



CIMNE^R

HRS4R

Human Resources Strategy for Researchers

Action Plan 2019 – 2021

(This document has been submitted to the European Commission for review)

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1. INTRODUCTION

1.1. CIMNE

The International Centre for Numerical Methods in Engineering (CIMNE) is a research organization created in 1987 at the heart of the prestigious Technical University of Catalonia (UPC) as a partnership between the Government of Catalonia and UPC. The aim of CIMNE (www.cimne.com) is the development of numerical methods and computational techniques for advancing knowledge and technology in engineering and applied sciences.

CIMNE's headquarters are located at the heart of the Technical University of Catalonia (UPC) in Barcelona. CIMNE has also premises at different buildings in several campus of the UPC. CIMNE has also offices in Spain in Madrid, Terrassa and Ibiza. In 2005 CIMNE started its international expansion and since then it has created the following international branches: CIMNE Latin-America (Non-profit Foundation in Santa Fe, Argentina); CIMNE USA (Non-profit Corporation in Washington DC, USA); CIMNE Singapore (Non-profit Corporation in Singapore) and CIMNE Beijing (China).

CIMNE employs some 200 scientists and engineers who work in the different offices of CIMNE around the world. CIMNE has also established a network of 30 Classrooms and Joint Labs in partnership with Universities in Spain and 10 Latin American countries (<http://aulas.cimne.com/>).

The research and technology development (RTD) activities of CIMNE cover a wide spectrum of topics ranging from classical engineering fields such as civil, mechanic, environmental, naval, marine and offshore, food, telecommunication and bio-medical engineering, computer sciences and applied sciences such as material sciences bio-medicine, computational physics, nature, social and economic sciences and multimedia sciences, among others.

Over the last 28 years, CIMNE has taken part in over 2000 RTD projects in cooperation with some 500 companies, universities and research centres worldwide.

The RTD activities of CIMNE are complemented by education and training activities via Master Courses, short courses and seminars and CIMNE Coffee talks. CIMNE scientists supervise doctorate students in cooperation with several universities in Spain and worldwide.

CIMNE has an own Publications Department in charge of publishing books, monographs, research reports and technical reports. Besides, CIMNE also has a Congress Department (Congress Bureau, <http://congress.cimne.com/web/>) that organizes international conferences and workshops in the different areas of CIMNE. It has organized 140 conferences since 1987.

CIMNE has a vocation for transferring the scientific and technical outputs from RTD projects to the industrial sector. This is effectively carried out in cooperation with companies from different sectors that exploit and market CIMNE technology. CIMNE has actively promoted the creation of spin-off companies, some of them totally or partially owned by CIMNE, which play an important role in the industrialization and exploitation of CIMNE technology. In 2011, CIMNE created CIMNE TECNOLOGIA S.A., a company 100% owned by CIMNE, in charge of implementing the technology transfer strategy of the group.

CIMNE maintains close cooperation links with many universities and RTD centres in the field of computational engineering and sciences worldwide. CIMNE has access to the computing facilities of several supercomputer centres in Spain and Europe.

CIMNE has been identified as one of the International Centres of Excellence on Simulation- Based Engineering and Sciences in a recent National Science Foundation (NSF) report [Glotzer et al., WTEC Panel Report on International Assessment of Research and Development in Simulation Based Engineering and Science. World Technology Evaluation Center (www.wtec.org), 2009].

CIMNE is convinced that the implementation of appropriate guidelines will lead to a balanced position which will generate greater creativity and excellent dynamics in science and technology.

This is the reason why CIMNE has undertaken the responsibility of developing a Gender Equality Plan, which was approved by the Governing Council on the 23rd of June 2016. This plan, piloted by a Gender Commission created ad-hoc, can be consulted at the Transparency Portal of CIMNE:

<http://www.cimne.com/vpage/2/0/About/Transparency-Portal>

<http://www.cimne.com/cvdata/cntr2/dtos/img/mdia/About/transparency/Pla-Igualtat-CIMNE.pdf>

HRS4R Award:

CIMNE is extremely interested in attracting and retaining talent and is convinced that the HRS4R is an instrument that will help the organisation to achieve it.

In 2013, CIMNE endorsed the principles of the European Charter Code through the signature of the Declaration of Commitment. By the end of 2015, CIMNE started to work on the analysis of the 40 principles and on the methodology for the identification of the gaps in the centre.

The gaps identified and the plan to overcome them provides an attractive and supportive environment to researchers. In addition, CIMNE enters a network of aligned organisations from across Europe, providing opportunities for the exchange of experiences and the sharing of good practice with other organisations. With the certification of the award CIMNE also increases its international visibility and reputation.

