



THE HUMAN RESOURCES STRATEGY FOR RESEARCHERS (HRS4R)

Basque Center for Applied Mathematics Implementation of the European Charter for Researchers & the Code of Conduct for the Recruitment of Researchers

ACTION PLAN



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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, Innobasque (Basque Innovation Agency) joined BCAM as founding members and the Biscay Regional Government joined later as institutional member.



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. This context facilitates the task of building an excellence research center.

Starting in **2008** with 3 Professors and 1 Research Line and, up to now, with 55 Researchers (Professors, Post-doc fellows and PhD Students), a high number of visiting fellows and internships, supported by a Staff team (7 members), integrating people from more than 21 different countries, the Center has accomplished a long and intense path, full of high quality scientific activities and hard work. BCAM is a young center where the average age of researchers is lower than 35.

In **2014**, BCAM has achieved its major collective goal in a competitive call: the accreditation as a **Severo Ochoa Research center** in which BCAM, Ikerbasque and UPV/EHU researchers linked to BCAM have participated. The aim of this accreditation is to strengthen BCAM research capabilities and international scientific leadership, providing funding during the period 2014-2017, what his implying that BCAM research staff is growing quickly, in fact, BCAM research staff has increased 30% in the last year.

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. BCAM signed the “Declaration of Commitment to the Principles of the European Charter of Researchers and Code of Conduct for the Recruitment of Researchers” in 2008. We have developed and deployed in 2015 the internal gap analysis that has led us to the definition of this action plan.

3. ACTION PLAN

Based on the gap analysis and additional focus groups, we have developed the HR improvement roadmap and actions that are the following:

Principle	Action	Responsible	Implementation Period
Public Engagement	Improvement of BCAM Outreach Plan	Outreach Manager	Fall 2016
Research environment	Research facilities: additional offices and new computational resources.	General Manager <i>(with the internal support of BCAM IT team and the support of external experts)</i>	Yearly
Working conditions	Training and evaluation on Psychosocial risks	General Manager <i>(with the internal support of BCAM administrative staff and the support of external experts)</i>	Summer 2016
	Personal Process improvement in relation to the combination of family and	Programme & Project Managers	Spring 2017

	work		
	BCAM Survey improvement (aligned to HRS4R)	Management Assistant	Winter 2016
	BCAM Survey Execution	General Manager	Spring 2017
Stability and permanence of employment	Improve the communication of the professional career development	General Manager	Fall 2016
Career development	Define an explicit Mentorship Programme	Scientific Director	Winter 2016/2017
	Implement the Mentorship Program (define mentors, responsibilities)	General Manager, Program & Project Managers	Summer 2017
	Evaluate the Mentorship Programme	Program & Project Managers	Winter 2018
Teaching	Strengthen the link with the University of the Basque Country and other universities so as to provide additional teaching opportunities in Master courses	Scientific Director and Governance bodies	Spring 2018
Complains/ appeals	BCAM (anonymus) suggestion box	Management Assistant	Summer 2016
Relation with supervisors, Supervision and managerial duties & Supervision	Recommendations/guidelines to PIs about supervision duties	Programme & Project Managers	Spring 2017
Access to	Training plan development	General	Fall 2016

research training and continuous development	(including training on languages and other skills)	Manager	
	Training plan implementation and evaluation	General Manager	2017-2018

Additionally, based on the review of this action plan carried out in April 2016, we have included additional actions regarding internal communication and team building. We have also detailed the actions regarding the Training and Mentorship Programmes.

These actions have been grouped in the following strategic action areas:



Fig 1: BCAM HR Strategic Areas

And a detailed action plan implementation has been developed in which the responsible persons and the milestones are indicated:



Communication & internal feedback	Improvement of BCAM Outreach Plan	OM	oct-16
	Internal Communication Systems mapping and improvement	MA	jun-17
	BCAM Survey improvement (aligned to HRS4R)	MA	dic-16
	BCAM survey execution	GM	march-17
	BCAM survey evaluation and revision of action plan	GM & PM	oct-17
	BCAM (anonymous) suggestion box process definition	MA	july-16
	BCAM (anonymous) suggestion box system implementation	MA	sep-16
	BCAM suggestions evaluation	MA	Quarterly
Research environment	Assessment on research facilities needs: working spaces and resources	GM & internal support	Yearly
Carrer development	Personal Process improvement in relation to the combination of family and work	PM	apr-17
	Define and approve the professional carreer development plan	GM & GB	apr-16
	Improve the communication of the professional career development	GM	nov-16
	Review and update the professional carrer development plan	SD & GM	sep-18
	Strengthen the link with the University of the Basque Country and other universities so as to provide additional teaching opportunities in Master courses	SD & GB	oct-17
Team building & Leadership	Organize a leisure activity a for all BCAM members for team building	MA	Yearly
	Define an explicit Mentorship Programme	SD	feb-17
	Implement the Mentorship Program (define mentors, responsibilities)	GM & PM	sep-17
	Evaluate the Mentorship Programme	PM	dec-18
	Recommendations/guidelines to PIs about supervision duties	PM	apr-17
Training	Training and evaluation on Psychosocial risks	External experts	sep-16
	Training plan definition (including training on languages and other skills)	GM	
	* Training needs assessment		jul-16
	* Development and periodic update of Training Plan		sep-16
	* Management of trainig actions		All the period
* Training Plan Monitoring		Twice a year	

