

ACTION PLAN FOR THE IMPLEMENTATION OF THE HRS4R AT ICFO

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1. DESCRIPTION

ICFO-The Institute of Photonic Sciences is a centre based in Barcelona, devoted to the research and education of the optical and photonic sciences, at the highest international level.

In 2002, the Government of Catalonia and the Technical University of Catalonia · Barcelona Tech launched ICFO as a research centre that aims to advance the science of light and develop advanced light-based technologies, which would create new understanding, new solutions, and new tools to help industry and society at large to tackle today's main challenges. Since its beginnings, ICFO has aimed at providing high-level training and support for outstanding international researchers in different stages of their careers, providing cutting edge facilities as well as a stimulating, international and interdisciplinary environment to help researchers become successful future leaders in both, the academic and industrial worlds.

ICFO currently hosts more than 250 researchers organized in 22 research groups, working in 60 state-of-the-art research laboratories. In addition, researchers have access to a range of shared facilities for nanofabrication, characterization, imaging and engineering. All research groups and facilities are located in a specially designed, 14.000 m²-building situated in the Mediterranean Technology Park in the metropolitan area of Barcelona.

Researchers at ICFO publish in the most prestigious journals and collaborate with a wide range of companies around the world. The institute runs a vigorous technology transfer program in which more than 30 national and international industries participate. It has also created 5 spin-off companies to date. The institute is generously supported by Cellex Foundation Barcelona, which supports several frontier research projects and programs focused on early-career researchers.

Research at ICFO encompasses four broad thematic areas: nonlinear photonics, quantum photonics, nanophotonics, and biophotonics, with focus on quantum information technologies, nanophotonic devices, remote sensors, optoelectronics, integrated optics, ultrafast optics, biophotonics and biomedical optics. Research is organized in 3 major programs: Light for Health, Light for Energy and Light for Information.

In 2011, the Ministry of Economy and Competitiveness of Spain awarded ICFO the "Severo Ochoa Centres of Excellence" accreditation, aiming to promote excellence of scientific research in Spain, a distinction that has been awarded to the top research centres in the country.

In January 2014, ICFO signed a Declaration of Commitment to the Principles of the "Charter for European Researchers" and the "Code of Conduct for the Recruitment of Researchers". It also committed to work towards the implementation of an "HR Strategy for Researchers" to establish a framework and detailed action plan to be implemented at ICFO with the aim of improving the research experience at the centre.

2. METHODOLOGY

Following EU recommendations for the implementation of HRS4R, the action plan shall be based on an internal self-assessment involving all key-players.

With this aim, a Core Committee for the implementation of the HRS4R at ICFO has been created. The first assignment of the Core Committee was to perform a GAP analysis to identify key actions to be performed. For this, the Core Committee benefitted from the previously established channels and mechanisms of providing information and getting feedback in ICFO.

The second assignment of the Core Committee was to define work committees that will be responsible for implementing the different actions proposed by the Core Committee. Several committees have been in place for some time with the only further necessary action being to include in their assignments specific actions planned in the HRS4R. In other case, where the GAP analysis identified an area where additional feedback mechanisms or monitoring of the processes was needed, a new committee has been created as well as new actions for gathering specific information about relevant questions.

Work Committees continue to address those key actions already identified by the Core Committee, further analysing and proposing new actions within their sphere of competence.

The Core Committee will be responsible for assessing and following-up on the implementation of the HRS4R Action Plan and will propose adjustments if need be, taking into account comments received by the specific committees.

In terms of calendar, we consider that following the recommendations by EU, this document is a two-year HRS4R Action Plan, identifying Work Packages, concrete actions, committees involved and calendar.

After an initial period of two years, the accomplishment of the current Action Plan shall be formally evaluated and a new action plan will be established.

