



COMPUTER VISION CENTER

HUMAN RESOURCES STRATEGY FOR RESEARCHERS

IMPROVED ACTION PLAN Q3-2021 – Q3-2024 and GAP ANALYSIS

1. Executive Summary

The Computer Vision Center (CVC) is a non-profit institution founded in 1995 by CIRIT (Consell Interdepartamental de Recerca i Innovació Tecnològica), CIDEM (Center d'Innovació i Desenvolupament Empresarial) and UAB (Universitat Autònoma de Barcelona).

It hosts approximately 100 researchers including scientists, PhD students, and post-docs from all over the world that have been selected for their excellent curriculum and who in return, have chosen the CVC because of its prestige and national leadership in this field. Prove of its growing prestige is the number of publications and projects. CVC's mission is to carry out research of renowned quality and international impact, to transfer knowledge towards companies and society, and to train high-level scientists.

In July of 2013, the CVC signed its commitment to the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (Charter and Code). On April 2018, the European Commission renewed our HRS4R award. However, the EC informed us that several aspects needed to be corrected in order to renew the award. During this time, we have dedicated ourselves to disseminate and embed the HRS4R award within our personnel, considering all the suggestions and comments from the Interim review.

The report from our Interim review commented that there was a lack of evidence of our efforts to embed the HRS4R within our institution. Basically, our website did not reflect the actions made to introduce the HRS4R in the CVC. We have worked hard to improve this. Now all the information is available in three languages. All those documents that are not public, but of interest to our personnel, can be found in a folder dedicated to HRS4R in our intranet.

We have also implemented our OTM-R checklist, aligning our recruitment process to the OTM-R standards.

1.1. HR Vision

The CVC believes that its personnel reflects the center itself. Therefore, if they excel personally and professionally, the CVC also excels as an institution. Hence the CVC strives to recruit the best personnel and offer the best possible conditions so researchers can develop their work under equal opportunities, with the highest ethical standards, and a balance between their personal and professional life.



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1.2. HR Objectives

1. Promote and enhance recruitment policies to attract top talent and train the next generation of scientists.
2. Provide a positive work environment that builds on the principles of equal opportunities and work-life balance.
3. Support talent through career development, including guidance to researchers looking for their next professional step inside and beyond the CVC.
4. Develop an integrated set of transparent HR policies and Code of Conduct to ensure ethical integrity at all levels throughout the CVC.
5. Deliver high quality and professional HR services to the CVC community.

1.3. Context

CVC is a research Center whose personnel come from different backgrounds, being the most representative two types of personnel: researchers who are recruited by the CVC, and those who are appointed to the CVC but are recruited by other universities (mostly from the Universitat Autònoma de Barcelona, but not exclusively).

In this particular structure, research personnel recruited by the university are expected to follow and respect those guidelines and regulations established by the university. However, the CVC is also part of the university's community and hence, CVC takes advantage of these internal regulations and applies them to its own research personnel. Specifically, the CVC takes advantage of the UAB's Code of Good Practice of Research and the Code of Good Practice of the Doctoral School.

Since having the HRS4R award, the CVC started to create its own written internal rules and control mechanisms that reflect the different backgrounds of its researchers, such as our Equality Plan, the Career Development Plan, or our OTM-R Recruitment Process among others. Moreover, these documents reflect the added value of working at the Center. In this sense, the CVC is aware of the need to clearly identify the benefits of belonging to the CVC with regards to the development of the professional career, as well as a transparent assessment of the outcomes of CVC researchers (both recruited by the CVC or appointed to the CVC) in order to acknowledge the excellence in their research tasks.

1.4. Definition of the Action Plan

The process of defining the action plan involved an internal working group, meetings with representatives from different research professional categories and a staff meeting with all researchers of the CVC (the Center has approximately 100 researchers of all categories, hence it is feasible to hold a meeting in which everyone can participate).



