

# **The Human Resources Strategy for Researchers (HRS4R)**

## **Barcelona Supercomputing Center - Centro Nacional de Supercomputación**



*November 2020*

## 1 Action Plan 2021 -2023

### 1.1. Executive summary

The Barcelona Supercomputing Center - Centro Nacional de Supercomputación (BSC-CNS) is the leading supercomputing center in Spain. It houses MareNostrum, one of the most powerful supercomputers in Europe, and is a hosting member of the PRACE European distributed supercomputing infrastructure. The mission of BSC is to research, develop and manage information technologies in order to facilitate scientific progress. BSC combines HPC service provision and R&D into both computer and computational science (life, earth and engineering sciences) under one roof, and currently has over 700 staff from 50 countries.

BSC-CNS is committed to the 40 principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. In 2013, BSC signed the Declaration of Commitment. With the HR Strategy for Researchers, BSC-CNS wants to keep sustaining the best framework and environment for research excellence, maintaining and improving it by adopting international best practices and high-quality standards.

The "HR Strategy for Researchers" supports research institutions and funding organizations in the implementation of the Charter & Code in their policies and practices. The concrete implementation of the Charter & Code by research institutions will render them more attractive to researchers looking for a new employer or for a host for their research project. Funding organizations implementing the Charter & Code principles will contribute to the attractiveness of their national research systems and to the attractiveness of the European Research Area in general. The logo "HR Excellence in Research" identifies the institutions and organizations as providers and supporters of a stimulating and favorable working environment.

In 2015, BSC received the European Commission's Human Resources Strategy for Researchers (HRS4R) award, which recognizes BSC's commitment to the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, and furthermore commits BSC to an Action Plan to improve its capabilities and performance across a wide range of training, recruitment and gender issues.

In April 2017, we submitted the interim assessment and we received the following feedback from the external assessors: The organization is progressing with appropriate and quality actions as described in its Action Plan. There is evidence that the **HRS4R is further embedded**.

With this news, we kept up with our plan implementing the actions designed in the project plan 2017 – 2020.

In 2020, we have been working on the renewal assessment and the design of the new project plan for 2021 – 2023.

In order to do this, we did a survey in May 2020, asking how BSC complies with the European norms/principles, 44% of all BSC staff participated.

Then we analyzed the results of the survey with 7 focus groups representing all professional levels and departments of the organization, in the focus group meetings appeared ideas and proposals for the new actions for 2021 -2023:

- Research Engineer
- PhD Students
- Postdoctoral Researchers
- Team Leaders
- Support Staff
- Equality Committee
- Works Council

The HRS4R steering committee gathered all the information and designed the project plan for 2021 -2023, which was approved by the executive board on the 27<sup>th</sup> of November 2020.

The proposed HR Strategy is based on the HR Vision and HR Strategic Objectives below:

### **HR Mission**

BSC-CNS recognizes that the researchers from all areas and levels, and the support staff are essential contributors and the key players for the science success at national and international level. BSC wants to promote a challenging work environment where equal opportunities, ethics & integrity, work-life balance, career prospects and the best work conditions are met.

### **HR Vision**

The BSC vision for 2023 is the following: The next several years will see an impressive wave of growth in High Performance Computing (HPC), Storage and Data Science, with the inclusion of Artificial Intelligence (AI), in its transition to exascale. BSC-CNS is committed to being a part of this wave, taking leadership in associated cutting-edge research and in providing the best possible services within the Spanish and European research and innovation system.

The HR vision is aligned with this, in order to succeed in this challenge; the HR initiatives will provide excellent global services, policies and plans. Giving, more than ever, agility to cope with this complex and uncertain context.

### **HR strategic Objectives**

The main HR strategic objectives for 2021 – 2023 are:

- To be the best HR Department for BSC, knowing and understanding all the issues that researchers and support staff have, being as close as we can to Science, foreseeing future weaknesses and preventing them. Being flexible and fast players taking decisions and implementing actions due to the VUCA environment where we are living (For instance Covid19 management). All of that delivering the best services with high quality to all the BSC staff and stakeholders.
- To design and implement the appropriated HR policies and procedures in order to provide the best work environment where equal opportunities, ethics & integrity, work-life balance, career prospects and the best and safest work conditions are met.
- To ensure the attraction and retention of international top talent, following the Open, Transparent and Merit-based recruitment practices.

- To help the organization to make decisions providing useful KPI's, scorecards, surveys, and analysing correlations and causes, increasing the degree of HR intelligence by 2023, hitting and overcoming the Boudreau's wall<sup>1</sup>.
- To support the career development inside and outside the Organization, guiding the researchers through their next professional steps.