3. HR STRATEGIC OBJECTIVES

After performing the GAP analysis, the following strategic objectives were defined, including the identified key actions which will be addressed with the aim of guiding future improvements in the scope of the HRS4R at ICFO:

- Continuous enhancement of the **Recruiting & Hiring Life-Cycle**, aiming to attract an increasing number of competitive and outstanding candidates for ICFO research positions, as well as to improve the hiring/onboarding experience of selected candidates.
- Continuous enhancement of the **Career Development Plan** for ICFO researchers, with the aim of offering the best opportunities for personal and professional growth and for boosting future careers both in the industrial and academic worlds.
- Continuous enhancement of **Good Practices in Research** at all levels, with the aim of improving the accomplishment of established ethical principles for each discipline, focusing research for the good of humankind and expanding the frontiers of scientific knowledge.
- Continuous enhancement of the **Research Environment** with the aim of providing the most healthy, safe, supportive, respectful, equitable, inclusive, stable, competitive and stimulating environment and thus provide the best possible conditions for top world-renowned research.
- Continuous improvement of the **Information Channels and Admin Work-flows** with the aim of ensuring that ICFO researchers have access to the necessary information in a reliable, professional, and user-friendly environment with optimized admin procedures, automatized as much as possible, making them time-, cost- and environmentally efficient.

4. WORK-PACKAGES TABLES AND WORKPLAN

WP1- DEFINITION OF WORK COMMITTEES

| ACTION | COMMITTEE IN CHARGE | TIME FRAME |
|--|----------------------------|-------------------|
| Action 1. Definition of Work Committees | Core Committee | Q1 |
| Action 2. Provide mechanisms for participation | Core Committee | Q1 |
| Action 3. Define concrete actions within assigned obligations and responsibilities | Core Committee | Q1 |

WP2- STRATEGIC OBJECTIVE: RECRUITING & HIRING LIFE-CYCLE

| ACTION | COMMITTEE IN CHARGE | TIME FRAME |
|---|----------------------------|-------------------|
| Action 1. Audit the processes in place | ARRC | Q3-Q4 |
| Action 2. Evaluate the results from Action 1 | ARRC | Q4-Q5 |
| Action 3. Compile a code of good practices in recruitment | ARRC | Q6 |
| Action 4. Further development of the ICFOJobs admin interface | ARRC | Q6 |

WP3- STRATEGIC OBJECTIVE: CAREER DEVELOPMENT PLAN

| ACTION | COMMITTEE IN CHARGE | TIME FRAME |
|--|----------------------------|-------------------|
| Action 1. Audit career development plan in place | PhDC & PDC | Q2-Q3 |
| Action 2. Evaluate the results from Action 1 | PhDC & PDC | Q3-Q4 |
| Action 3. Strengthen mentorship and feedback mechanisms | PhDC & PDC | Q5-Q8 |
| Action 4. Compile a training plan for researchers on an annual basis | PhDC & PDC | Q5-Q8 |
| Action 5. Assess activities in teaching and coaching | PhDC & PDC | Q5-Q8 |

WP4- STRATEGIC OBJECTIVE: BEST PRACTICES

| ACTION | COMMITTEE IN CHARGE | TIME FRAME |
|---|----------------------------|-------------------|
| Action 1. Audit the current practices and formal recommendations in place | Core Committee | Q3-Q5 |
| Action 2. Compile a “Code of best practices in research” | Core Committee | Q5-Q7 |
| Action 3. Communicate and raise awareness of the “Code of best practices in research” | Core Committee | Q8 |

WP5- STRATEGIC OBJECTIVE: RESEARCH ENVIRONMENT

| ACTION | COMMITTEE IN CHARGE | TIME FRAME |
|--|----------------------------|-------------------|
| Action 1. Further development of the ICFO Gender Action Plan | Core Committee | Q3-Q5 |
| Action 2. Improve actions in terms of non-discrimination of disabled persons | Core Committee | Q3-Q5 |
| Action 3. Data Protection Policy | Core Committee | Q3-Q5 |
| Action 4. Improve the ICFO Health & Safety Service | Core Committee | Q3-Q5 |

WP6- STRATEGIC OBJECTIVE: INFORMATION CHANNELS AND ADMIN WORK-FLOWS

| ACTION | COMMITTEE IN CHARGE | TIME FRAME |
|--|----------------------------|-------------------|
| Action 1. Audit current administrative work-flows and information channels | Core Committee | Q6 |
| Action 2. Improve the existing information channels | Core Committee | Q7-Q8 |
| Action 3. Improve the existing admin work-flows | Core Committee | Q7-Q8 |
| Action 4. Raise awareness of the existence of the Committees | Core Committee | Q2 |
| Action 5. Improve the Onboarding process for newcomers | Core Committee | Q7-Q8 |

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