instituto IMDEA energia

ACTION PLAN

October 2020

ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Proposed ACTIONS	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)

ACTION 1. UPDATE RECRUITMENT PROCEDURES IN COMPLIANCE WITH HRS4R - OTM-R CRITERIA.
 	
• Update the recruitment norm and procedure, make it comply with all the OTM-R and C&C criteria containing:
  ○ Design and implement an electronic recruitment platform.
  ○ Include salary range in all job offers.
  ○ Include a section in the job offers to allow the identification of researchers belonging to disadvantaged groups.
  ○ Develop guidelines for scoring candidates' CVs for each offer category, including all HRS4R and OTMR criteria to guide selection committee assessments.
  ○ Provide selection training for selection committee members.
  ○ Advertise postdoctoral job offers on international portals (EURAXESS) to achieve greater dissemination of job offers.
  ○ Provide feedback to selected and unselected candidates.
• Publish English and Spanish online versions IME's recruitment policy and processes, and reference it in the job offers.
• Update relevant information in the welcome manual and on the web.
• Periodic evaluation of user's satisfaction.
	12. Recruitment
	
	13. Recruitment (Code)
	
	14. Selection (Code)
	
	15. Transparency (Code)
	
	16. Judging merit (Code)
	
	17. Variations in the chronological order of CVs (Code))
		Q1-Q2 2021	Human Resources Committee Coordinator	• Committee appointed
				• Publish OTM-R Policy in Spanish and English online: Selection and recruiting guide and templates.
				• Define guidelines for detailed scoring ranges.
				• 100% of postdoctoral job offers published online and on EURAXESS.
				• All job offers include additional information on job prospects and employment rights.
				• All recruitment procedures are supported by the on-line electronic platform.
				• 100% of candidates receive feedback.
				• OTM-R and C&C material and training courses available.
				• 100% of selection staff trained in OTM-R.
				• At least 70% satisfaction in the quality survey.

ACTION 2. IMPLEMENT PROFESSIONAL CAREER DEVELOPMENT AT IME. • Design a career plan for all IME's profiles (including postdoctoral researchers), linking the evaluation and promotion process, and the training offer. • Review the annual duration of R3 and R4 contracts, extending them as a measure to compete internationally to attract or retain talent. • Publish the plan on the intranet and provide information during the welcome meeting. • Include relevant information in the welcome manual and on the website. • Periodic evaluation of user's satisfaction.	21. Postdoctoral appointments 25. Stability and permanence of employment	3Q 2022	Human Resources Committee Coordinator	• Committee appointed • IME career development plan section available on the intranet. • Number of visits to career development section. • 100% of welcome meetings provide information on career development plan. • At least 70% satisfaction of the plan in the quality survey.

ACTION 3. OFFER TOOLS FOR CAREER DEVELOPMENT COUNSELLING.
 	
• Provide tools for professional development, e.g.
  ○ Guide to career options.
  ○ Guidelines for professional development.
  ○ CV clinics (CV for each application) and preparation for job interviews.
• Organise information sessions on Alternative Research Career Development, e.g. by inviting HR professionals, researchers with alternative careers, etc.
• Organise forums on entrepreneurship.
• Include relevant information in the welcome manual and on the website.
	28. Career development
	
	30. Access to career advice
		Q4 2022	Human Resources Committee Coordinator	• Committee appointed
				• Documents written and published on the website.
				• At least 5 forums or information sessions organised.
				• 100% of the R1 and R2 researchers attend 4 of these meetings.
				• At least 70% satisfaction of the plan in the quality survey.

ACTION 4. DESIGN AND LAUNCH A PILOT MENTORING PROGRAMME. • Mentorship's benchmark of international good practices will be followed. It could be inspired by the REBECA programme (EURAXESS). • Design, deploy and evaluate a R2 pilot mentoring programme. The members of the research or teaching commissions will mentor junior researchers. External mentors will also be recruited for this process. Mentors will help and guide the mentees to develop their research career, as well as other aspects in their personal and professional life. • Training workshops and materials will be available for mentees. • Write the pilot report, update the programme and make it available to research community. • Update relevant information in the welcome manual and on the web. Inform during the welcome session. • Periodic evaluation of user's satisfaction.	28. Career development 30. Access to career advice	Q1 2023	Training and mobility Committee Coordinator	• Mentorship programme published. • Workshops and material available for mentees. • At least 5mentors participate in the pilot programme. • At least 15 mentees follow the pilot mentorship programme. • Report on pilot programme. • At least 70% satisfaction of the plan in the quality survey.
ACTION 5. IMPROVE THE PERFORMANCE EVALUATION SYSTEM. • Provide feedback to researchers on their annual performance. • Update relevant information in the welcome manual and on the intranet. Inform during the welcome session.Periodic evaluation of user's satisfaction.	11. Evaluation/ appraisal systems 28. Career development	Q2 2022	Human Resources Committee Coordinator	• Committee appointed • 100% of researchers receive feedback of their evaluation. • At least 70% satisfaction in the quality survey.

ACTION 6. IMPROVE THE REPRESENTATION OF RESEARCHERS IN THE FOUNDATION'S DECISION-MAKING BODIES. • Review and re-launch the sectoral committees (training, scientific resources, occupational hazards, etc.), consider whether to maintain, create and close some of them. • Define their functioning (members, representation of the units, periodicity, fields of action, etc.) and draw up the rules for the functioning of the committees. • Update relevant information in the welcome manual and on the web. Inform during the welcome session. • Periodic evaluation of user's satisfaction.	35. Participation in decision-making bodies	Q4 2021	IME Director	• Define the committees that should be operative in IME. • Define the structure of each committee. • Number of meetings done in each committee. • 70% satisfaction with the performance of the committees.
ACTION 7. IMPLEMENTING A COMPLAINTS MECHANISM. • Define a complaints procedure and set up a virtual or physical complaints box. Write a complaints procedure and publish it on the intranet. • Appoint a complaints committee, giving it clear powers to mediate or solve conflicts between researchers. • Update relevant information in the welcome manual and on the web. • Communicate the procedure in the welcome meeting, receiving an acknowledgement of the reception of the information. • Periodic evaluation of user's satisfaction.	34. Complaints/ appeals	Q3 2021 Q4	Ethic and Complaints Committee Coordinator	• Complaints procedure published. • Complaints box available. • Committee appointed. • Number of complaints received. • Number of complaints mediated. • Number of complaints solved. • 70% satisfaction in the quality survey.

ACTION 8. DEVELOP A MANUAL OF GOOD RESEARCH PRACTICES. • Write a manual of good research practices or adopting "The European Code of Conduct for Research Integrity" (published by ALLEA) that should include, among other topics, the European standards in co-authorship, ethical principles, research integrity, protection systems etc. • Disseminate this information to IME's staff by specifc seminars, training courses, etc. • Update relevant information in the welcome manual and on intranet. • Inform during the welcome session. • Periodic evaluation of user's satisfaction.	2. Ethical principles, 3. Professional responsibility 32. Co-authorship	Q1 2022	Ethic and Complaints Committee Coordinator	• Committee appointed • Good research practices manual written and published on the web. • Number of times the document is view. • 100% of new recruitments agree that they have received information about the existence of these documents and its location on the IME's intranet. • At least 80% of researchers attend training sessions. • At least 70% satisfaction in the quality survey.
ACTION 9. PROMOTE MEASURES TO IMPROVE THE CONCILIATION OF WORK AND PERSONAL LIFE • Increase the flexibility of the scheduking of working time with researchers to facilitate the conciliation of work and personal life. • Establish a schedule of time coincidence to schedule meetings and IME activities. • Include relevant information in the welcome manual and on the website. • Periodic evaluation of user's satisfaction.	24. Working conditions 27. Gender balance	Q1 2021, Q4 2022, Q4 2023, Q4 2024 & Q4 2025	Human Resources Committee Coordinator	• Number of researchers that have flexible working hours. • Staff´s time coincidence schedule fixed. • 70% satisfaction in the quality survey.

ACTION 10. PROMOTE GENDER BALANCE AT IME • Write an equality plan. • Organise gender equality awareness seminars. • Include relevant information in the welcome manual and on the website. • Periodic evaluation of staff's satisfaction.	24. Working conditions 27. Gender balance	Q3 2021. Q1 2022 & Q1 2024	Human Resources Committee Coordinator	• Equality plan written and published on the web. • Three gender equality awareness seminars organised. • 70% satisfaction in the quality survey.
ACTION 11. COMPLETE THE TRAINING OFFER FOR RESEARCHERS. • Carry out a training needs diagnosis for each professional profile. • Design a training plan for all IME's staff, aligned with the career plan and the annual assessment process, in technical aspects and cross-cutting skills including:, Selection Committee Training, Career Options, Gender, Supervision, Leadership, etc. Offer the online and offline modality. Assess the feasibility of sharing resources with Madrid region based Universities or sign up for free webminars. • Evaluate annually the level of satisfaction of the users. • Include relevant information in the welcome manual and on the website. • Periodic evaluation of user's satisfaction.	37. Supervision and managerial duties 38. Continuing Professional Development 39. Access to research training and continuous development	Q2 2021, Q2 2022, Q2 2023, Q2 2024 & Q2 2025	**Training and mobility Committee Coordinator**	• New set of transversal skills training courses available. • 100% of new researchers attend the transversal skills training courses. • Writing of the new training plan. • 100% of researchers are informed about the training plan. • At least 70% satisfaction in the quality survey.
ACTION 12. IMPROVE THE PERFORMANCE OF SUPERVISORS. • Write a "Thesis supervision guide" to set a common	37. Supervision and managerial duties	Q3 2021	**Training and mobility Committee**	• Thesis supervision guide written and published on the website. • 100% of the thesis directors have

baseline for R1 researchers that study in different universities and departments. • Organise training courses for young thesis supervisors • Offer training in "Supervision“ and “Management of research projects", "Scientific leadership", etc. to the leaders of research projects. • Include relevant information in the welcome manual and on the website. • Periodic evaluation of user’s satisfaction.	38. Continuing Professional Development 39. Access to research training and continuous development 40. Supervision		Coordinator	received and read the document. • Number of young thesis supervisors trained. • 100% of the R3 and R4 have received at least training in two courses. • At least 70% satisfaction in the quality survey.
ACTION 13. UPDATE THE WELCOME MANUAL. • Update the welcome manual (in digital version) annually, available in Spanish and English. • Present its content in sessions for welcoming new researchers. • Periodic evaluation of user’s satisfaction.	All	Q4 2021, Q4 2022, Q4 2023, Q4 2024 & Q4 2025	Human Resources Committee Coordinator	• Define all the topics that should be mentioned in the welcome manual. • Number of meetings held. • 100% of new recruitments agree that they have received information about the existence of the welcome manual and its location on the IME intranet. • Number of visits to the intranet. • Number of updates to the manual. • At least 70% satisfaction in the quality survey.
ACTION 14. AWARENESS & COMMUNICATION; LAUNCH AND MONITORING OF HRS4R AND OTM-R. • An implementation committees will be appointed with the task of defining and overseeing most of the actions, made up of people in charge of each topic, representatives of	All	Q1 2021, Q4 2021, Q4 2022, Q4 2023, Q4 2024 & Q4 2025	Head of Human Resources	• Human Resources Committee constituted • Training and mobility Committee constituted • Ethic and Complaints Committee

the different specific areas and services, and R1 to R4 researchers. It will insist on the awareness to attain an increasing application of the C&C criteria in the research community and in everyday research practices, by organising seminars or briefings for departments to influence the dissemination of the C&C key lessons to research staff. Awareness-raising seminar for researchers and managers (e.g. within the framework of the annual research summit). • Training sessions on OTM-R for HR personnel, and C&C criteria for PI researchers and HR personnel will also be held. • New contents on OTM-R and HRS4R will be available in Spanish and English on the website. • New survey on HRS4R will be sent to researchers before the intermediate review (2 years). • Monitoring of the action plan: A continuous supervision and monitoring of the plan will be established, holding quarterly meetings to review the development of the implementation of the tasks according to the plan's schedule. • Update relevant information in the welcome manual and on the web. Inform during the welcome session. • Periodic evaluation of user's satisfaction.	constituted. • At least 50% of researchers attend C&C training sessions. • All the HR staff attend at C&C training sessions. • Survey on HRS4R to address the awareness. • Survey on quality satisfaction. • Zero deviation in chronogram of the Action Plan.