



## **Human Resources Strategy for Researchers**

**Action Plan 2015-2017**

**July 2015**

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## 1. CRM STRATEGY FOR RESEARCHERS

The Centre de Recerca Matemàtica (CRM) is a mathematical research institute established in 1984, one of the centers in the CERCA network of the Catalan government. Its mission statement is to improve research and advanced training in Mathematics, in collaboration with Universities and other research institutions in Catalonia, concretizing in three aspects:

- Attract recognized mathematicians to the Catalan R+D system, enhance collaborative interdisciplinary research, and promote research training at all levels.
- Support the local community in the international arena, by hosting visiting researchers from all over the world and organizing scientific events of various formats.
- Transfer mathematical knowledge and technology to society.

CRM committed to the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers in spring 2014 and has followed since then the CERCA guidelines for the definition of its strategy in this respect. Although many initiatives aligned with the Charter and Code (C&C) were already implemented at CRM, the whole process has revealed itself as a very useful one, as no careful self-evaluation had been done in the past.

The CRM strategy for researchers seeks adopting and implementing in real terms the good practices and procedures of the C&C, aiming at consolidating CRM as an appealing center for researchers in mathematics worldwide, aligned with the center vision and objectives.

### Action Plan Summary

- A.** Make it more available and transparent all documentation governing the activity of researchers in all aspects: legal, scientific, good practices, strategies, recruitment, evaluation, selection etc. Elaborate missing CRM documentation along these lines.
- B.** Elaboration of the CRM equal opportunity plan and the CRM communication plan.
- C.** Define and implement transversal strategies to enhance collaboration among researchers and their research groups in order to increase coherence of the research body and provide CRM with its own stamp in research.
- D.** All the above mentioned documents and actions will be the basis and core of the now defined as "CRM Researcher's Documentation Package (RDP)". This pack is meant to be the ultimate guide to any former researcher, newcomer or visitors of the center.

## 2. GAP ANALISYS

### ▪ Approach and applied methodology

The CRM is a small CERCA center. According to this fact, the board of directors decided to organize the procedure based on the analysis and inputs of a HRS4R committee and later performing a fine tuning using a qualitative poll.

Main actions:

Creation of the HRS4R committee

Gathering existing legislation

Design and implementation of a Survey/Poll

Analysis of results

### ▪ Creation of the working group

The process started in May'14 when HRS4R committee was created. The internal analysis began by organizing a meeting to inform all the CRM members about the HRS4R accreditation process and its implementation. As a result, initial feedback on the situation and the involvement of all members in the process was obtained.

The committee was established consisting of:

Person profile	Area	M/F
Early stage (predoc) researcher	Computational Neuroscience	F
Post-doctoral researcher	Complex Systems	F
Principal Investigator	Complex Systems	M
Valorization and Transfer Support	Research support structure	M
Director	Management	M

They are a total of 2 women and 3 men (from a population in the CRM of 24 and 20).

▪ **Poll population**

The CRM has 44 members

- 25 researcher (7 of which are PI; 16M and 9F)
- 3 direction board members (3M)
- 7 management and administration members (6F, 1M)
- 1 Knowledge & Technology Unit (1M)
- 2 Editorial Board (1M and 1F)
- 6 scientific collaborators (4F, 2M);
- Also long term visitors (PI) or visiting Postdocs.

In spite of the low dimension of the Centre (40 people aprox.) it was considered appropriate to organize an annomimous poll based on the principles of the Charter and Code.

All the process has been/ communicated by the CRM with the following scheme:

<b>When</b>	<b>To whom</b>
<b>July 11<sup>th</sup>, 2014</b>	<b>CRM general assembly</b>
<b>November 2014</b>	<b>Internal Scientific Committee</b>
<b>February 20<sup>th</sup>, 2015</b>	<b>Scientific Advisory Board</b>
<b>March, 2015</b>	<b>CRM general Assembly [presentation of the documents]</b>
<b>May, 2015</b>	<b>Presentation of the document to the HRS4R panel</b>
<b>July, 2015</b>	<b>Presentation of the amended document to the HRS4R panel</b>

▪ **Existing legislation and CRM documentation related to the C&C**

The next action by the HRS4R Committee was to analyse the existing legislation related to the C&C principles at national and state level and the CRM documentation related to them as well.

This existing legislation is the basic framework for CRM activities related to the C&C principles; it touches upon, especially, those principles concerning ethical and professional aspects and working conditions and social security.

- a) Spanish Constitution: Articles 44.2, 20.1 and 20.4.
- b) Spanish Law on the Workers Statute (RD 1/1995).
- c) Spanish Law on Science, Technology and Innovation (14/2011).
- d) Catalan Law of fiscal and financial measures that defines the Catalan Research Centers (CERCA) legal framework (7/2011).
- f) Research Personnel Convention

The existing CRM documentation related to the C&C principles can be described as follows:

Existing Documentation	Principles
Annexes to contracts (good practices, teaching, permissions, labor risk, personal data protection law, gender equality, etc.)	1, 3, 5, 6, 7, 8, 10, 23, 24, 31
Career plan document	30
Strategic plan	4,11
Intellectual Property & Industrial Property	1, 3, 5, 8, 31

## ▪ Design and implementations of a Survey/Poll

The internal analysis was based on the answers provided to a number of questions using indicators evaluating the level of compliance with the 40 principles set forth in the Charter and Code. The questions were gathered in four areas:

I. Ethical and professional responsibility of researchers;

II. Recruitment;

III. Working conditions;

IV. Research career training and development.

The CRM members taking part in the process anonymously answered these questions grouped in accordance with the four abovementioned areas or dimensions. To assess the different items of the Code and Charter, the HRS4R committee used the standard template for the internal analysis available on the Euraxess website. To carry out the HR Strategy in a Centre with the CRM features, a minor adaptation of the form was required.

The poll was answered by 10 people, anonymized as said before. From the poll population we received 8 questionnaires in the researchers' box and 2 in the administration's box.

An annex to this document contains the poll that was proposed to the CRM Research staff.

## ▪ Analysis of the results. Observed weaknesses

The personal opinion was used to detect the main aspects to be taken into account when planning improvements. Another target of analysis was the employees' attitude towards the Code, as well as finding out if it is necessary to communicate the worth of complying with any item included in the Charter and Code.

Based on the output of the poll the HRS4R committee maintained a number of meetings to single out a list of weaknesses according to the following scheme showing the relationship between questions and weak points.

The list of "observed weaknesses" (4<sup>th</sup> column below) appears then as an output obtained with the answers of each related question (2<sup>nd</sup> column) linked to a principle (3<sup>d</sup> column). The 1<sup>st</sup> column is the Area according to the C&C. For instance, the answers to Q3 in area I led to the weakness listed in the first row. In the last column we can find the issues addressed by the questions.

AREA AS IN THE C&C	QUESTIONS REFERRED TO A CONCRETE PRINCIPLE	PRINCIPLES	Observed weakness /	Poll questions referred to each area
			Missing procedure	
I	Q3	4	Improve researcher's knowledge of the CRM strategic plan. No documentation about the particularities of the general research system of Catalunya and the funding possibilities is available.	<b>1. Research freedom 2. Professional Responsibility 3. Professional attitude</b>  <b>4. Legal and Contractual Obligations 5. Accountability 6. Good practice in research</b>  <b>7. Dissemination 8. Public engagement 9. Non-discrimination 10. Evaluation Systems</b>
	Q4, Q6	5	It has been detected a lack of knowledge about the national sectorial regulations and the CRM specific regulations regarding rights and duties, good practices, etc.	
	Q4	7	Researchers should have a better knowledge about the legal framework on data protection and the CRM policy in this respect (security copies etc.)	
	Q7, Q8	8 & 9	The present contractual arrangements include no divulgation or dissemination commitment	
	Q9	10	An equal opportunities plan is needed in the CRM institutional documentation.	
	Q4, Q10	11	The "CRM career plan" is not sufficiently known.	
II	Q1, Q2, Q6	14	A bias is observed in the gender balance of selection committees	<b>1. Recruitment 2. Selection 3. Transparency 4. Judging merit</b>  <b>5. Variations in the Chronological Order of CV 6 Recognition of mobility experience</b>  <b>7. Recognition of Qualifications 8. Seniority 9 Postdoctoral Appointments</b>
	Q2, Q3, Q9	15	The profiles of advertised positions should be described accordingly with the selection criteria.	
	Q3, Q7, Q9	16	Evaluation criteria in the selection process, at each stage, are assumed only tacitly and should be made explicit. Weaknesses of disregarded applicants are not informed	
III	Q1	22	Some confusion exists concerning the terms "Ph.D. student" and "doctoral researcher" or "early stage researcher"	<b>1. Recognition of the profession 2. Research Environment 3. Working Conditions</b>  <b>4. Stability and permanence of employment 5. Funding and Salaries 6. Gender balance</b>  <b>7. Career Development 8. Value of mobility 9. Access to Career advice</b>  <b>10. Intellectual property rights 11. Co-authorship 12. Teaching</b>  <b>13. Complains / Appeals 14. Participation in decision-making bodies</b>
	Q2	23	It has been observed that research at CRM does not go beyond the hosting research group. In doctoral training, early stage researchers do not communicate much among them.	
	Q3, Q4, Q5	24	There is no established mechanism at CRM to evaluate the degree of satisfaction regarding the working conditions.	
	Q7	25	The characteristics of contracts, especially their length, although stated in the CRM career plan, should be more widely known.	
	Q5	26	It has been observed that researchers are not aware of the full contracting costs and the associated benefits	
	Q7, Q9	28	A career development strategy has to be defined and deployed. Guidelines for mentors to provide orientation in the professional development of researchers are not explicated.	
	Q8, Q12	29	Value of mobility is not sufficiently enhanced. The CRM policies about mobility should be detailed.	
	Q12	33	The teaching possibilities of CRM research staff are not documented and left to the researcher's own initiative.	
IV	Q1, Q5	37	The different aspects of the supervising task are left to the mentor's own criteria, no guidelines exist.	<b>1. Relation with supervisors 2. Duties and managerial supervision</b>  <b>3. Continuous Professional Development 4. Access to research training and continuous development 5. Supervision</b>
	Q3, Q4	39	Continued training and transversal knowledge among disciplines is not organized at CRM.	





Principle	Observed weakness /Missing procedure	Proposed action	Responsible	Target / Timeframe	Final Indicator	Development & progress indicator
4	Improve researcher's knowledge of the CRM strategic plan. No documentation about the particularities of the general research system of Catalunya and the funding possibilities is available.	1) Advertising the existing CRM strategic plan.  2) Elaboration of a document presenting the whole system and in particular the funding mechanisms.	1) Team of directors.  2) Research manager	Q3 2015	Inclusion of plan in the CRM RDP (see summary)  Publication of document and inclusion in RDP	Editing the CRM RDP 100%  Draft 40 % Discussion 30 % Final version 30 %
5	It has been detected a lack of knowledge about the national sectorial regulations and the CRM specific regulations regarding rights and duties, good practices, etc.	Elaborate abstract about the national sectorial regulations and CRM specific regulations.	Team of directors.	Q3 2015	Inclusion of the abstract in the RDP	Draft 40 % Discussion 30 % Final version 30 %
7	Researchers should have a better knowledge about the legal framework on data protection and the CRM policy in this respect (security copies etc.)	Elaboration of the document on the legal regulations about data protection issues.	Team of directors.	Q4 2015	Inclusion of the document in the RDP	Draft 40 % Discussion 30 % Final version 30 %
8 & 9	The present contractual arrangements include no divulgation or dissemination commitment	1) Incorporate to the Evaluation criteria&template the activity on Dissemination&Outreach.  2) Add to the researcher's annual report a section entitled "Disseminating my research".  3) Elaboration of the CRM communication plan.	Executive Committee	Q3 2017	Inclusion of all documentation in the RDP.	Editing the CRM RDP 100%  Editing the CRM RDP 100%  Draft 40 % Discussion 30 % Final version 30 %
10	An equal opportunities plan is needed in the CRM institutional documentation.	Elaboration of the CRM equal opportunity plan.	HRS4R committee	Q4 2016	Inclusion of the plan in the RDP.	Draft 40 % Discussion 30 % Final version 30 %
11	The "CRM career plan" is not sufficiently known.	Increase knowledge of the "CRM career plan" document.	Director	Q2 2017	Publication of the updated version of the career plan document and inclusion in the RDP	Updating 60 % Inclusion in RDP 40 %