## **1.2. Action Plan**

The action plan has been defined in an **inclusive and open process, involving several focus groups and the steering committee with representatives from all research professional categories, areas and roles.**

This action plan is committed to the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers and the actions proposed will take place during 2021 to 2023, after this period the action plan will be reviewed by an External Committee which will carry out the Assessment audit, and BSC will adjust if necessary the action plan, and propose new actions for the subsequent 3-year period. Every 3 years the external impartially and independence evaluation will be done in order to ensure that the HRS4R logo could be used as a proof of BSC HR practices.

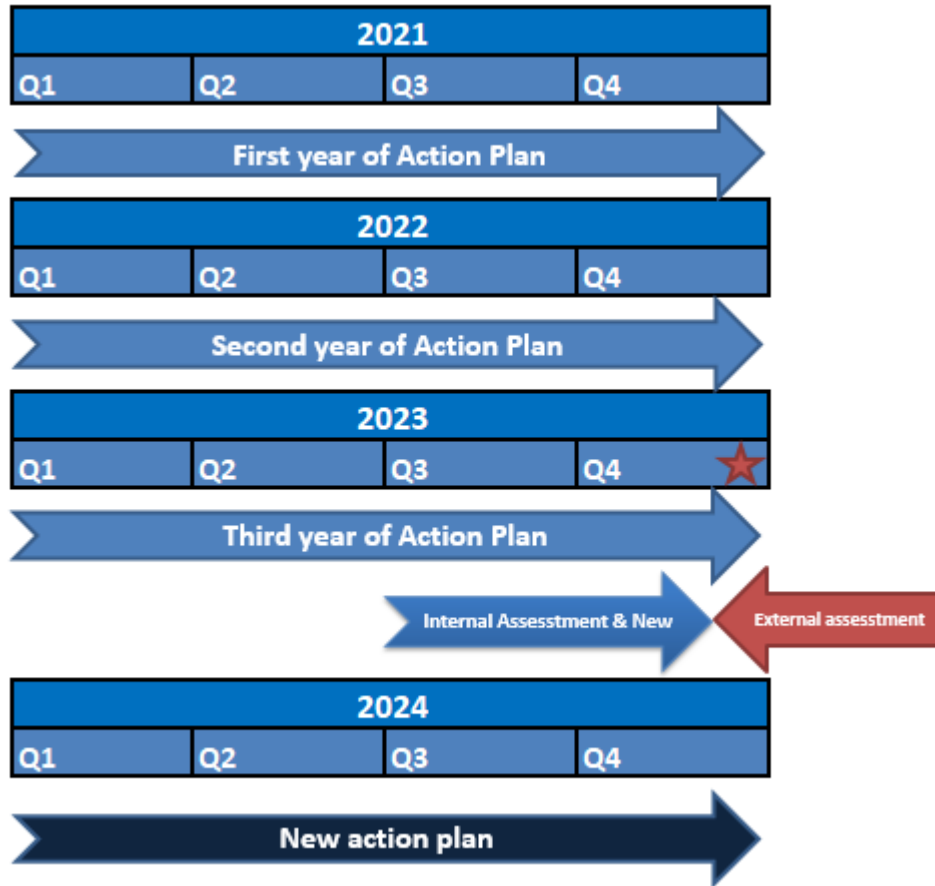
The BSC-CNS action plan was approved by consensus by the Executive Board on the 27<sup>th</sup> of November 2020. It is an extensive and ambitious project which highlights are the following ones:

- **Consolidate the open, transparent and merit-based (OTM-R) guidelines in all recruitment processes**
- **Foster the awareness of regulations (internal or at European or national level) and the internal communication**
- **Continuous improvement of the career development (From Training, performance evaluation to career guidance)**
- **Strengthen the Gender activities boosting the equal opportunities**

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<sup>1</sup> AIHR analytics: Tearing down the second wall in HR Mischa Masthoff [online] Available from: <https://www.analyticsinhr.com/blog/tearing-down-the-second-wall-in-hr/> [Accessed November 15th October 2020]

Timeline:



Action Plan:

Action Plan 2021 - 2023				
I. Open, Transparent and Merit-based Recruitment				
Action	Responsible	New Action or Continuation	Time frame	Indicator
OTM-R continuous improvement	HR, Education & Training, Recruitment panels	EXTENDED	2021-Q4 2022-Q4 2023-Q4	Updated information on Intranet and website Recruitment report every year One training actions per year for BSC recruiters

II. Ethical and professional aspects				
Action	Responsible	New Action or Continuation	Time frame	Indicator
BSC's mission, vision and values: Reaching out the BSC community	Board of Directors and HR	NEW ACTION	2021-Q2	Documentation and dissemination of the new documents - brochure
Equal opportunities and diversity plan renewal - 2021 -2023	BSC Equality and Diversity commission	EXTENDED	2021-Q3	Documentation and dissemination of the new plan. Report on the specific actions implemented
Scientific female figures recognition and visibility	LS department, Communication and Education & Training	EXTENDED	2021-Q4 2022-Q4 2023-Q4	Documentation of the actions done. 4 seminars per year with female figures
Reaching out the schools (Crazy for supercomputers initiative)	Communication	EXTENDED	2021-Q4 2022-Q4 2023-Q4	Annual report Public information in the website <a href="https://www.bsc.es/discover-bsc/computing-with-you/visits-for-primary-school">https://www.bsc.es/discover-bsc/computing-with-you/visits-for-primary-school</a>
Female researcher figures visible in outreach activities	Communication	EXTENDED	2021-Q4 2022-Q4 2023-Q4	Public information in the website <a href="https://www.bsc.es/discover-bsc/computing-with-you/we-are-young-women-researchers">https://www.bsc.es/discover-bsc/computing-with-you/we-are-young-women-researchers</a> <a href="https://www.bsc.es/discover-bsc/computing-with-you/visits-for-">https://www.bsc.es/discover-bsc/computing-with-you/visits-for-</a>
Global Internal communication review and improvement	Board of Directors and Communication	NEW ACTION	2022-Q1	Documentation and dissemination of the updated communication plan
Increase of better understanding of information on public regulations and internal normative and procedures	HR and Communication	NEW ACTION	2022-Q1	Internal training sessions to present new regulations 3 per year
Prepare a Procedure of Conflict Management in BSC	Board of Directors and HR	EXTENDED	2022-Q3	Documentation and dissemination of the new procedure.
Implementation of a Legal portal in the intranet	Legal unit	NEW ACTION	2023-Q1	Documentation and dissemination of the new legal portal in the intranet
Implementation of internal audits	Board of Directors	NEW ACTION	2023-Q2	Documentation registration of the internal audits 1 audit every 3 years
Preparation of the Code of good practices	Board of Directors and HR	EXTENDED	2023-Q3	Documentation and dissemination of the new procedure.

III. Working conditions and social security				
Action	Responsible	New Action or Continuation	Time frame	Indicator
Tickets management system implementation in HR	HR	NEW ACTION	2021-Q1	Communication to all BSC staff about the system. Annual report with statistics on ticketing requests
Checking the temperature: Work environment surveys every 6 months	HR	NEW ACTION	2021-Q1	Surveys reports published
Implementation measures in order to improve the Relocation process to Barcelona for BSC staff	HR	EXTENDED	2021-Q4	Documentation and dissemination of the new services, and agreements
New cofund project proposal: PhD for AI Dual appointments in 2 different groups of different departments	Board of Directors, PMO, HR and Education & Training	NEW ACTION	2022-Q1	Documentation of the preparation and presentation of the new proposal.
Employee Experience Survey to EX BSC staff: BSC Folks	HR	NEW ACTION	2023-Q1	Survey report
Buddy program: Welcoming new members to BSC community	HR	NEW ACTION	2023-Q1	Documentation and dissemination of the new programme. Annual report with statistics
Creation of a Group Leader/Senior Scientist advisory committee	HR and Education & Training	EXTENDED	2023-Q1	Documentation published in the intranet
Fostering the creation of a PhD Committee	HR and Education & Training	NEW ACTION	2023-Q1	Documentation published in the intranet
Wellbeing programme	Health & Safety	NEW ACTION	2021-Q4 2022-Q4 2023-Q4	Documentation and dissemination of the programme KPIs of the actions per year (minimum 3 actions)
Compensation plan documentation and dissemination: Increasing transparency	HR	NEW ACTION	2023-Q3	Documentation and dissemination of the compensation plan in the intranet



IV. Training and Development				
Action	Responsible	New Action or Continuation	Time frame	Indicator
Implementation of Individual online training actions	HR	NEW ACTION	2021-Q2	Annual report in training activities including these actions
Research career plan update	Board of Directors and HR	EXTENDED	2022-Q1	Documentation and dissemination of the updated career plan
Leadership programme 4.0: Adjusted training actions for leaders	HR	EXTENDED	2022-Q1	Documentation and dissemination of the new programme. Annual report with statistics 4 training actions per year
Early researchers training plan: A learning path established to accompany during the PhD	Education & Training and HR	EXTENDED	2022-Q1	Documentation and dissemination of the new programme. Annual report with statistics 4 training actions per year
Implementation of Training actions done by BSc staff: Taking profit of our hidden expertise	HR and Education & Training	NEW ACTION	2022-Q2	Documentation of the actions done. A minimum of 3 training actions per year done by internal personnel
Improvement of the Performance & Appraisal process	HR	EXTENDED	2022-Q4	Documentation and dissemination of the P&A programme Annual report with statistics of people following it. Increase of participation of 15% per year
Pilot Mentoring programme	Education & Training and HR	NEW ACTION	2023-Q2	Documentation and dissemination of the new programme. Annual report with statistics
Creation of the career advise service at BSC	HR, PMO, Education & Training	NEW ACTION	2023-Q4	Documentation and dissemination of the new service. Annual report with statistics