

| Areas | Title action | Timing | Responsible | Indicator(s) / Target | Current status |
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| Communication & internal feedback  | Promote the social image of Mathematics | All the period | OM | Number of initiatives | <p>Completed BCAM has implemented a communication and dissemination strategy that brings mathematics closer to society and allows the transfer of knowledge to other agents and sectors.</p> <p>1. Dissemination for scientific public: Specialized workshops, seminars and courses for researchers, to which we want to add a BCAM-Severo Ochoa course, with internationally recognized speakers. Dissemination of different projects that are being carried out to attract talent to the centre using different social networking tools, such as, Twitter, LinkedIn and the BCAM News webpage. Joint dissemination activities, in order to create synergies between different research lines to show the joint work and to show that collaboration between different groups is necessary to carry out some research and that it allows widening the scope of it.</p> <p>2. Dissemination for general public: Demonstrate what mathematics can be used for and go beyond the scientific field, and in this way inform about the projects that researchers are working on and their applications: Interviews of BCAM researchers explaining their work to show what we do at BCAM. Social Media campaign "Without mathematics this could not exist": To show how mathematics affects our environment and thus be able to relate it to different projects in which we work. In addition, we could collaborate with mathematicians who work specifically in dissemination. Problems competition for students to promote mathematics and relate those problems with BCAM projects. Participation in dissemination events, such as, Mathematics in everyday life, Pi Day activities and Pint of Science. Participated in activities for the promotion of scientific vocations, such as, First Lego League and Steam Sare initiatives.</p> |
| | Digitize internal processes | June-19 | MA | Internal digitised (Yes/No) | <p>Completed As part of the strategy to achieve paperless processes and to cope with the evolution of the Centre in the last period 2018-2021 BCAM has digitalized part of internal processes and started to use the electronic signature.</p> |
| | Enable a new portal where all processes are digitised | December-19 | MA | New portal enabled (Yes/No) | <p>Completed. BCAM introduced a Corporate Portal. This is a powerful tool allowing everybody at the Centre to have access to the latest documentation, information of activities, requests for trips, visitors, vacations, etc.</p> |
| | Create new website | December-20 | OM | New website created (Yes/No) | <p>On going. The improvements to be implemented on the new website have now been identified, and the content is being worked on. BCAM's new website will be launched to develop the centre's communication and to renew the image of it.</p> |
| | Update pre-landing process | Once per year | MA | Pre-landing process updated (Yes/No) | <p>Completed. BCAM analysed the process that was being carried out and identified different areas for improvement. In this sense, BCAM has modified and refined the process that was being implemented working together with Bizkaitalent Relocation service. Bizkaia Talent is a non-profit association that supports international researchers. Their Relocation Service, (EURAXESS Service Centre), was set in motion with the objective of advising and/or informing, free of charge, about administrative issues and how to adapt to living in the area of Bilbao (accommodation, education, health, leisure and so on)</p> |
| | Update onboarding process | Once per year | MA | Onboarding process updated (Yes/No) | <p>Completed. BCAM has updated the manuals provided to new recruits in order to facilitate the onboarding process.</p> |
| | BCAM survey execution | December-21 | GM | Survey executed (Yes/No) | <p>Completed</p> |
| | BCAM survey evaluation and revision of action plan | December-21 | GM & PM | Survey evaluated and revised (Yes/No) | <p>Completed</p> |
| Research environment  | Implementation of new laboratories to reinforce the experimental capabilities and generate synergies with other centres/companies. | December-21 | GM & GB | Number of new labs | <p>Completed. NEUROMATH Lab, together with the HPC Lab & the Artificial Intelligence and Cybersecurity Labs has been launched as one of the key tools so as to promote the research relationships of the most applied research lines at BCAM with other experimental centres</p> |
| | Improve the Institutional repository | December-21 | GM & PM | Institutional repository improved (Yes/No) | <p>Completed. BCAM has set up an institutional repository compliant with Recolecta and the European Open Access publishing requirements (OpenAire), launched in 2018. This repository is called BIRD - BCAM Institutional Repository Data and substitutes the previous system by which all publications were published on the BCAM webpage. In 2021 we updated BIRD with two important tools: on the one hand with data repository and on the other hand, we synchronized BIRD with Scopus and all metadata will be automatically filled, drastically reducing the submission time.</p> |
| | Create new work spaces | December-21 | GM & GB | Number of new working places | <p>Completed. In 2021 as BCAM has continued growing in size, additional office space has been rented in the same location.</p> |
| | Invest in new licenses | December-21 | GM & PM | Number of new licenses | <p>Completed. In the period, 2018-2021 BCAM has made an important investment in licenses; since this was a lack pointed out by researchers in the previous period. The following software is now available for all our researchers.</p> <ul style="list-style-type: none"> • Matlab:15 concurrent Matlab Licenses, 2 Simulink, 1 Neural Network Toolbox, 2 Parallel Computing Toolbox, 2 Distributed Computing Toolbox, 1 Statistics Toolbox, 3 Symbolic Toolbox • Maple 2016 • Intel oneAPI Compilers: C++ and Fortran Compilers for Linux, installed in the High-Performance Computing cluster so th researchers and developers can compile, debug and run optimized code. |