Principle	Observed weakness /Missing procedure	Proposed action	Responsible	Target / Timeframe	Final Indicator	Development & progress indicator
14	A bias is observed in the gender balance of selection committees	Enhance gender balance in the selection process described in the "CRM career plan document"	Director & Scientific Adv. Board (SAB)	Q1 2016	Publication of the updated version of the career plan document and inclusion in the RDP	Updating 60 % Inclusion in RDP 40 %
15	The profiles of advertised positions should be described accordingly with the selection criteria.	Elaboration of a new document: "Guidelines for the selection process of applicants" including a template for the advertising	Executive Committee	Q1 2016	Publication of the template and the guidelines	Draft 40 % Discussion 30 % Final version 30 %
16	Evaluation criteria in the selection process, at each stage, are assumed only tacitly and should be made explicit. Weaknesses of disregarded applicants are not informed	Elaboration of "Guidelines for the selection process of applicants" including a template for the evaluation criteria	Executive Committee + SAB	Q1 2016	Publication of the template and the guidelines	Draft 40 % Discussion 30 % Final version 30 %

Principle	Observed weakness /Missing procedure	Proposed action	Responsible	Target / Timeframe	Final Indicator	Development & progress indicator
22	Some confusion exists concerning the terms "Ph.D. student" and "doctoral researcher" or "early stage researcher"	Update the "CRM career plan document" in order to enhance the recognition of Ph.D. fellows as early stage researchers with a labor contract.	Director	Q3 2015	Publication of the updated version of the career plan document and inclusion in the RDP	Updating 60 % Inclusion in RDP 40 %
23	It has been observed that research at CRM does not go beyond the hosting research group. In doctoral training, early stage researchers do not communicate much among them.	Define a CRM strategy to promote collaboration among groups. Enhance and support the existing "CRM doctoral training unit" defining a series of activities to be deployed.	•Research Committee •Research Committee	Q3 2016	• Publication of the document "CRM strategy for scientific collaboration" •Create a new webpage for the Doctoral training unit (DTU)	Discussion 50 % Final version 50 % Draft 40 % Discussion 30 % Final version 10 %
24	There is no established mechanism at CRM to evaluate the degree of satisfaction regarding the working conditions.	Adopt the practice of passing a poll among research and administrative staff on working conditions and review results in the "CRM annual general assembly"	Director	Q3 2016	Design a poll	Draft 40 % Discussion 30 % Final version 10 %
25	The characteristics of contracts, especially their length, although stated in the CRM career plan, should be more widely known.	Update the "CRM career plan" document.	Director	Q4 2015	Publication of the updated version of the career plan document and inclusion in the RDP	Updating 60 % Inclusion in RDP 40 %
26	It has been observed that researchers are not aware of the full contracting costs and the associated benefits	Elaboration of document with information related to benefits and contractor costs.	Team of directors.	Q4 2015	Publication of the document and inclusion in the RDP	Draft 40 % Discussion 30 % Final version 30 %

Principle	Observed weakness /Missing procedure	Proposed action	Responsible	Target / Timeframe	Final Indicator	Development & progress indicator
28	A career development strategy has to be defined and deployed. Guidelines for mentors to provide orientation in the professional development of researchers are not explicated.	Elaborate a document on "CRM career development strategy"	Director&SAB	Q1 2017	Publication of the document and inclusion in the RDP	Draft 40 % Discussion 30 % Final version 30 %
29	Value of mobility is not sufficiently enhanced. The CRM policies about mobility should be detailed.	Update the "Annexes to contracts" document detailing "Mobility Aspects"	Director	Q1 2017	Publication of the updated version of "annexes to contracts" and inclusion in RDP	Draft 40 % Discussion 30 % Final version 10 %
33	The teaching possibilities of CRM research staff are not documented and left to the researcher's own initiative.	Elaborate a new document "Teaching at CRM"	Team of directors.	Q1 2017	Publication of the document and inclusion in RDP	Draft 40 % Discussion 30 % Final version 30 %
34	No explicit procedure is defined to deal with complains, only tacitly through the director.	Define the procedures to deal with complains and appeals through the teams of directors.	Team of directors.	Q2 2017	Include description of the procedure in the RDP	Discussion 50 % Final version 50 %

Principle	Observed weakness /Missing procedure	Proposed action	Responsible	Target / Timeframe	Final Indicator	Development & progress indicator
37	The different aspects of the supervising task are left to the mentor's own criteria, no guidelines exist.	Adopt general supervising guidelines for early stage researchers within the Doctoral Training Unit	Director of the DTU unit	Q2 2016	Publication of "Research supervising guidelines" and publication in DTU webpage	Draft 40 % Discussion 30 % Final version 30 %
39	Continued training and transversal knowledge among disciplines is not organized at CRM.	Introduce transversal continued training activities in the CRM Doctoral Training Unit	Director of the DTU unit	Q2 2016	Inclusion of these activities in the DTU anual programme	Draft 40 % Discussion 30 % Final version 30 %

You can find the CRM action plan at the following link

<http://www.crm.cat/en/About/General/Documentation/Documents/ActionPlanDefinitiuWeb.pdf>

## 4. CHECK POINTS

*The CRM HRS4R Committee will meet after every quarter and check whether the proposed action have been implemented. At the end of 2015 , 2016 and 2017 a satisfaction feedback poll will be organised to know the degree of satisfaction of researchers.*

Point	Checkpoint corresponding to	Responsible	Principles	Check Action
1	Q4 2015 Actions	HRS4R Workgroup	4, 5, & 22	Indicators
2	Q1 2016 Actions	HRS4R Workgroup	7,25 & 26	Indicators&Feedback poll
3	Q2 2016 Actions	HRS4R Workgroup	14,15 & 16	Indicators
4	Q3 2016 Actions	HRS4R Workgroup	37 & 39	Indicators.
5	Q4 2016 Actions	HRS4R Workgroup	23, 24	Indicators
6	Q1 2017 Actions	HRS4R Workgroup	10, 28, 29 & 33	Indicators&Feedback poll
7	Q2 2017 Actions	HRS4R Workgroup	11, 34	Indicators
8	Q3 2017 Actions	HRS4R Workgroup	8, 9	Indicators
9	Q4 2017 Actions	HRS4R Workgroup	ALL PROGRAM	Indicators & Feedback Poll

## 5. CALENDAR

Y	2015				2016				2017				Brief description	PACK		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
I			4 5										Improve knowledge about the research system	INSTIT.FRAMEWORK		
				7									National sectorial regulations	INSTIT.FRAMEWORK		
													Legal training	INSTIT.FRAMEWORK		
													Divulg. & dissemination commitment	COMS	INSTALL	
													Divulg. & dissemination commitment	COMS	INSTALL	
								10						Equal opportunities plan is needed	INSTALL	
										11				Eval. procedures attached in legal contracts	INSTALL	
II				14									Bias in gender in select. committees	RECRUITMENT		
				15									Advertised positions and their profile definitions	RECRUITMENT		
				16									Evaluation criteria in the selection process	RECRUITMENT		
III			22										Recognition and definition of the predoc	TRAINING		
													Foster group crossing for predocs	TRAINING		
							23						Evaluate degree of satisfaction	LEGAL ASPECTS		
							24						Contract specifications	LEGAL ASPECTS		
				25									Contracting costs	LEGAL ASPECTS		
				26									Develop. & definit of strategy for career track	CAREER		
													Mobility value	CAREER		
IV													Teaching initiatives explained & documented	CAREER		
												34	Procedure for complains	LEGAL ASPECTS		
													Guidelines for the mentor supervising task	TRAINING		
													Transversal training	TRAINING		
				4	7	14	37	23	10	11	8	A				
				5	25	15	39	24	28	34	9	L				
				22	26	16			29			L				
									33							
														CHECKPOINTS		



..between to steps

## Annex. Poll proposed to the CRM Research and Results.

### Poll Results:

From the received questionnaires (10) 8 were from the researchers box and 2 from the administration box. The table below shows the questions whose answers were used to detect the weaknesses and corresponding actions.

AREA	I
QUESTIONS	Q3, Q4, Q6, Q7, Q8, Q9, Q10
AREA	II
QUESTIONS	Q1, Q2, Q3, Q6, Q7, Q9
AREA	III
QUESTIONS	Q1, Q2, Q3, Q4, Q5, Q7, Q8, Q9, Q12
AREA	IV
QUESTIONS	Q1, Q3, Q4, Q5, Q13

### 0. CHARTER & CODE FOR RESEARCHERS

The questions below refer to the Charter&Code that you can find at

<http://ec.europa.eu/euraxess/index.cfm/rights/europeanCharter>

<http://ec.europa.eu/euraxess/index.cfm/rights/codeOfConduct>

When there is a statement, please say to what extent you agree or disagree.



## **I. PROFESSIONAL AND ETHICAL ASPECTS**

### **I.1. Research freedom**

As a researcher at CRM, I think that CRM allows freedom of thought and expression, taking into account supervision if any.

Answer and comments:

### **I.2. Professional Responsibility**

Do you think that in your scientific environment there is plagiarism of scientific ideas?

