relationship, regardless of the name of the contract concluded between the parties. It is not admissible for an employment contract to be replaced with a civil law contract if the same Labour Code conditions regulating the work relationship are retained.

The choice of the appropriate form of employment will be influenced by the nature of the work that the future employee will perform, as well as employee preferences.

⁵ The Act of 26 June 1974 Labour Code (Journal of Laws of 2018, item 917, as amended).



4.2 Employment of Foreigners (non-Polish Citizens)

All foreigners, EU and non-EU residents, can be employed on the basis of the same types of contracts as Polish citizens. As a rule, non-EU residents to perform work in Poland have to obtain a work permit.

Regarding the employment relationship, the employment contract with non-Polish citizen, as well as other documents resulting from labour law may be drawn up in a foreign language at the request of the employee, who speaks that language, previously instructed about the right to draw up a contract or another document in Polish.

Regarding the civil relationship, the civil law contract with non-Polish citizen will be drawn up in two language versions (in Polish and in the language of non-Polish citizen providing the work).

It should be emphasised that the contract language also determines the language in which the Centre will communicate with the employee. In practice, it means the necessity of translating various types of company labour law acts (e.g. regulations) so that the foreign employee can get acquainted with them in an understandable way. This will also apply to the need to conduct health & safety training in the language of the foreigner. In order to provide all the necessary support for the employee, a designated “buddy” would also participate in the process of induction and formal requirements fulfilment. In the event of difficulties encountered during arrangements of work and stay in Poland, an additional assistance would be offered to facilitate the process.

If a foreigner does not speak Polish, then the Centre will have to perform many of its employer’s obligations bilingual. Among others the Centre will maintain the employment contract documentation – in Polish for public authorities (ZUS, tax authorities, labour inspectorates, etc.) and in a foreign language – for a foreigner.

Additionally, qualified person from Human Talent personnel with knowledge of the procedures of employing foreigners supports Sano.

4.3 Restrictions on the Freedom to Determine the Remuneration of Persons Managing the Centre

The Centre operating in the form of a foundation is subjected to the provisions of the Act of 3 March 2000 on the remuneration of persons managing certain legal entities (Journal of Laws of 2017 item 1222, as amended). It applies to foundations in which the subsidy from public funds exceeds 25% of annual revenues or in which property from public funds exceeds 25% of the foundation's assets at the end of the calendar year and its value exceeds 10% of the foundation's revenues.

The Act introduces restrictions on the freedom to determine the remuneration of persons managing the Centre, including but without limitation, the maximum amount of their monthly salary. This restriction applies to the persons managing the Centre irrespective of the basis for establishing the employment relationship or the type of civil law contract constituting the basis for employment. According to the Act a “person managing” the Centre includes the “head of the unit”, its deputies, members of the management bodies, chief accountants, liquidators.



According to the Act persons managing Sano will not be entitled to: commission on profit, award from the Centre's prize fund, claim for a share in the profit or balance surplus. With some restrictions they are entitled to: monthly salary, annual bonus, additional benefits, severance payment.

4.4 Social Benefit Fund and Employee Capital Fund (pension scheme)

The company social benefit fund is obligatory for employers with at least 50 employees, as well as for employers with at least 20 and fewer than 50 employees if a trade union organisation applies for it. Number of employees shall be determined as at 1 January of the year in question calculated as full-time equivalents. If in the abovementioned undertakings there is a collective labour agreement, the Act allows the possibility to take a decision not to the Fund.

Other entrepreneurs hiring fewer than 50 employees, make a voluntary decision on the creation of the Fund. Sano is willing to start it in 2021.

Money collected by the Fund are intended to finance specific social activities, i.e. leisure (e.g. holiday allowance), cultural and educational activity, sports and recreation, care for children (nurseries, children's clubs, kindergartens and other forms), in kind or financial assistance (e.g. the purchase of holiday packages for children, allowance due to unforeseeable events, etc.), and the repayable or non-repayable loan for housing purposes (e.g. housing loan, renovation loan).

The Fund is established from a basic annual allowance in relation to the average number of employees. The rate of basic allowance per one person employed amounts to 37.5 % of the average monthly remuneration in the national economy in the previous year or second half of the previous year (the second half of the year shall be taken into account if the average remuneration for that period is higher compared to the first half-year).

Sano will develop specific terms and conditions for the use of social benefits, types of social activities and a list of persons entitled in its internal rules of procedure. The Centre shall agree the rules of procedure with the establishment's trade union body, in case of no such union, with an employee selected by the crew to represent its interests.