Fig 2: BCAM HR detailed Action Plan

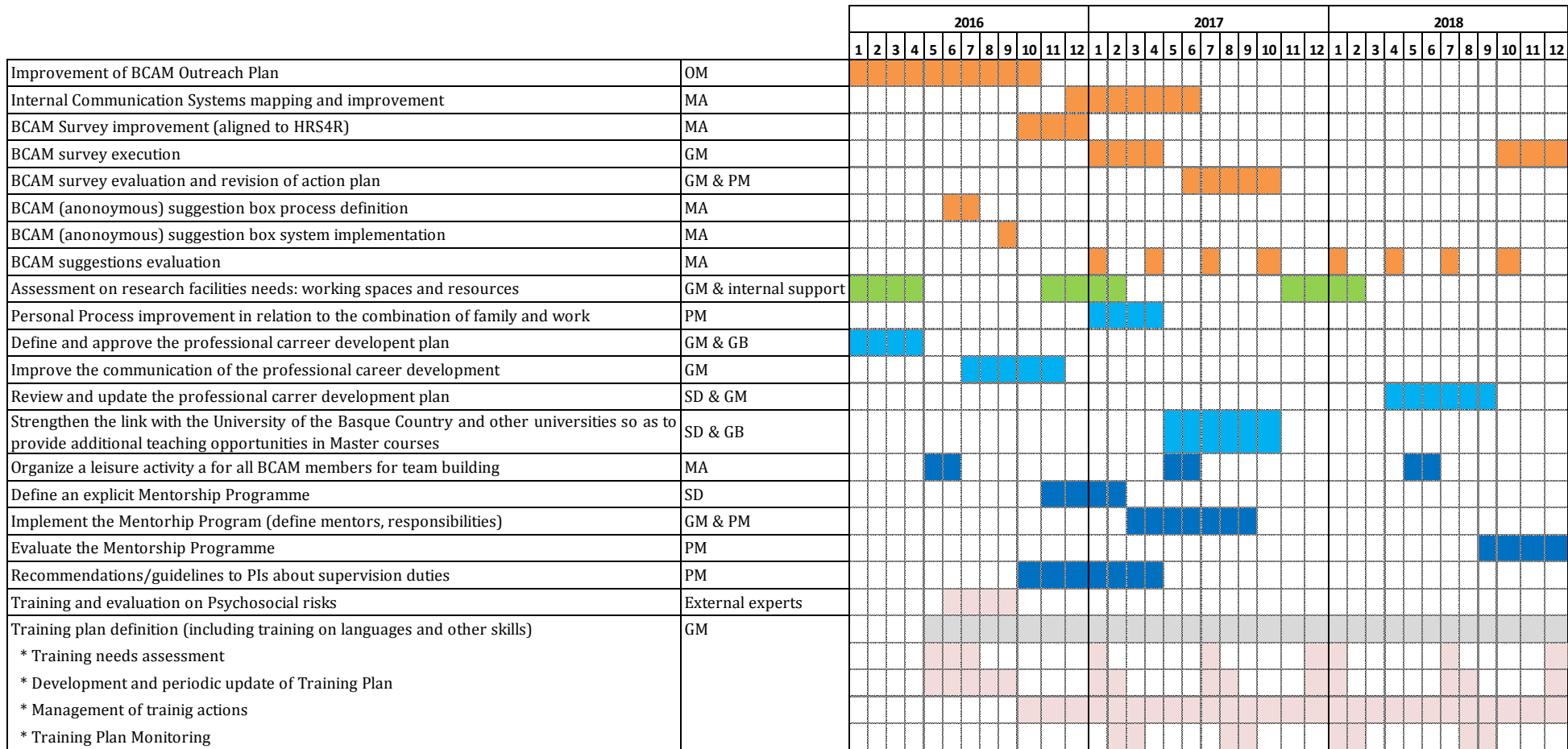


Fig 3: BCAM HR Action Plan Gantt Chart