Is it always the case that the listed authors of an article have all contributed significantly?

Answer and comments:

### **I.3. Professional attitude**

How do you think you can make it compatible the research freedom with the existence of a strategic plan for the center with certain specific goals?

Do you think that research at CRM is located in a coherent whole?

Or should it not be the case?

Answer and comments:

### **I.4. Legal and Contractual Obligations**

Do you think that CRM researchers know well their rights and their contractual obligations?

Answer and comments:

### **I.5. Accountability**

Do you think that at CRM there are clear mechanisms established so that researchers can give accounts of the public resources used?

Answer and comments:

### **I.6. Good practice in research**

Do you think that CRM researchers know the laws regarding data protection and confidentiality?

Do you think that CRM should improve the protocols for backups?

Answer and comments:

### **I.7. Dissemination**

Do the CRM researchers care for the dissemination and transfer of their research to other fields of research outside their own in order to promote the use of interdisciplinary results?

Answer and comments:

### **I.8. Public engagement**

Do the CRM researchers care to disseminate their research to society in general?

Answer and comments:

### **I.9. Non-discrimination**

Do you think that at CRM is there any kind of discrimination based on gender, age, ethnicity or social background?

Answer and comments:

### **I.10. Evaluation Systems**

Do you think that at CRM there are established clear mechanisms to ensure that research is evaluated in a transparent and independent way?

Answer and comments:

## **II. RECRUITMENT**

### **II.1. Recruitment**

Are clear at CRM the requirements for each stage of the research career?

Are clear the conditions of employment contracts?

Answer and comments:

### **II.2. Selection**

Are clear the processes for the selection of CRM researchers ? (diffusion, requirements, profile of the position, description of the selection process, calendar, etc.)

Answer and comments:

### **II.3. Transparency**

Do you think that job candidates are informed, prior to the selection process, about its details and the selection criteria, the number of positions available and the prospects for professional development?

Answer and comments:

### **II.4. Judging merit**

Do you think that the selection process takes into account all the experience of the candidates, emphasizing their potential as researchers, creativity and degree of independence?

Is the CV assessed both quantitatively and qualitatively according to the overall results of the research career, and not only in terms of the number of publications?

Answer and comments:

### **II.5. Variations in the Chronological Order of CV**

I believe that the selection process does not penalize interruptions during the research career, or changes in the usual order of the CV, but it assesses the overall professional performance from a multidimensional perspective.

Answer and comments:

### **II. 6 Recognition of mobility experience**

Do you think that at CRM the mobility is sufficiently valued?

Answer and comments:

### **II.7. Recognition of Qualifications**

In your opinion, the CRM selection processes are carried out by competent committees, suited, with gender balance in its composition, with interviews and expert external advice?

Answer and comments:

### **II.8. Seniority**

Do you consider that the term "seniority" has to do with something else beyond age? With what?

Answer and comments:

## **II. 9 Postdoctoral Appointments**

Do you think that at CRM are clear the guidelines to hire postdocs?

Should CRM have a statute of the postdoc researchers?

Do you think that postdocs should necessarily have a tutor and that their research activity should be framed in a group or project?

Or they should be independent researchers?

Answer and comments:

## **III. CONDITIONS OF EMPLOYMENT AND SOCIAL SECURITY**

### **III.1. Recognition of the profession**

PhD students have employment contracts. Do you think this creates confusion as to their professional status? Are they students? Are they professionals?

What about the other types of contracts?

Answer and comments:

### **III.2. Research Environment**

With regard to research, do you think that at CRM there is a stimulating work environment?

Do you think that research at CRM is only a sum of individuals or else there is a defined common axis?

Do you know the current strategic plan of the center?

Do you think that at CRM there is a lack of academic/social activities such as monthly or quarter colloquiums?

Do you think that doctoral students enjoy good training conditions?

Answer and comments:

### **III.3. Working Conditions**

The working conditions at the CRM (premises, facilities, etc.) are they appropriate?

CRM ensures to maintain adequate working conditions within the existing legal framework and regulations in health and labor flexibility. I think that work at CRM is compatible with having children and / or further studying, it is not impossible to work part-time or at distance, enjoy sabbaticals, vacations and free time, regardless of genre.

Answer and comments:

### **III.4. Stability and permanence of employment**

In the scheme "doctorand- postdoc- tenure track-tenure-" found in most centers CERCA, only researchers with tenure can have permanent employment contracts, being typically 3, 3 and 5 years, respectively, the duration for the other categories.