Among solutions dedicated to financial aspects of employment there is also a PPK scheme - Employee Capital Plan, which is a voluntary pension fund for long-term savings, conducted jointly by the employee and the employer. All Sano employees will be able to submit a declaration for enrolment to regularly gather part of the remuneration or an opt-out form. The process of will be conducted within the legal framework.

4.5 Keeping the Documents

Sano keeps records regarding the employment relationship and civil law contracts for a period of 10 years after termination of employment – for persons employed at Sano from 1 January 2019.

Sano is going to digitise these records according to an amendment of Polish Labour Code from 2019.



4.6 Health, safety and security procedures

Sano is obliged to provide a safe and healthy work environment. The Centre is developing a number of procedures to eliminate, reduce and control safety hazards so that the overall risk to those working in the Centre is minimised.

Sano shall ensure the employee is appropriately instructed and trained to perform designated tasks. All employees have to fulfil certain work and safety obligations, including initial training that has to be formally confirmed with an appropriate written statement.

4.7 Processing of personal data

The processing of personal data in the Centre is conducted in accordance with Regulation (EU) 2016/697 of the European Parliament and of the Council of 27 April 2016 on the protection of individuals with regard to the processing of personal data and the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation), as well as with the newly created national data protection law.

The Centre will appoint the Data Protection Officer (DPO) who creates institutional regulation on personal data protection within Sano.

In the process of creation of those regulations DPO will need to proceed through the following stages:

- First stage – analysis of typology of the personal data that will be collected and processed in Centre,
- Second stage – indication of persons processing personal data,
- Third stage – evaluation of the electronic system for storage of personal data,
- Fourth stage – flow of the data in the IT system,
- Fifth stage – identification of risks associated with data processing,
- Sixth stage – preparation of the full documentation of personal data protection.

Each new member of Sano staff will be instructed what data protection rules must be followed in Sano in order to assure security of sensitive data. Data security issues were initially addressed in D3.2 and with Sano new projects they will be gradually developed. The GDPR regulations, along with Polish Personal Data Protection Act will be carefully implemented to ensure all employees are aware of the possible ramifications of a breach in this policy.



5 Alumni Management Policy

This section shows Sano's approach towards alumni community. Sano is going to develop an adequate system for leavers, to maintain positive relationship with them, and keep them "close" to Sano ecosystem, for further long-term benefits for both the Centre and the people in question.

5.1 Policy for leavers (access to facilities etc.)

In the event of the termination of employment Sano will conduct a process designated to ensure all legal and internal requirements have been met. Procedures regarding resignation will be implemented to provide guidance for the employees and facilitate managers.

Process of resignation or planned termination of contract (graduates)

Employees wishing to resign should notify in writing the line manager and state a clear date on which the resignation should be effective (with regard to legal rules of the notice period). Graduates who are about to finish their studies at Sano, and postdocs with specific length of contract, will be notified, together with their team leaders, about the incoming termination of contract, in adequate advance, by the Human Talent department. In each case there will be a meeting to discuss with the employee the following matters:

- Confirmed leaving date,
- Confirmed last day at work (possible free days left),
- Handover arrangements,
- Destination country and organisation as optional,
- Arrangements made to take accrued annual leave,
- Feedback from the employee (including reasons for leaving, perceptions of working at Sano, recommendations for improvement).

Line manager will receive document with checklist to ensure that all required actions were conducted, including:

- Any accrued annual leave is taken prior to leaving,
- There are no changes in employee's address or bank account number that could affect matters concerning final payslip and salary,
- Important documents, emails or calendar events are saved or transferred over to an appropriate colleague,
- Access card to the premises of Sano and equipment are handed to the manager,
- Cooperation with IT Team (terminating access to systems and e-mail accounts),
- Completion of the exit questionnaire.

Throughout the process, the responsible Line Manager and the resigning employee will closely cooperate with Human Talent and payroll specialists.



5.2 Job Placement assistance

Sano will propose to all its graduates (PhD students on contract, but also MSc students on stipends), and to young postdocs finishing their contract, an assistance with job placement, if such assistance is sought by the person in question.

A number of options will be considered, in close cooperation with the leaver, including but not limited to:

- A career inside a Sano spinout company, if such companies exist, their line of business is interesting for the graduate, and adequate career opportunity is available there.
- A job placement in one of companies closely collaborating with Sano on R&D projects, especially considering R&D units of such companies, where there is a possibility that the leaver will still be in touch with Sano when working for the company.
- People seeking scientific careers (esp. PhD graduates) will be assisted with finding a suitable occupation (as a junior or a senior researchers, according to the stage of their career) at a research institute/university closely collaborating with Sano on R&D projects (preference will be given to Sano's Advanced Partners, then to its top Polish R&D partners, then to other Sano partners).
- Sano's International Scientific Committee members are expected to be especially useful in the job placement assistance process, since we anticipate they could be either personally interested in acquiring a new researcher to their teams, or among their large network of academic and industrial partners a suitable location is likely to be found.

The job placement assistance will always take into careful consideration personal preferences of the leaving employee, especially about returning back to their home country, or leaving for a career abroad, or similar.

5.3 Career Monitoring system

Good alumni management starts before individuals become alumni.⁶

Among crucial actions conducted by Sano is the PhD programme. One of the aspects connected with advanced education is the continuation of cooperation and contact with graduates. The alumni community will be a significant part of Sano's identity. Creating a continuous engagement in the Centre's different activities after the PhD completion will require a comprehensive approach towards building positive collaboration patterns.

Sano will actively monitor the career paths of the graduates with emphasis on scientific fields in which they will choose to develop the knowledge and skills acquired during the PhD programme. The Centre will also gather information about graduate's involvement in the research projects and participation

⁶ Rupert Marson, Managing Directors: The BDO Stoy Hayward Guide for Growing Businesses.



in national and international networks. This will provide a valuable feedback for the PhD programme and its further development.

The goal of alumni management programme is not limited to gathering information by the Centre – it also aims at enabling graduates to stay informed about Sano's actions. This would include sharing news about ongoing activities like Sano Open Days, seminars or workshops with invitations to actively participate. Additionally, Sano will send targeted information regarding various scientific endeavours and events. The general objective would be to maintain a relationship with the graduates, whether in the form of participation in Sano reunions or promoting the PhD Programme by sharing their experience gained through work and research at Sano with the students, especially those at the beginning of their professional careers.

Creating a network for alumni community will be conducted with a significant use of different social media channels. This would also enable alumni to connect with other graduates and share their experiences, with Sano acting as a link for establishing cooperation. To ensure the most effective way of communication is implemented, Sano will conduct a periodic survey regarding the preferred ways of interactions. As a result, the Centre will be able to adjust the content and dissemination channels to the user needs.

Another important aspect of building a continuous relationship with the graduates will be a recognition of their achievements. Promoting the graduates and their successes through appropriate channels of communication will highlight Sano's willingness to support excellence in science, whether the individual is still part of Sano team or has already moved to a different employer.

The strongest benefit to Sano, and mutually to Sano's alumni, of the continuous career monitoring process, will be new opportunities of collaboration between Sano and new employers of Sano's former employees. Sano's reputation as an organisation dedicated to excellent studies and high-quality research will make it easy for its former graduates to recommend Sano as a partner of choice for their current supervisors, in academia, hospitals and businesses around the world. Also, contractual services provided by Sano may acquire new clients this way. Finally, when considering partners for new research consortia, Sano will always check if current employers of its alumni are not good matches for required skills and capacities.

Sano operations, human talent and business development teams will co-create an adequate instrument for efficient monitoring of careers of Sano graduates, with due consideration for privacy and GDPR rules, always keeping the mutual benefit principle (for both Sano and the alumnus) at heart.

With time, as the number of graduates will increase, Sano will be able to assess the long-term impact of the career monitoring system. From the simple indicators, like a percent of graduates involved in Sano activities, to a more sophisticated assessment of the engagement results, the main objective would be to develop a community that shares and promotes the core Sano values. This will lead to future partnerships, knowledge exchange and successful collaborations.



6 Summary

The Human Talent Management policy and action aims to create the foundation for enabling Sano to operate with all essential employment procedures from the very beginning.

In this document we aimed to show the progress of Sano human talent policies. There are still some which need to discuss and developed when the organisation will be larger and new Director come.

The most advanced work is done in talent acquisition part and employment regulations which were necessary to hire new people. From this point Sano takes many internal initiatives to develop further policies accordingly to Sano vision and regulations.

The crucial parts are those dedicated to talent acquisition including attracting Polish and non-Polish scientists focused on computational medical and Life Sciences background. Kraków is a perfect place to locate Sano not only because of the scientific talent pool but also because of the vast number of foreigners living and working in Kraków (the approximate average number of non-Polish employees is above 10 000), the fast-growing biotechnology, bioinformatics and IT industry which are willing to collaborate with the academic sector and Research & Development institutions.

Presented policy and actions are now developed and are in progress which is a natural process for a new organisation. Sano, along with its Consortium Partners, sees a great opportunity in implementing best practices from the very beginning. All of the Advanced Partners are prestigious research and development institutions that can provide the necessary support and experience for building the framework of a successful human talent management system.