2. ACTION PLAN

2.1. Actions

According to both studies performed (survey and gap analysis), CIMNE has defined 14 actions to be implemented throughout the period: January 2017 – June 2018, extended to the period 2019-2022.

ACTION 0	Researchers commitment to the Implementation of the HR Strategy
ACTION 1	Dissemination of strategic research objectives
ACTION 2	Yearly training on regulations, including IP
ACTION 3	Development of an outreach plan
ACTION 4	Gender and Equality plan follow-up
ACTION 5	Performance assessment
ACTION 6	Recruitment and admission standards
ACTION 7	Career development plan
ACTION 8	Mentoring Program
ACTION 9	Intellectual Property Rights
ACTION 10	Complains and Appeals
ACTION 11	Participation
ACTION 12	Supervision
ACTION 13	Conflict resolution

These 14 actions (containing a total of 23 activities) configure CIMNE's Action Plan and will become CIMNE's Human Resources Strategy to achieve excellence in that field:

ACTION NUMBER	0	
TITLE	Researchers Commitment to the Implementation of the HR Strategy	
AREA	General	
PRINCIPLES AFFECTED	All	
RESPONSIBLE	ACTIVITIES	DEADLINE
Direction, Researchers' Community, HRS4R working group	<p>Assembly meeting, presenting:</p> <ul style="list-style-type: none"> - survey results - conclusions of the gap analysis - action plan designed <p>Collect the researchers' comments and questions</p>	28/02/2017
HRS4R working group	<p>Report on the feedback received from the researchers' community and amendment (if needed) of the Action plan.</p> <p>Publication (if necessary) of the new Action Plan at CIMNE's web site.</p>	<p>31/03/2017</p> <p>31/03/2017</p>
INDICATORS	INDICATORS AND TARGET	VALUE
Indicators (I) and targets (T):	<p>I) Nº Assembly meeting, presenting survey results, conclusions of the gap analysis, action plan designed</p> <p>T) All researchers</p>	All researchers know and are committed with the implementation of the HR Strategy

ACTION NUMBER	1	
TITLE	Dissemination of strategic research objectives	
AREA	Ethical and Professional Aspects	
PRINCIPLES AFFECTED	4. PROFESSIONAL ATTITUDE	
RESPONSIBLE	ACTIVITIES	DEADLINE
Direction	Communication of the strategic objectives, specifying the impacts on the area of research, to research teams.	31/01/2017
INDICATORS	INDICATORS AND TARGET	VALUE
Indicators (I) and targets (T):	I) Nº of annual meetings where the strategic objectives are communicated T) All	2 meetings have been celebrated to explain CIMNE's strategic objectives

ACTION NUMBER	2	
TITLE	Yearly training on regulations, including IP	
AREA	Ethical and Professional Aspects	
PRINCIPLES AFFECTED	4. CONTRACTUAL AND LEGAL OBLIGATIONS	
RESPONSIBLE	ACTIVITIES	DEADLINE
Direction	Yearly training on regulations, including Intellectual Property Policies	30/06/2017 30/06/2020
INDICATORS	INDICATORS AND TARGET	VALUE
Indicators (I) and targets (T):	I) Nº of yearly training courses on regulations, including Intellectual Property Policies T) At least 1	3 courses have been taught

ACTION NUMBER	3	
TITLE	Development of an Outreach Plan	
AREA	Ethical and Professional Aspects	
PRINCIPLES AFFECTED	9. PUBLIC ENGAGEMENT	
RESPONSIBLE	ACTIVITIES	DEADLINE
Communication Dept. + General Manager	Development of an Outreach Plan	30/06/2017 31/12/2020
INDICATORS	INDICATORS AND TARGET	VALUE
Indicators (I) and targets (T):	I) Outreach Plan Published I) Outreach actions implemented I) N° of outreach activities T) Outreach actions implemented following schedule	3 outreach activities per year

ACTION NUMBER	4	
TITLE	Gender and Equality plan follow-up	
AREA	Ethical and Professional Aspects	
PRINCIPLES AFFECTED	10. NON DISCRIMINATION	
RESPONSIBLE	ACTIVITIES	DEADLINE
General Manager + HRRR Dept.	Gender and Equality Plan Follow-up (making conclusions and recommendations available to the scientific community) ¹ in bilateral way	30/06/2017 30/09/2017 31/12/2017 31/03/2018 30/06/2018 ... 31/12/2021
INDICATORS	INDICATORS AND TARGET	VALUE
Indicators (I) and targets (T):	I) Gender and Equality Plan implemented T) Gender and Equality Plan action implemented following schedule	5 actions implemented

¹ Discrimination, including gender, has been appointed as a problem in the survey performed. Along with the implementation of the Human Research Strategy, CIMNE is also deploying a Gender and Equality Plan (see transparency portal for more details). In order to take advantage of both actions, CIMNE will inform of every conclusion and action taken within the Gender and Equality working group and an e-mail address will be created to address questions and comments on gender issues.