The working group revised the actions that were proposed in our Interim review and brainstormed to see the aspects that could be improved or new actions that could promote the embedding of the HRS4R in the CVC. The working group consisted of 5 people including both researchers and administrative personnel.

Taking advantage of the R+D meetings (which are for all research personnel, except R1), as well as the Personnel Representative Committee meetings (representatives of every department of CVC, even administrative staff), all personnel was briefed and ask for suggestions and comments regarding the Gap Analysis. After gathering all the feedback, the new action for Q3 2021 - Q3 2024 was created.

2. Internal Gap Analysis (Updated 06/2021)

L1	Spanish Law 14/2011, of Science Technology and Innovation
C1	Code of Good Practices in Research - UAB
C2	Code of Good Practices in the UAB Doctoral School
C3	Code of Good Practices - CERCA

2.1. Ethical and professional aspects

1. Research freedom

Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices. Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational **constraints**, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.

Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required
L1- Art. 14 a), b), f)	C3	Since 2018 the CVC abides to the Code of Good Practices from the CERCA.	None

2. Ethical principles

Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics

Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required
L1- Art. 10, 15	Z1/C3	CERCA's Code of Good Practices	We gather the main documents related to ethical principles and made a list with the ones related to the center. It is now included in the HRS4R and included in the intranet.
3. Professional responsibility Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere. They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted. Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.			
Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required
L1-Art. 15	C1/C2	CERCA's Code of Good Practices	None
4. Professional attitude Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided. They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.			
Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required
L1-Art. 6		Researchers help in the definition of the strategic roadmap by participating in thematic clusters	None
5. Contractual and legal obligations Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc) as set out in the terms and conditions of the contract or equivalent document.			

Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required
L1-Art.21	Appointment agreements IPR agreement (template)	In December 2020 we have renewed the appointment agreement with the UAB. With the UB it is still under negotiations. By default, all agreements with companies now include an NDA in which the IPR is defined. If there's exploitation of results, a separate exploitation of results agreement is signed by the parties.	
<p>6. Accountability Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees. Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.</p>			
Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required
L1-Art. 15	Research statement (RS) Coneix (ERP software)	In 2018 the Research Projects Office (RPO) was created. One of the responsibilities of the office is to ensure that researchers make an efficient use of resources according to the law and accountability rules. CERCA's Code of Good Practices The Research Statement is a personal commitment of each researcher related to his/her goals. Research outcomes are accessible to everyone.	CVC Scientific Advisory Board (SAB) to assess the research statement

7. Good practice in research

Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.

Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required
EU general data protection regulation 2016/679 (GDPR) Spanish Law 3/2018 on Personal Data Protection and Digital Right Guarantees Spanish law 34/2002 on Services of the Information Society and Electronic Commerce	Personal Data Protection system Risk Prevention Plan CVC Contingency and Re-Entry Plan Measures due to the Sars-Cov-2	External advisor provides and revises the fulfilment of the CVC Personal Data Protection system. All the staff and external partners sign the corresponding IMP-273 'Information, consents and obligations on the privacy and information security' agreement. We are currently updating the Risk Prevention Plan We continue to provide data back-up services for all staff.	None

8. Dissemination, exploitation of results

All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.

Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required
L1-Art.15.c	C1/C2 Publications and technology transfer actions are posted in our website	The website has been improved, and a specific Outreach website has been also created. The KTT unit is working on a new strategy.	Launch of the new website in Q4 2021 Define and implement a proper KTT strategy linking research and technological transfer, identifying internal value and external opportunities. Define in Q1 2022

9. Public engagement

Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby

improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.

Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required
L1-Art.15.c	C1/C2 CVC has accounts in Twitter, Facebook and Youtube. All activities are posted in the website	We have strengthened our presence in social media. Our website has a webpage dedicated to disseminating all the activities the CVC has participated (seminars, conferences, fairs, outreach programs for undergrad students, etc. http://www.cvc.uab.es/outreach/	None, but continue to update our information on this regard.

