



HR EXCELLENCE IN RESEARCH



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RESEARCHERS IN MOTION

Human Resources Strategy for Researchers (HRS4R)



CENTRE DE RECERCA MATEMÀTICA

CRM's Gap Analysis

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:

1. Creation of the HRS4R committee
2. Gathering existing legislation
3. Design and implementation of a Survey/Poll
4. Analysis of results

▪ Creation of the working group

The process started when the 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
Valorisation and Transfer Support	Research support structure	M
Director	Management	M

CRM's Gap Analysis

▪ Poll population

The CRM has 59 members

- 46 researcher (8 of which are PI; 34M and 12F)
- 3 direction board members (2M and 1F)
- 12 management and administration members (8F, 4M)
- 1 Knowledge & Technology Unit (1M)
- 2 Editorial Board (1M and 1F)
- Also long term visitors (PI) or visiting Postdocs.

In spite of the low dimension of the Centre it was considered appropriate to organize an anonymous poll based on the principles of the Charter and Code.

▪ 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

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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.

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The poll was answered by 10 people, anonymous 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 staff's opinions were 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.

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

Annex. Poll proposed to the CRM Research

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:

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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:

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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?

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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: 22

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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

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?

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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: