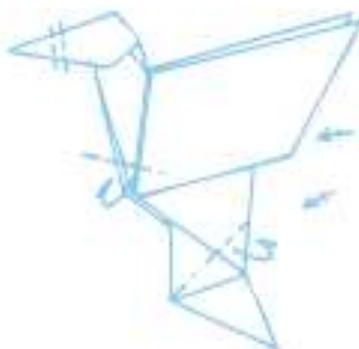
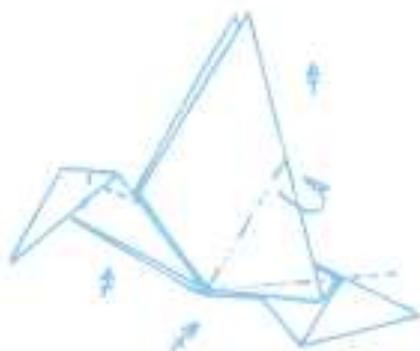
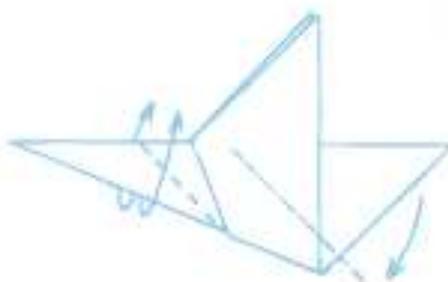
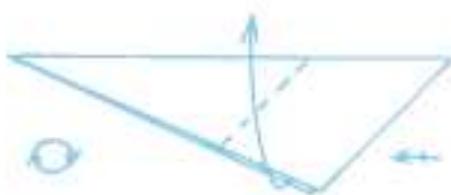
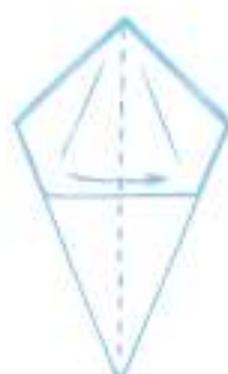
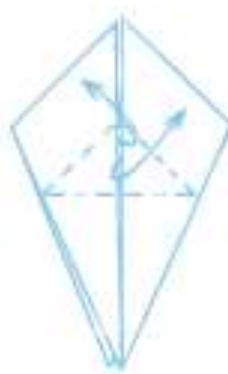
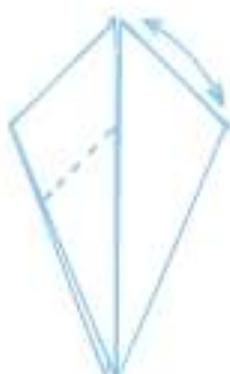
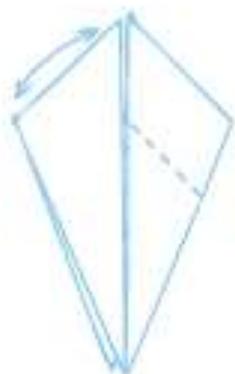
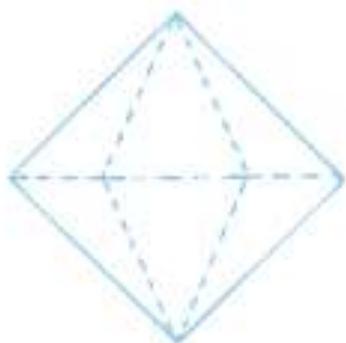




Human Resources Strategy For Researchers (HRS4R)

2021 - 2024 Action Plan



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#01

Introduction



1. Introduction

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.

Background and context

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.

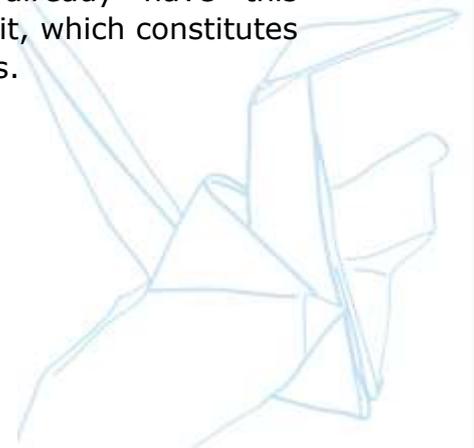
To help accommodate the research institutions to the Charter and Code principles, the Commission set out a procedure through which those institutions interested in including them, could design their own [Human Resources \(HR\) Strategy](#).

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.

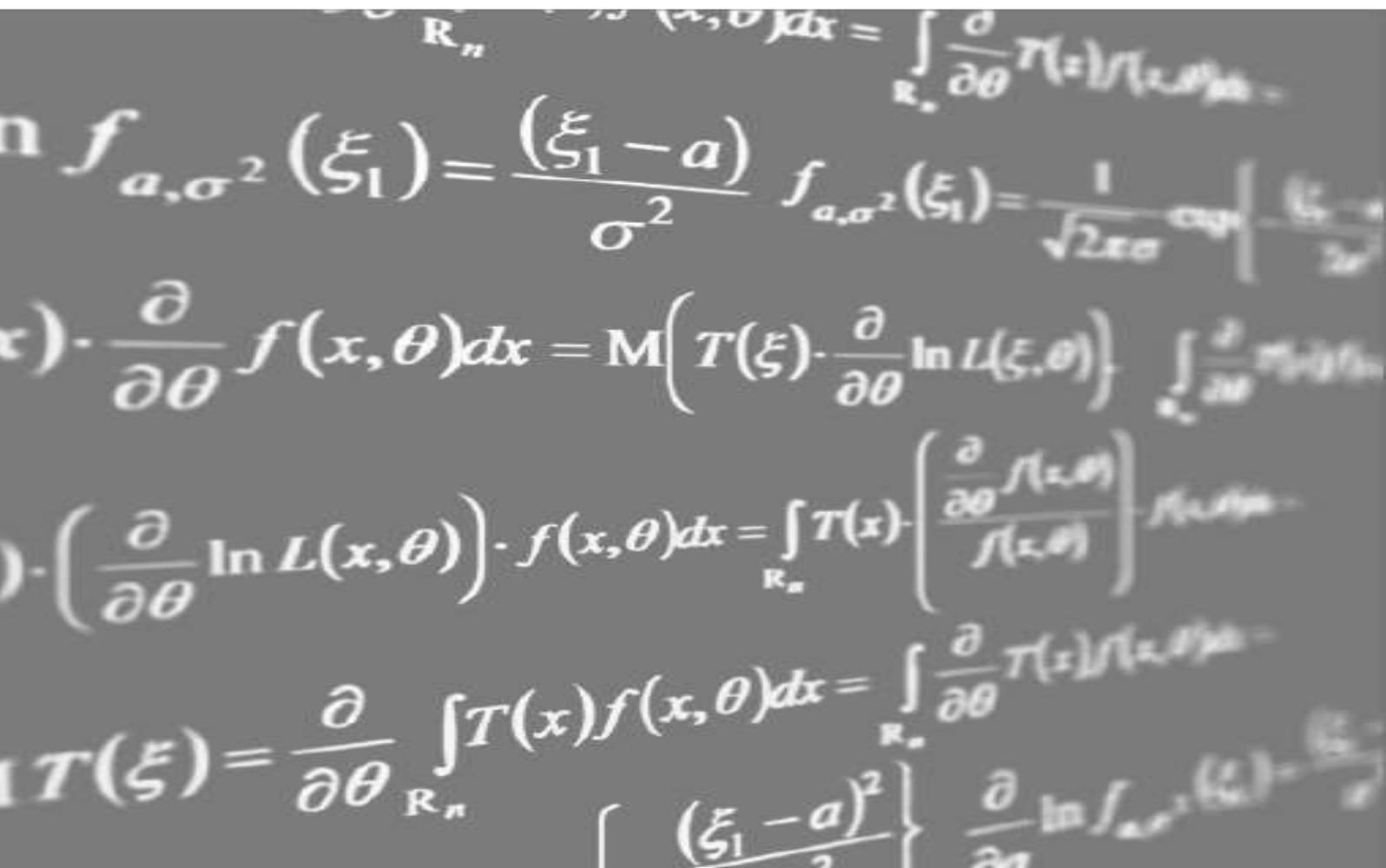
And finally, have the Strategy and its deployment evaluate externally by the Commission every four years after initiating the process.

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.



#02

HRS4R Strategy



2. 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 carried out a GAP⁸ analysis and elaborated the Internal Review document.

2018-2021 Action plan, main conclusions from its evaluation

The 2018-2021 action plan has developed different initiatives throughout its four years of implementation, framed in 5 strategic axes. All the initiatives together represent a compendium of all BCAM's actions in Human Resources (both strategic and operational) and include initiatives with a clear focus on the research group as well as others aimed for all employees in general.

The evaluation of the results of the Action Plan is intended to show the effects it has had on employees, as well as the areas of work on which it has been considered necessary for further action. Furthermore, it should be mentioned that the assessment has been made mainly on the basis of information gathered in the survey of all employees made in 2021.

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

Improved action plan 2021-2024

In view of the diagnosis carried out on employees and the pooling of the different participants in the process developed within the framework of this project, the bases for defining the main challenges facing BCAM today and which this new action plan must respond to have been established.

The main objective is to drastically improve BCAM's attractiveness for researchers, helping to create conditions for more permanent and attractive careers for them in R&D. In this sense, the strategic axes for the new plan have been defined, based on the general principles and requirements established on the European Charter for Researchers.



Ethical and professional aspects

Respect the ethical practices recognized and the essential ethical principles related to their specialties and the labor conditions of R&D careers.



Recruitment

Improve the recruitment methods and career evaluation/appraisal systems in order to create a more transparent, open, equal and internationally accepted system of recruitment.



Working conditions and social security

Develop and maintain a supportive research environment and working culture, ensuring adequate social security coverage according to their legal status.



Training

Design training and career development plans to encourage the progress of researchers at any stage of their careers.