Appendix 1

University of Sheffield

Examples from USFD experience include training targeted at different levels and different categories of staff. In this context typically support has different features from PhD posts to staff posts.

Staff development: This is most directly monitored by the annual Staff Review and Development Scheme (SRDS) which has a well-defined form including standardised documentation typically undertaken between a member of staff and their Line Manager – perhaps including other relevant senior staff as necessary. Further details of SRDS are available here:

<https://www.sheffield.ac.uk/hr/sld/proflearning/srds>

Researcher Development Framework (RDF): This tool has been developed to aid researcher career development in terms of identifying development of specific skills. This is particularly promoted as part of PhD training programmes and used in combination with a Training Needs Analysis (TNA) reviewed by the student along with their supervisory team to identify appropriate structured training and research training activities to be undertaken during the PhD: <https://rdf.ris.shef.ac.uk/>

Personal Career Development Plan: Closely associated with Marie Curie Training Networks, the PDP model bears similarities to the TNA and RDF approaches referenced above. In our experience this typically involves the specification of a **Skills Profile** through agreement between senior staff (this would also provide an opportunity for external industry to influence the direction of the Centre and its staff development through input into the skills definition process). As for the TNA and RDF researchers will then identify their current skills base and identify areas where training and development are required to foster/improve particular skills – suitable training activities would then be identified from the **Training Portfolio** the Centre defines for internal staff (perhaps including structured and hands-on training, e.g. secondment between research groups or business units).

Fraunhofer ISI

Leadership mission at Fraunhofer

Managers at Fraunhofer are committed to provide for a framework, which is particularly conducive for creativity and innovativeness of the staff and to ensure that ideas developed this way are translated into concrete outcomes.

Gender equality

Personnel development concept of Fraunhofer includes the increase of the proportion of female scientists, the number of female managers and recruitment of people with disabilities. Equally qualified people with disabilities should be given preferential treatment.

Gender equality is an essential part of Fraunhofer's corporate policy. In order to further improve equal opportunities for women and men, the Human Resources Department works together with the Central Equal Opportunities Officer and the Equal Opportunities Officer of the individual institutes on the implementation of gender-related issues.



Work-life balance

Fraunhofer actively supports its employees in reconciling their professional and private lives. Most institutes offer flexible working time models (e.g. flexitime, part-time work) as well as organisational simplifications (e.g. teleworking) or childcare support.

Annual employee appraisal interview

The obligatory annual employee appraisal interview is one of the most important management tools within the Fraunhofer-Gesellschaft, alongside the performance appraisal interviews. The employee is at the centre of this discussion, which takes place between the head of each department and the employee confidentially and in a spirit of partnership. The interview offers a suitable framework for the exchange of tasks and goals, development potential and qualification requirements of the employee. There is room for the appreciation of performance of the employee, consideration of his or her personal situation, recommendations and constructive criticism from the supervisor(s) as well as feedback of the employee to the supervisor.

Training

Fraunhofer regularly offers and organises various training courses for its employees to promote the professional qualifications, further develop subject specific and generic competencies, such as personal and soft skills, methodological or management competencies.

Management development at Fraunhofer

Central Personnel Development of Fraunhofer supports (new) Fraunhofer managers with qualification measures, special management programmes and individual offers (consulting, coaching, aids to action).

Specific personnel development offers:

- TALENTA: is a targeted and holistic support and development programme for attracting and developing female scientists, which focuses on three different levels of career development. The goal is the financial support of the respective organisational unit in the recruitment and sustainable development of female scientists and women managers.
- Young Research Class: two-year career programme for young scientists at the Fraunhofer-Gesellschaft. Central elements are: promotion of creative ideas, participation in strategic research topics of the Fraunhofer Gesellschaft and building networks across institute boundaries.
- "Fraunhofer Research Manager": cross-institute qualification program, aiming at the support of strategic competence development in the exploitation of research results. It addresses concrete challenges of the institutes. The programme enables the participants to learn how to act at the interface between science and industry and how to shape effective transfer of research results.
- Step Forward: is an orientation programme for career planning for Fraunhofer employees in the scientific and non-scientific fields. The aim is to identify and systematically expand individual potential and opportunities for a further career step in business, science, the establishment of a spin-off or a career within Fraunhofer. Career planning focuses on individual career development of employees and not on scientific research. Programme offers individual mentoring and workshops.



- Vintage Class: The programme supports the early identification, retention and development of potential successor candidates for central positions in institute management. It includes both individual and group related measures.