ACTION NUMBER	5	
TITLE	Performance assessment	
AREA	Ethical and Professional Aspects Working conditions and social security	
PRINCIPLES AFFECTED	11. EVALUATION/ APPRAISAL SYSTEMS 25. STABILITY AND PERMANENCE OF EMPLOYMENT	
RESPONSIBLE	ACTIVITIES	DEADLINE
General Manager + Scientific Director	Improve the performance assessment procedure	31/03/2017
General Manager + Scientific Director	Communicate the new performance assessment procedure	30/06/2017
INDICATORS	INDICATORS AND TARGET	VALUE
Indicators (I) and targets (T):	I) Improve the performance assessment procedure T) New performance assessment procedure approved I) Communicate the new performance assessment procedure T) All staff knows the performance	- New performance assessment procedure approved - All staff knows the performance assessment

ACTION NUMBER	6	
TITLE	Recruitment and admission standards	
AREA	Ethical and Professional Aspects Recruitment Working conditions and social security	
PRINCIPLES AFFECTED	11. EVALUATION/ APPRAISAL SYSTEMS 12. RECRUITMENT 13. RECRUITMENT CODE 14. SELECTION CODE 15. TRANSPARENCY CODE 16. JUDGING MERIT CODE 17. VARIATIONS IN THE CHRONOLOGICAL ORDER OF CVs CODE 18. RECOGNITION OF MOBILITY EXPERIENCE CODE 19. RECOGNITION OF QUALIFICATIONS CODE 20. SENIORITY CODE 21. POSTDOCTORAL APPOINTMENTS CODE 25. STABILITY AND PERMANENCE OF EMPLOYMENT	
RESPONSIBLE	ACTIVITIES	DEADLINE
General Manager + HHRR Dept.	Communication of the recruitment process	31/12/2019
Scientific Director + General Manager + HHRR Dept.	Development of a document defining the admission standards for researchers (Admission Standards Doc)	31/03/2017
Scientific Director	Communication of the Admission Standards Doc to the researchers' community	31/03/2020
INDICATORS	INDICATORS AND TARGET	VALUE
Indicators (I) and targets (T):	I) Document defining the admission standards for researchers approved T)100% selection processes follows the new procedures I) Communication of the Admission Standards Doc to the researchers' community T) Admission Standards Doc is published on line	- Document defining the admission standards for researchers is approved - 100% selection processes follows the new procedures

ACTION NUMBER	7	
TITLE	Career Development Plan	
AREA	Working conditions and social security	
PRINCIPLES AFFECTED	22. RECOGNITION OF THE PROFESSION 26. FUNDING AND SALARIES 27. GENDER BALANCE 28. CAREER DEVELOPMENT	
RESPONSIBLE	ACTIVITIES	DEADLINE
Scientific Director + General Manager + HHRR Dept.	Communication of the Career Development Plan to the researchers' community	31/03/2017
General Manager + HHRR Dept.	Analysis of possible bias in salary/ level of responsibility within CIMNE researchers with respect to gender	30/06/2017
Scientific Director + General Manager + HHRR Dept.	Define a salary scale according to the Career Development plan categories (Category Salary Scale Plan)	30/09/2017
Scientific Director + General Manager	Communication of the Category Salary Scale Plan to the researchers' community	31/12/2017
INDICATORS	INDICATORS AND TARGET	VALUE
Indicators (I) and targets (T):	I) Communication of the Career Development Plan to the researchers' community T) Career Development Plan published I) Define a salary scale according to the Career Development plan categories T) New salary scale published	- Career Development Plan published - New salary scale published

ACTION NUMBER	8	
TITLE	Mentoring Program	
AREA	Working conditions and social security	
PRINCIPLES AFFECTED	30. ACCESS TO CAREER ADVICE	
RESPONSIBLE	ACTIVITIES	DEADLINE
Director + Scientific Director	Develop a Mentoring Program	31/12/2017 31/12/2020
Director	Communicate the Mentoring Program to the researchers' community	31/03/2018 31/12/2020
INDICATORS	INDICATORS AND TARGET	VALUE
Indicators (I) and targets (T):	I) Develop a Mentoring Program T) Implement Mentoring Program I) Satisfaction of mentees T) at least 60% satisfaction	Mentoring program under development

ACTION NUMBER	9	
TITLE	Intellectual Property Rights	
AREA	Working conditions and social security	
PRINCIPLES AFFECTED	31. INTELLECTUAL PROPERTY RIGHTS	
RESPONSIBLE	ACTIVITIES	DEADLINE
Director	Communicate the CIMNE Intellectual Property Rights Policy (IPR Policy) to the researchers' community	30/06/2020
INDICATORS	INDICATORS AND TARGET	VALUE
Indicators (I) and targets (T):	T) Approved IPR T) All CIMNE staff know the IPR	The IPR Policy has been approved but not properly disseminated among all researchers (only to the group leaders).

ACTION NUMBER	10	
TITLE	Complains and appeals	
AREA	Working conditions and social security	
PRINCIPLES AFFECTED	34. COMPLAINS/ APPEALS	
RESPONSIBLE	ACTIVITIES	DEADLINE
Systems + General Manager	Development of an anonymous web-based system to manage complains and appeals	30/06/2017
INDICATORS	INDICATORS AND TARGET	VALUE
Indicators (I) and targets (T):	T) system to manage complains and appeals available I) N° of complains and appeals solved T) 100% complains and appeals solved	- System to manage complains and appeals available. - 0 complains received

ACTION NUMBER	11	
TITLE	Participation	
AREA	Working conditions and social security	
PRINCIPLES AFFECTED	35. PARTICIPATION IN DECISION-MAKING BODIES	
RESPONSIBLE	ACTIVITIES	DEADLINE
Director + Scientific Director + Group Directors	Implement periodic (every six months) meetings among directors of group	31/12/2020
INDICATORS	INDICATORS AND TARGET	VALUE
Indicators (I) and targets (T):	I) N° of periodic meetings among directors of group T) 2 yearly	

ACTION NUMBER	12	
TITLE	Supervision	
AREA	Training	
PRINCIPLES AFFECTED	39. ACCESS TO RESEARCH TRAINING AND CONTINUOUS DEVELOPMENT	
RESPONSIBLE	ACTIVITIES	DEADLINE
Scientific Director + General Manager	Development of a document of Guidelines for supervision duties of PIs (Guidelines for Supervision)	30/09/2021
Scientific Director + PIs + General Manager	Training for the implementation of the Guidelines for Supervision	30/09/2021
INDICATORS	INDICATORS AND TARGET	VALUE
Indicators (I) and targets (T):	<p>T) Guidelines for supervision duties of PIs published</p> <p>I) Training for the implementation of the Guidelines for Supervision</p> <p>T) at least 60% supervisors are trained</p>	Development of the Guidelines for supervision duties of PIs has not yet been started

ACTION NUMBER	13	
TITLE	Conflict resolution	
AREA	Training	
PRINCIPLES AFFECTED	34. COMPLAINS/ APPEALS	
RESPONSIBLE	ACTIVITIES	DEADLINE
General Manager (with the help of external experts)	Training activity on conflict resolution for PIs	31/12/2021
INDICATORS	INDICATORS AND TARGET	VALUE
Indicators (I) and targets (T):	<p>I) Training activity on conflict resolution for PIs</p> <p>T) At least 60% of IP researchers are trained</p>	

2.2. PROCESS FOLLOW-UP

In order to assure that all the actions actually are done and implemented on time, the HRS4R working group will **meet on a regular basis (at the end of every quarter: December, March, June and September)**.

Apart from these follow-up meetings, the evolution of the implementation of planned actions will be informed in the board meetings (it will be **included as a separate item in the agenda of the board meetings**).

CIMNE is willing to a fruitful implementation of this Human Research Strategy and thus, also a number of **communication meetings** will be organised (open to all CIMNE staff but specially **targeted to the scientific community**). These meetings will be scheduled following the meetings of the HRS4R working group, in order to be able to provide attendants with up-to-date information. Also the **feedback** of researchers will be very much appreciated and gathered. Finally, in order to increase participation, **an e-mail account** will be created and managed by the HRS4R working group. This e-mail will be open so that comments and suggestions can reach the working group directly.

Last, but not least, we have determined that it could be a good idea to **repeat the survey** by the end of 2017. Participation and answers received will be analysed in depth by the working group.