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| Carrer development  | Work-life balance measures | December-21 | GM & SD | Work-life balance measures updated (Yes/No) | Completed. BCAM has updated the work-life balance measures in order to improve the reconciliation of personal, work and family life, thus boosting productivity and providing more time for family life. Actions to improve work-life balance/productivity have been flexible working hours and teleworking. |
| | Create new internal committees to grapple with the significant needs | December-20 | GM & GB | New internal committees created (Yes/No) | Completed. As part of this evolution, several of the Centre's researchers contribute to its management in coordination with the Scientific Director and the administrative staff, to grapple with the significant needs that the multi-fold agenda of the centre imposes. In particular, we have set up the following internal committees: <ul style="list-style-type: none"> PhD Committee: Prof. Zarnescu (Ikerbasque Professor) and Prof. Vega (Scientific Director) are in charge to the PhD project the follow-up process. In 2021, additionally, a PhD representative has been designated so as to ease the communication with and among the PhD students. Ikerbasque pre-selection committee formed by the Ikerbasque Professors: Prof. Akhmatskaya, Prof. Bobadilla and Prof. Rodrigue and the UPV/EHU professors: Prof. Lozano and Prof. Vega (Scientific Director), the aim is to pre-select the potential Ikerbasque applicants for Fellows and Professor calls. |
| | Update the "Health and Safety at work" policies | Once per year | GM | Policies updated (Yes/No) | Completed. Due to the COVID-19 restrictions, BCAM has adapted the centre to the new required health security measures and has updated the "Health and Safety work" accordingly. |
| | Implement the equality plan for the period 2019-2021 | December-21 | MA | Number of initiatives | Completed. In 2018, BCAM conducted a complex analysis and diagnosis on this matter and drafted an Equality Plan for the period 2019-2021. For that, in accordance with Organic Law 3/2007, of March 22, for the effective equality of women and men, and the obligation of companies to respect equal treatment and opportunities in the workplace and the duty to adopt measures aimed at avoiding any type of discrimination between women and men, BCAM created an Equality Commission to ensure the implementation, monitoring and evaluation of the activities included in the Equality Plan. |
| | Strengthen the BCAM Career Development Plan | July-2018 | GM & SD | Career Development Plan Strengthened (Yes/No) | Completed. The career development plan has been adapted to new available potential positions. |
| Team building & Leadership  | Participate in socio-cultural activities | all the period | MA | Number of activities | Completed. BCAM collaborate with Bizkaia Talent that plans several recreational activities which let them know the Basque environment & culture, have a good time, and establish relationships between new comers and those ones who stay longer, as well as from other sectors and organisations, but always sharing common interests. |
| | Define an explicit Mentorship Programme | June-18 | SD | Mentorship program defined (Yes/No) | Completed. In 2021, BCAM has decided to start a Mentoring Program whose aim is to support the young researchers in their research career and to solve problems motivated by cultural change and scientific experience. The Mentoring Program has revealed to be helpful to reduce anxiety, improve academic performance and increase career satisfaction. Moreover, it also facilitates an easy adaptation into the different professional roles. |
| | Implement the Mentorship Program (define mentors, responsibilities) | December-2021 | GM & PM | Mentorship program implemented (Yes/No) | Completed. This first year, the Mentors will be experienced researchers (at least 5 years of experience) working at BCAM, and Mentees will be PhD Students or researches with a PhD after 2015. Both Mentors and Mentees will be provided with all the tools to carry it out and will be able to develop both personal and professional skills. |
| | Evaluate the Mentorship Programme | Once per year | PM | Mentorship program evaluated (Yes/No) | Delayed. Delayed to December 2022, after one year has passed since the implementation of the programme. |
| | Recommendations/guidelines to PIs about supervision duties | Once per year | PM | Preparation of a document which defines the recommendations and guidelines about supervision duties. (Yes/No) | Delayed. Delayed to June 2022 due to lack of resourses. |

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| <p style="text-align: center;">Training</p>  | <p>Training plan definition (including training on languages and other skills)</p> <ul style="list-style-type: none"> * Define a person in charge of training * Establish a process for training request | Once per year | GM | Training plan defined (Yes/No) | <p>Completed. BCAM reviewed the centre's training strategy and identified several improvements. Hence, a training procedure and plan has been established, defining a responsible person and developing a document and process for requesting additional training.</p> |
| | Training for all employees | Once per year | GM | Number of training | <p>Completed. Due to COVID, the number of courses has been decreased. However, during 2018-2021 BCAM has organized a training course about "Sexual harassment and harassment based on gender" for all the employees.</p> |
| | Training for administrative staff | Every four months | GM | Number of training | <p>Completed. BCAM offers the opportunity to participate in different trainings that can contribute to the development of the skills and competences of the administrative staff. During this period, staff have participated in training related to Excel, tendering and proposal writing.</p> |
| | Training for researcher | All the period | GM | Number of training | <p>Completed. BCAM has organized the following training activities, but due to the global pandemic caused by COVID-19, the organization of these training activities has been considerably reduced in 2020 and 2021:</p> <ol style="list-style-type: none"> 1. BCAM researchers deliver PhD courses at UPV/EHU, and offer courses at BCAM, which are open to university students (Fernández de Bobadilla, P. Caro, D. Pardo, D.J. Lee, etc.). 2. International Summer Schools. We continued with yearly series of summer schools aimed targeting important specific topics not covered in the UPV/EHU PhD courses. 3. Light PhD Seminars have been organized by PhD Student from BCAM and UPV/EHU. 4. In the period 2018-2021, we continued the organization of the Summer Schools in Harmonic Analysis, PDE and related topics during one week of July, launched in 2015. 5. BCAM organised 26 workshops in the period 2018-2021 6. During the period 2018-2021 we have started the training in computational skills: an introduction to some of the most commonly used software packages (R, Big Data Infrastructure, CAD, HPC, etc.) and applications to industry-oriented problems. BCAM's plan is to continue organizing these activities and extend the use of HPC, increasing the number of publications and tools that reflect the advantages of strong computational skills. |

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