Human Resources Strategy For Researchers (HRS4R)

2018 - 2021 Action Plan

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Background

Aiming to strengthen the Basque Science and Technology System, BCAM was created in September 2008 by the Basque Government through Ikerbasque, the Basque Foundation for Science. The University of the Basque Country (UPV/EHU) and Innobasque (Basque Innovation Agency) joined BCAM as founding members and the Biscay Regional Government joined later as an institutional member. Petronor Innovacion S.L joined in 2017 as an industrial partner.

BCAM is part of the BERC (Basque Excellence Research Centres) network. Located in the Basque Country, it benefits from a long industrial tradition, and is linked with the French Atlantic corridor, a region of excellence tradition in Applied Mathematics, being the coordinator of the TRANSMATH UPV/EHU – U. Bourdeaux transborder joint research lab.

Starting in 2008 with three Professors and one Research Line and, up to June 2021, with 125 Researchers (Professors, Post-doc fellows, PhD Students, Research Technicians), and a high number of visiting fellows and internships, supported by an administrative staff team (12 members), integrating people from more than 25 different countries. The Centre has accomplished a long and intense path, full of high-quality scientific activities and hard work, while keeping as a young centre where the average age of researchers is lower than 35.

OUR MISSION

BCAM is a **world-class research center on Applied Mathematics** created with the support of the Basque Government and the University of the Basque Country, which aims to strengthen the Basque science and technology system, by performing interdisciplinary research in the frontiers of mathematics, talented scientists' training and attraction, so the excellence of our results are recognized by the Society.

OUR VISION

Focus on **interdisciplinary research** in the frontiers of mathematics, **attraction and training** of talented scientists, **development of new numerical and simulation methods**, interaction with industry, health and social institutions, and promotion of scientific and technological advances worldwide. BCAM aims to **generate synergies among different stakeholders** working on mathematical research so as to become the reference at a national and international level in Applied Mathematics.
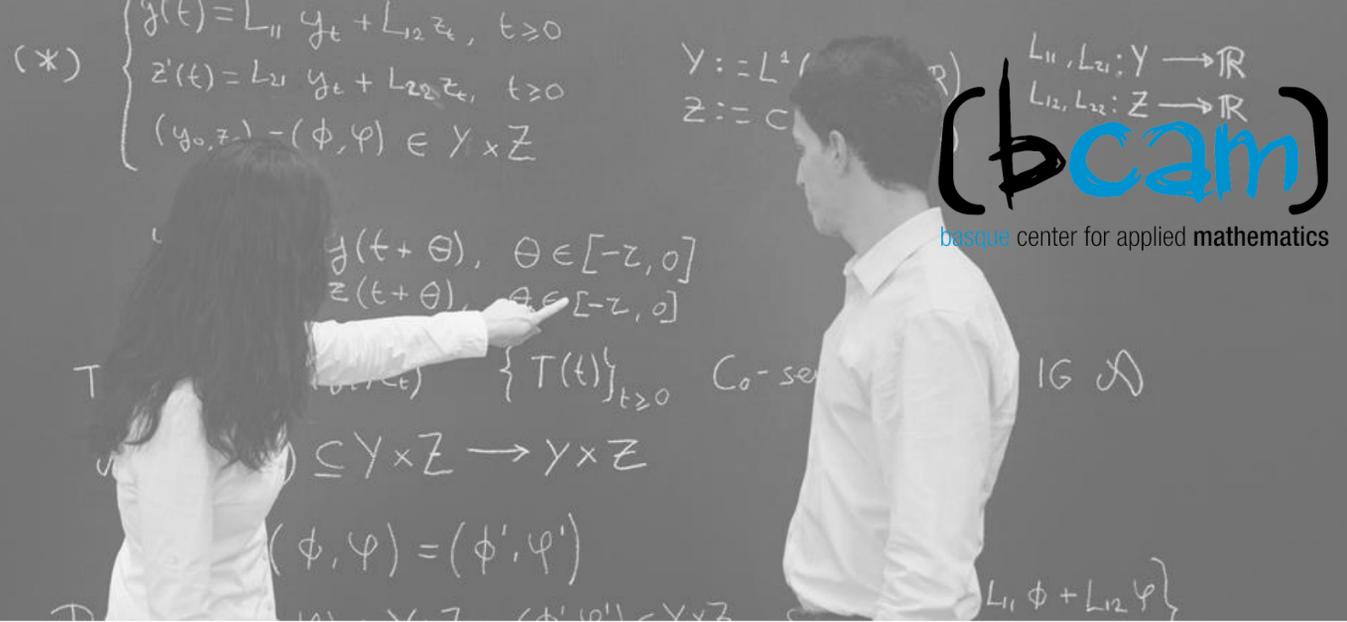
The European Commission adopted the European Researchers' Charter and the Code of Conduct for Researcher Recruitment, drafting two documents aimed at researchers as well as employers and providers of public and private sector funding. Both documents have become key elements of European Union policy, making research an attractive career and stimulating economic growth and employment in Europe.