Do you think that this scheme is suitable?

Answer and comments:

### **III.5. Funding and Salaries**

Do you consider yourself well or poorly paid in relation to your personal and institutional environment for the work you do?

Do you know exactly what are the employment costs ( medical coverage, social security) that CRM pays?

Do you know the legal framework for your job?

Answer and comments:

### **III.6. Gender balance**

At CRM there is no discrimination based on gender, and the selection, evaluation and recruitment committees are formed by members of both sexes.

Answer and comments:

### **III.7. Career Development**

The CRM has a career plan document approved by the Board. Did you know that?

Regarding the scheme on point 4 above, do you think that there should be limitations on transitions? (for example, a doctoral student at CRM should not become postdoc CRM, a CRM postdoctoral fellow should not be offered a tenure-track contract...)

CRM as an institution has a training plan tailored to each stage of the career of their employees, regardless of their employment status. There are mentors within the institution actively involved in the professional development of researchers.

Answer and comments:

### **III.8. Value of mobility**

Do you think that CRM values the geographical mobility, mobility across disciplines, and between virtual private-public sector as a way of enhancing scientific knowledge and professional development, and facilitates the administrative tools needed to be carried out?

It is clear the leave of absence policy of CRM?

Answer and comments:

### **III.9. Access to Career advice**

Do you think that at CRM mentors provide guiding for career development to doctoral students and postdocs?

Answer and comments:

### **III.10. Intellectual property rights**

You know the law regulations that relate to intellectual property, industrial property and transference?

Except for doctoral students, researchers at CRM sign an addendum to the contract which describes rights and responsibilities, good practices, the terms of Intellectual and Industrial, property, etc. Do you think everyone should sign?

Answer and comments:

### **III.11. Co-authorship**

Are there problems related to co-authorship of articles in CRM?

I believe that co-authorship is evaluated positively at CRM, as evidence of a constructive way of conducting the research, and strategies are implemented so that researchers, even in the initial stages of their careers, may be considered co-authors of publications, patents, etc.

Answer and comments:

### **III.12. Teaching**

Do you think there are enough opportunities to do some teaching through CRM?

If yes, do you think CRM monitors the adequacy of working conditions derived from this activity such as economical compensation or CV recognition?

Do you know the co-operation agreements that CRM has signed with four major public universities in Barcelona?

Answer and comments:

### **III.13. Complains / Appeals**

Is there a clear system in CRM to bring complaints to the management?

And in case the director is involved?

Answer and comments:

### **III.14. Participation in decision-making bodies**

Do you know the organizational chart of CRM?

[http://www.crm.cat/en/About/General/Documents/Organizational\\_chart.pdf](http://www.crm.cat/en/About/General/Documents/Organizational_chart.pdf)

CRM has the so-called “general assembly of the CRM”. Do you think it works?

Do you know which are the CRM decision-making bodies?

Do you think that the different levels of staff are represented enough in all these bodies?

Is it missing a decision-making body?

Do you know what is the highest decision-making committee of the CRM and who is the president?

Answer and comments:

## **IV. TRAINING**

### **IV.1. Relation with supervisors**

Do you think that the working relationship between mentor and trainee researchers is well structured (with regular meetings, reports of each meeting, scheduling deliverables, etc.?)

Or do you think that it should not be structured?

In the organizational chart of CRM there is the CRM Doctoral Training Unit. What do you think it should do?

Is there a need to define a doctoral student estatute, with rights and duties?

Answer and comments:

### **IV.2. Duties and managerial supervision**

Do you consider yourself well attended by your supervisor?

Answer and comments:

### **IV.3. Continuous Professional Development**

I believe that researchers at CRM should have as a objective to improve themselves in their profession.

I believe that researchers at CRM should be able to update their skills and abilities, for example, through training courses, workshops, conferences and e-learning.

Answer and comments:

#### **IV.4. Access to research training and continuous development**

I believe that CRM provides opportunities for professional growth, providing measures to give access to develop skills and competencies.

Answer and comments:

#### **IV.**

Besides the scientific leadership and supervision, does your supervisor advise you to define your future research career?

Do you think there should be some CRM contact person for PhD students, especially for non-scientific issues, besides the director of CRM?

Answer and comments:

#### **V. DID WE FORGET SOME QUESTION?**

comments: