



Human Resources Strategy for Researchers (HRS4R)

Action Plan

Centre Tecnològic de Telecomunicacions de Catalunya (CTTC)

9 November 2015

Introduction

The Centre Tecnològic de Telecomunicacions de Catalunya (CTTC) is a non-profit private research center based in Barcelona, resulting from a public initiative of the Regional Government of Catalonia (Generalitat de Catalunya). The CTTC receives financial support from the Generalitat de Catalunya, from the R&D projects where the Center participates (i.e. via competitive funding scheme) and from contracts with the industry.

Research activities at the CTTC, both fundamental and applied, mainly focus on technologies related to the physical, data-link and network layers of communication systems, being those activities organized into four distinct research divisions: Communication Networks, Communication Systems, Communication Technologies and Geomatics. One advisory body, Scientific, supervises CTTC's activities.

CTTC currently hosts around 100 researchers organized in the above mentioned four divisions. Researchers have access to a range of shared facilities for distributed around 9 laboratories, the optical networks and systems Lab., the mobile networks lab., the digital signal processing lab, the anechoic chamber, the fabrication workshop, the communication systems labs., the radio technology lab., the geomatics lab., and the smartworld lab.

In terms of scientific production, the CTTC annually produces over 60 and 150 papers in peer-reviewed journals and international conferences, respectively, and has also initiated the creation of an IPR portfolio with the submission of 16 Patents, 15 of them internationally published and 12 of them already awarded (10 in Europe, 10 in United States, 2 in Japan, and 1 in Hong Kong). CTTC participates in numerous research projects, at European and national level. It also closely collaborates with industry and national and international levels.

For more information, please, visit <http://www.cttc.es>.

Human Resources Strategy for Research at CTTC

The Centre Tecnologic de Telecomunicacions de Catalunya (CTTC) endorsed in October 2013 the “European Charter for Researchers” and “The Code of Conduct for the Recruitment of Researcher” showing its support towards providing a high quality research environment for European researchers.

Since then CTTC has been working towards implementing the points of the C&C towards fulfilling the requirements of the “Human Resources Strategy for Research (HRS4R)”.

The methodology that we are following to implement the HRS4R is the following:

- 1) Creation of work group
- 2) Preparation of Internal Analysis and approval by work group and by the Direction Committee
- 3) Preparation of Action Plan and approval by the Direction Committee
- 4) Publication of Action Plan in the website of CTTC and application for the logo for Excellence in Human Resources in Research
- 5) Future steps: implementation of Action Plan and monitoring

1. Creation of work group

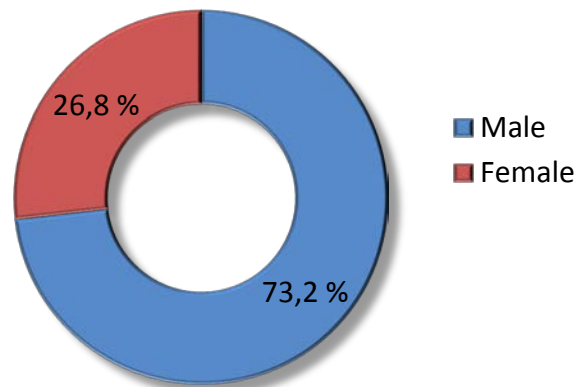
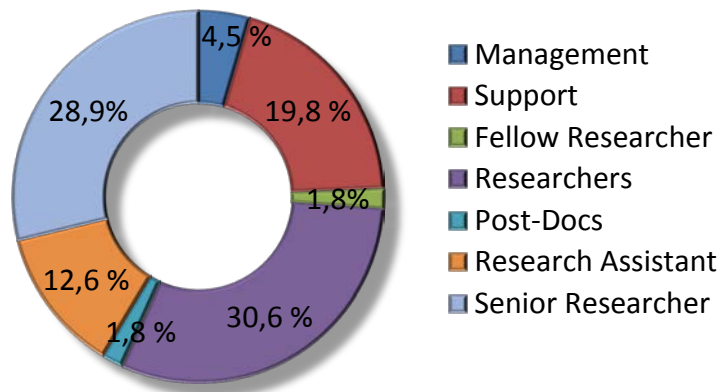
Towards implementing the Human Resources Strategy for Research (HRS4R) CTTC has created a work group formed by representatives of the different staff categories in the institution, namely researchers, senior researchers, PhD candidates (research assistant) and Direction Committee. This work group also was formed keeping the adequate gender balance.

This work group is in charge of preparing and pre-approving the Internal Analysis regarding the fulfillment of the C&C points in CTTC.

2. Preparation of Internal Analysis and approval by work group and by the Direction Committee

Annually CTTC performs a survey among the staff to know their opinion regarding certain issues, including working conditions, quality of the different units, representation of the staff towards the direction, discrimination policies, strategic goals and IPR policy. This year the survey took place from 07/07/2014 to 07/08/2014.

The survey targeted all CTTC staff. The figure below shows the percentage of CTTC staff per category and per gender. Approximately 38% of the targeted staff replied to the survey.



Following the results of the survey, the evaluation of the different regulations governing CTTC, and the work group discussion, the Internal Analysis for CTTC was prepared and then approved both by the work group and then by the Direction Committee.

The performed Internal Analysis points out that several principles of the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers (C&C) are not completely fulfilled at CTTC.

From the Internal Analysis an Action Plan was developed where the Action Points that are necessary to perform to fulfill the 40 points of C&C are indicated.

3. Preparation of Action Plan

Considering the outcomes of the Internal Analysis, the Action Plan was prepared aiming at implementing solutions to completely fulfill the C&C points that were not covered until now.

The Action plan is organized around the four main HR strategic objectives, which represent the four Work Packages (WP):

WP1: Ethical and professional aspects

WP2: Recruitment

WP3: Working conditions and social security

WP4: Training

In the following there is a list of the Actions Points that need to be completed for each WP, the principle to which they are related, the responsible for the implementation and the deadline for their implementation.

WP1 – Ethical and professional aspects

Principle	Action	Responsible	Target Completion Date
1, 2, 3, 7	Compile a code of best practices in research	Project management Coordinator	31 of March 2017
4	Further improve and update MUSSOL [3] procedures, according to the actions defined by the Human Resources Strategy for Researchers.	Project management Coordinator	Continuous action January 2016-December 2017
8, 11	Yearly update productivity policies regarding dissemination and exploitation of results and other aspects. Distribute to the staff documents for their information on that respect.	Institutional Relations	Continuous action January 2016-December 2017
8	Implement a policy for Open Access dissemination of the outputs of the research, according to the recommendations of H2020.	Institutional Relations	30 of September 2016
9	Follow improving communication actions and outreach activity programs. Advertise on institutional web	Institutional Relations	30 of June 2016 and 30 of June 2017

	page and institutional social networks those activities.		
10, 27	Prepare a gender and discrimination issue toolkit with all legislation related with discrimination and diversity, detailed information on existing policies in CTTC, rights for conciliation of family and professional life, etc.	Human Resources, Institutional Relations, Project Management coordinator	30 of June 2016
10, 27	Annual diagnostic of gender and discriminatory issues to include in the annual report for the Patrons.	Human Resources	31 of December 2016 31 of December 2017
10, 27	Revise all official documentation and institutional web page to see if it is written in neutral language. Include in communication and dissemination actions participation of minority communities, such as e.g. women, etc.	Human Resources	30 of September 2017

WP2 – Recruitment

12	P10 procedures [3] will be further improved according to the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers. In	Human Resources, project manager coordinator	30 of September 2016
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	addition, they will be further updated to take into account discrimination and gender issue new policies		
13	P10 procedures [3] will be further extended in order to include more details on the selection procedures to follow for temporary staff.	Human Resources, project manager coordinator	31 of December 2016
14	P10 procedures [3] will be further extended to include recommendations for the selection of committees, assuring e.g. a gender balanced selection.	Human Resources, project manager coordinator	31 of December 2016
14	The details of the job advertisement policy that is already carried out at CTTC will be included in the internal procedures and openly published in the institutional web page, together with the newly generated recruitment policy. An explicit link to EURAXESS web pages where all CTTC openings are published, will be included in the institutional web page.	Project management Coordinator	30 of September 2017
15	The new recruitment policy should be further elaborated taking into account transparency	Human Resources	30 of June 2017

	aspects, and the information that the candidates have to receive during the recruitment process. The institutional web page, will be updated with this information, in the section related to transparency.		
16, 18, 21, 25	<p>P10 procedures [3] will be further extended to include recommendations on the judging merits - considering also gender and discriminatory issues - to be considered in the evaluation process.</p> <p>P10 procedures [3] will be further extended to include appropriate recommendations on mobility programs.</p> <p>P10 procedures [3] will be further extended to include further developed written rules for the recruitment of post-docs and temporary staff.</p>	Human Resources, project management coordinator	30 of September 2017
17, 16, 18, 21, 25	The new recruitment policy will be made openly available through the institutional web page.	Human Resources	30 of September 2017

WP3 – Working conditions and social security

23	Information on regulations on safety and health condition	Human Resources	31 of March 2016
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	in work environment will be made available to the staff in the internal public folder.		
26	Further develop benefit policies including: parental benefit, tax deduction policies, transportation tickets, training which can be deduced by taxes, EU pension plans, like RESEAVR, etc.	Human Resources	30 of June 2016
29	Further develop internal policies and procedures towards the host of visiting researchers at all stages of their career. Add an explicit link to EURAXESS portal in CTTC institutional web page	Institutional Relations	30 of September 2016
30	Study how to offer coaching and career advice support to researchers.	Direction Board	31 of December 2017
31	Written practices regarding the ownership of R&D results and rights.	Corporate development director	31 of December 2016
34	Further establish a complain policy. Include it in the internal regulations of CTTC [4].	Project management Coordinator	30 of June 2016
35	Further develop internal communication policies about organization of events, PhD thesis defences, new people joining CTTC,	Institutional Relations	31 of March 2017

	etc.		
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WP4 – Training

36	Further develop written rules and procedures about undergraduate and Master thesis students.	Institutional Relations	30 of June 2017
37	Further define the role of the supervisors of early stage researchers, to be included in regulation for predoc and for undergraduate students.	Institutional Relations	31 of March 2016
38, 39	Further develop benefit policies in order to provide solutions for tax deduction to help the personnel fund training courses. Organize internal courses to properly handle diversity, discrimination and gender issues, and to form group leaders on these matters, and towards a balanced recruitment policy.	Human Resources	30 of June 2016

Summary of the calendar

Target date	Description of the action
31 of March 2016	Information on regulations on safety and health condition in work environment will be made available to the staff in the internal public folder.
31 of March 2016	Further define the role of the supervisors of early stage researchers, to be included in regulation for predoc and for undergraduate students.
30 of June 2016	Follow improving communication actions and outreach activity programs. Advertise on institutional web page and institutional social networks those

	activities.
30 of June 2016	Prepare a gender and discrimination issue toolkit with all legislation related with discrimination and diversity, detailed information on existing policies in CTTC, rights for conciliation of family and professional life, etc.
30 of June 2016	Further develop benefit policies including: parental benefit, tax deduction policies, transportation tickets, training which can be deduced by taxes, EU pension plans, like RESEAVAR, etc.
30 of June 2016	Further establish a complain policy. Include it in the internal regulations of CTTC [4].
30 of June 2016	Further develop benefit policies in order to provide solutions for tax deduction to help the personnel fund training courses. Organize internal courses to properly handle diversity, discrimination and gender issues, and to form group leaders on these matters, and towards a balanced recruitment policy.
30 of September 2016	Implement a policy for Open Access dissemination of the outputs of the research, according to the recommendations of H2020.
30 of September 2016	Update of recruitment policy to take into account gender issues
30 of September 2016	P10 procedures will be further improved according to the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers. In addition, they will be further updated to take into account discrimination and gender issue new policies
30 of September 2016	Further develop internal policies and procedures towards the host of visiting researchers at all stages of their career. Add an explicit link to EURAXESS portal in CTTC institutional web page
31 of December 2016	P10 procedures will be further extended in order to include more details on the selection procedures to follow for temporary staff.
31 of December 2016	P10 procedures [3] will be further extended to include recommendations for the selection of committees, assuring e.g. a gender balanced selection.
31 of December 2016	Written practises regarding the ownership of R&D results and rights.
31 of December 2016	Annual diagnostic on gender and discriminatory issues to include in the annual report for the Patrons.
31 of March 2017	Further develop internal communication policies about organization of events, PhD thesis defences, new people joining CTTC, etc.
31 of March 2017	Compile a code of best practices in research
30 of June 2017	The new recruitment policy should be further elaborated taking into account transparency aspects, and the information that the candidates have to receive during the recruitment process. The institutional web page, will be updated with this information, in the section related to transparency. An explicit link to EURAXESS web pages where all CTTC openings are published, will be included in the institutional web page.
30 of June 2017	Further develop written rules and procedures about undergraduate and

	Master thesis students.
30 of September 2017	The new recruitment policy will be made openly available through the institutional web page.
30 of September 2017	P10 procedures [3] will be further extended to include recommendations on the judging merits - considering also gender and discriminatory issues - to be considered in the evaluation process. P10 procedures [3] will be further extended to include appropriate recommendations on mobility programs. P10 procedures [3] will be further extended to include further developed written rules for the recruitment of post-docs and temporary staff.
30 of September 2017	The details of the job advertisement policy that is already carried out at CTTC will be included in the internal procedures and openly published in the institutional web page, together with the newly generated recruitment policy.
30 of September 2017	Revise all official documentation and institutional web page to see if it is written in neutral language. Include in communication and dissemination actions participation of minority communities, such as e.g. women, etc.
31 of December 2017	Study how to offer coaching and career advice support to researchers.
31 of December 2017	Annual diagnostic to include in the annual report for the Patrons.
Continuous action January 2016-December 2017	Further improve and update MUSSOL [3] procedures, according to the actions defined by the Human Resources Strategy for Researchers.
Continuous action January 2016-December 2017	Yearly update productivity policies regarding dissemination and exploitation of results and other aspects. Distribute to the staff documents for their information on that respect.

This Action Plan was approved by the Direction Committee on 09/11/2015.

4. Publication of Action Plan in the Website of CTTC and application for the logo for Excellence in Human Resources in Research

Once the Action Plan has been developed and approved by the Direction Committee it will be made public by including it on the CTTC's website.

The next step was to contact the EC in order to request an evaluation of CTTC towards achieving the Excellence in Human Resources certification.

5. Future steps: implementation of Action Plan and monitoring

The next steps will be the implementation of the different points in the Action Plan and the continuous monitoring of the implementation of the C&C points in CTTC. If any

room for improvement is found during the monitoring, the Action Plan will be updated accordingly.

Internally at CTTC a monitoring work group will be set up to perform the day-to-day control of the implementation of the Action Plan as well as to suggest improvements to it. The work group will be formed by representatives of the different staff categories at CTTC and will keep a gender balance.

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