Specifically, the European Charter for Researchers outlines the functions, responsibilities and rights of investigators and their employers. The aim is to ensure that the relation between these parties contributes to successful performance in the generation, transfer and shared use of knowledge, as well as the professional development of researchers from the early stages.

Moreover, the Code of Conduct for the hiring of researchers was drawn up to improve enrolment, so that selection procedures are fair and transparent. The researcher's merit should be measured not only by the number of publications, but also by a wider range of evaluation criteria such as education and teaching, supervision, teamwork, knowledge transfer, management and public awareness-raising activities.

To help accommodate the research institutions to the Charter and Code principles, the Commission set out a procedure through which those institutions interested in including them, could design their own Human Resources (HR) Strategy.

This procedure consists of five steps:

1. Preparation of a rigorous Internal Analysis.

2. Publication of the Institution Strategy in the corporate website to maintain and improve the Charter and Code.

3. Evaluation and approval of the Strategy by the Commission.

4. Application and continuous self-assessment of the process by the institution.

5. And finally, have the Strategy and its deployment evaluate externally by the Commission every four years after initiating the process.

The initiative of defining and deploying this Strategy is carried out in collaboration with the Commission and other institutions, members of the pilot group, including the other institutions that already have this acknowledgement and those in the process of obtaining it, which constitutes the best forum for exchanging and sharing best practices

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HRS4R Strategy

The BCAM Strategy for attracting talented researchers was established back in 2008 and reflects the commitment for excellence, openness, flexibility, pan-European focus, ethical awareness and ethical and human values. Below is a summary of the steps that have been taken at BCAM to further the development of the HRS4R strategy:

BCAM was created in September 2008 by the Basque Government through Ikerbasque, the Basque Foundation for Science.

BCAM signed its commitment to the [40 principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C) in December 2008.](#)

At the beginning of 2015 BCAM decided to go one step forward in its compromise with people management and it started the internal analysis process of "the Human Resources Strategy For Researchers (HRS4R)" promoted by the European Commission. The outcome of that process was the Internal Analysis and the Action Plan 2016. As a consequent of this, **in June 2016, BCAM was awarded the "HR Excellence in Research" logo and recognition.**

In July 2018, two years after obtaining the "HR Excellence in Research" award, BCAM has carried out the self-assessment process for reviewing and improving the previous Action Plan. For that, it has been analyzed the status of each action defined in the Action Plan of 2016 (BCAM HR Action Plan Review 2018) and a survey has been conducted among all employees. As a result, BCAM has carried out a GAP analysis and has elaborated the Internal Review document

BCAM currently **continues working on the principles and maintains its commitment with the Charter and Code and the HRS4R** as part of the Centre's Strategy for the upcoming years. In this sense, the purpose of the HR Strategic plan is to align the HRS4R with BCAM´s overall direction.

A key driver of BCAM´s HR strategic plan is the definition of **the strategic areas**. Thus, the strategic areas in which BCAM's strategic plan is the structured response to the center mission and vision. It is worth mentioning that the areas are built aligned to the priority needs and challenges of the researchers based on 40 principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (C&C).

Communication & Internal feedback

Team building & Leadership

Carrer development

Training

Research environment
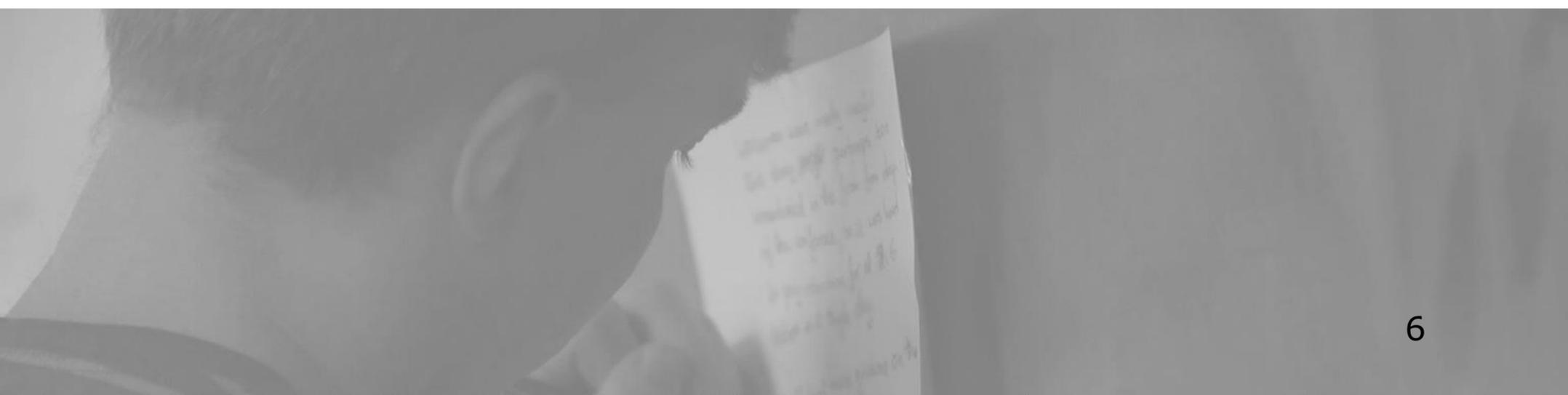
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2018-2021 Action Plan

Through **the evaluation of the results of the 2016-2018 action plan**, it has been possible to ascertain the effects that it has caused on the research community at BCAM, as well as the work areas in which it has been considered necessary to continue focusing. Thus, it should be mentioned that the assessment was mainly based on the gap analysis carried out in July 2018.

	Principle	Score	
Ethical and professional aspects	1 Research freedom	8,98	
	2 Ethical principles	9,41	
	3 Professional responsibility	9,21	
	4 Professional attitude	8,79	
	5 Contractual and legal obligations	8,98	
	6 Accountability	9,32	**8,98**
	7 Good Practice in research	9	
	8 Dissemination, exploitation of results	8,79	
	9 Public Engagement	8,24	
	10 Non Discrimination	9,6	
	11 Evaluation/ appreaisal systems	8,48	
Recruitment	12 Recruitment	9,08	
	13 Recruitment (Code)	8,87	
	14 Selection	8,68	
	15 Transparency	8,57	
	16 Judging merit	8,86	**8,86**
	17 Variations in the chronological order of CVs	8,84	
	18 Recognition of mobility experience	9,17	
	19 Recognition of qualifications	9,03	
	20 Seniority	8,9	
	21 Postdoctoral Appointments	8,62	
Working conditions and social security	22 Recognition of the profession	9,32	
	23 Research Environment	9,19	
	24 Working conditions	9,06	
	25 Stability and permanence of employment	8,1	
	26 Funding and salaries	8,79	
	27 Gender Balance	8,78	
	28 Career Development	8,13	**8,61**
	29 Value of mobility	8,9	
	30 Access to career advice	8,11	
	31 Intellectual Property Rights	9,1	
	32 Co-authorship	9	
	33 Teaching	7,03	
	34 Complaints/ appleals	8,78	
	35 Participation in decision-making bodies	8,29	
Training	36 Relation with supervisors	8,71	
	37 Supervision & Managerial	8,65	
	38 Continuing Profesional Development	9,03	**8,79**
	39 Access to research training and continuous development	8,83	
	40 Supervision	8,71	

The answers gathered have been processed so the Direction (Scientific Director and General Manager) could have a first glimpse at the results, and afterwards they have been analysed so as to define the action plan.

The following is a comparison between the results obtained before the development of the action plan and the results obtained now. The numbers show the positive impact that the actions implemented in the different areas have had.

Score	2016	2018
Ethical and professional aspects	8,60	8,98
Recruitment	8,30	8,86
Working conditions and social security	7,30	8,61
Training	8,40	8,79
Total	**8,15**	**8,81**

Based on this evaluation, a period of reflection was opened to define the new action plan. In addition to this, an analysis of the reality of the research group and its evolution in recent years has been carried out, reviewing all the aspects studied in Charter and Code and the HRS4R. The present action plan has been elaborated on the basis of a participatory methodology, as can be seen below.

1. Analysis of the results obtained in the previous action plan

- ✓ Evaluation of the 2016-2018 action plan
- ✓ Diagnosis of the researchers
- ✓ Other experiences in the field as a reference
- ✓ Analysis of the rest of the center's strategic plans

2. Design and compartmentalization of the approach

- ✓ Strategic diagnosis: identification of areas for improvement
- ✓ Survey for the contrast and identification of priorities

3. 2018-2021 Action plan

- ✓ Final document and its dissemination in the center

Category	Activity	Responsible
Communication & internal feedback	Promote the social image of Mathematics	OM
	Digitize internal processes	MA
	Enable a new portal where all processes are digitised	MA
	Create new website	OM
	Update pre-landing process	MA
	Update onboarding process	MA
	BCAM survey execution	GM
	BCAM survey evaluation and revision of action plan	GM & PM
Research environment	Implementation of new laboratories to reinforce the experimental capabilities and generate synergies with other centres/companies.	GM & GB
	Improve the Institutional repository	GM & PM
	Create new work spaces	GM & GB
	Invest in new licenses	GM & PM
Career development	Work-life balance measures	GM & SD
	Create new internal committees to grapple with the significant needs	GM & GB
	Update the "Health and Safety at work" policies	GM
	Implement the equality plan for the period 2019-2021	MA
	Strengthen the BCAM Career Development Plan	GM & SD
Team building & Leadership	Participate in socio-cultural activities	MA
	Define an explicit Mentorship Programme	SD
	Implement the Mentorhip Program (define mentors, responsibilities)	GM & PM
	Evaluate the Mentorship Programme	PM
	Recommendations/guidelines to PIs about supervision duties	PM
Training	Training plan definition (including training on languages and other skills)	GM
	* Define a person in charge of training	
	* Establish a process for trainning request	
	* Training for all employees	
	* Training for administrative staff	
	* Training for researcher	

Timeline columns: 2018, 2019, 2020, 2021 (months 1–12 each)

MA: Management Assistant
OM: Outreach Manager
PM: Project & Program Managers
GM: General Manager
SD: Scientific Director
GB: Governance bodies

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