10. Non discrimination

Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.

Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required
Spanish Law 31/1995 of Prevention of Occupational Risks Spanish RD 901/2020 of regulation and registration of equality plans Spanish RD 902/2020 of equal-pay principle for men and women.	Equality Plan	We are updating our Equality Plan and working on new protocols: (i) Protocol for dealing with, preventing and eradicating workplace harassment at CVC, (ii) Psychosocial risk evaluation An Equality Committee has been created and includes personnel from all levels.	Plan to be finished in Q3 2021 Implementation of the 4-year plan Q4-2023 in the scope of the HRS4R evaluation

11. Evaluation/ appraisal systems

Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee.

Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required
	CVC score Research statement	Evaluació CERCA assesses the performance of the Centre. Research statement represents the commitment of the researcher for a 3-year term. Follow up by CVC Scientific Advisory Board	Assesment by CERCA Q4 2021 Deploy evaluation methods with explicit targets (CVC Sore) done in Q1 2018 Renew the CVC SAB by Q4 2021 Define incentive program according the Strategic Plan Q2 2022

2.2. Recruitment

<p>12. Recruitment Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning at their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.</p>			
Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required
L1-Art. 16		We already have developed our recruitment guideline, placed in the intranet, in accordance with the OTM-R guidelines.	none
<p>13. Recruitment (Code) Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.</p>			
Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required
	Individual international calls template	Recruitment Guideline. We post our job offers in our website	None

		and Euraxess and other specific platforms.	
14. Selection (Code) Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained should be realistic.			
Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required
L1-Art. 16		We comply with the established regulations, depending on the position that is being offered.	
15. Transparency (Code) Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.			
Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required
L1-Art. 16.2b		A short report made by the Scientific Advisory Committee is provided to candidates for research positions.	None
16. Judging merit (Code) The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.			
Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required
		Candidates' merits are evaluated following widely accepted criteria based on	Update document Recruitment Guideline and the OTM-R guidelines.

		publications and participation in projects, as well as leadership skills	
<p>17. Variations in the chronological order of CVs (Code) Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.</p> <p>18. Recognition of mobility experience (Code) Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.</p> <p>19. Recognition of qualifications (Code) Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.</p> <p>20. Seniority (Code) The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.</p> <p>21. Postdoctoral appointments (Code) Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.</p>			
Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required
		OTM-R guidelines are published	None

2.3. Working conditions and social security

<p>22. Recognition of the profession All researchers engaged in a research career should be recognized as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral</p>
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candidate, postdoctoral fellow, civil servants).

Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required
L1-Art.14		The Center recognizes its researchers as professionals at any levels of their career. We have updated our Career Development Plan, which is now in the HRS4R webpage.	None

23. Research environment

Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.

Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required
L1-Art.14		The center does different activities: Reading groups Seminars Workshops Social events as the CVC-RD conference CVCRD2020 (uab.cat)	After COVID19, CVC will have to reactivate the social component.

24. Working conditions

Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, *inter alia*, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.

Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required
L1-Art. 14		There are several potential ways of working at the CVC, allowing researchers to choose the most convenient modality, with diverse intensity of home-work.	None

25. Stability and permanence of employment

Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the *EU Directive on Fixed-Term Work*.

Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required
L1-Art. 25		-	

26. Funding and salaries

Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.

Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required
L1-Art. 25		Salaries are categorized and standardized. The information is available to everyone on the intranet and the HRS4R webpage. We created a document summarising our working conditions, including the Remuneration policy	Done

27. Gender balance

Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.

Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required
		We are currently revising our Equality Plan. Soon we will have a new one. We have an Equality Committee that works towards these objectives.	- Presentation of the new Equality Plan Q3 2021

28. Career development

Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.

Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required
L1-Art.28	CVC's Strategic Plan includes a Personal Research Statement in the context of leadership of Lines of Excellent Research.	Specific career development strategies are not developed within the framework of human resources management, but individually in the context of mentors. The SAB will provide specific feedback on the career development for CVC researchers.	Fully renew the SAB Q4 2021 Define and Implement a mechanism for regular annual evaluation by the SAB of the Personal Research Statement Q4 2022.

29. Value of mobility

Employers and/or funders must recognize the value of geographical, intersectorial, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.

Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required
		Researchers of all levels at the center: Do internships with companies Work in trans-disciplinary research groups Do research stays	None

30. Access to career advice

Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.

Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required

		The center offers: Innovation labs for the creation of spin-off companies Doctoral committees Support for ERC grant proposals	Give advice in the regular assessments to researchers in accordance to their CVC score.
31. Intellectual Property Rights Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.			
Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required
L1-Art.14	- C1 - IPR agreement template	Our agreements include a IPR clause.	None
32. Co-authorship Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc, or to publish their own research results independently from their supervisor(s).			
Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required
	- C1	Co-authorship is a welcomed practice. However, there is not a unified strict policy on how to sign the papers, following the general criteria of the Computer Science community In general, when the different authors have made equal contributions, they appear in alphabetical order.	None
33. Teaching Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities. Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the			

evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.

Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required
		Teaching is common practice among researchers of all levels	Promote the participation of the researchers in the new AI degree participated by the CVC Q4 2022.

34. Complains/ appeals

Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.

Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required
	Complains for the research field are systematically addressed to the ombudsperson at CERCA.	Complaints were addressed directly by the Direction. Now we wrote a guideline on how to proceed in case of a complaint.	HR responsible person was appointed to be in charge of addressing complaints and/or suggestions. Q2 2021

35. Participation in decision-making bodies

Employers and/or funders of researchers should recognize it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.

Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required
		All researchers participate in regular R&D meetings in an open assembly. All CVC staff is represented at the Personnel Committee. There are monthly meetings to discuss relevant issues Researcher regularly participate in the roadmap for the implementation of the strategic plan	Roadmap co-creation workshops are taking place regularly. Q4 2023

2.4. Training

36. Relation with supervisors

Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.

37. Supervision and managerial duties

Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.

39. Access to research training and continuous development

Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, take up and effectiveness in improving competencies, skills and employability.

40. Supervision

Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.

Relevant legislation	Existing Institutional rules and/or practices	Current situation	Actions required
		<p>The center believes that a good relation between PhD students and their supervisors is one of the most important things when pursuing a doctorate. Hence, the center has always recommended to PhD students and supervisors to meet on a regular basis. Supervisors devote a good deal of time to their students so they can finish their doctorates.</p>	None

3. IMPROVED ACTION PLAN JUNE-2021 JUNE-2024

Action	Status	Timing	Responsible Unit	Indicator(s) / Target (s)
<p>Compilation of all the existing documents, including the revision of procedures such as welcome pack, complaint address, data backup, building evacuation, etc.</p> <p>This is a dynamic process that includes all the new documents generated</p>	Extended	Ongoing	Associate director, General Manager	Files accessible in the intranet, and publicly web pages if suitable.
<p>Appointment of a responsible persona as the HR reference point</p> <p>Create an anonymized tool to facilitate the submission of complaints as well as a guideline</p>	Extended	Q4 2022	HR Department, IT Department	Appointment of the ombudsperson and presentation of the tool and guideline
<p>Qualitative and quantitative assessment of the Research Statement for every researcher, through the Scientific Advisory Board</p> <p>The Research statement and the CVC score were implemented in 2018, but a proper follow-up by the SAB will be implemented.</p>	Extended	Ongoing	SAB	Assessments provided by the SAB
<p>New CVC website and Outreach section</p> <p>The new website will be directly accessing the ERP system and sharing corporate image with the Outreach section.</p>	New	Q4 2021	Marketing and Communications Department	New website. Outreach section
<p>KTT strategy for efficient technology vigilance</p> <p>Researchers at CVC will have the chance to increase the social impact of their research through valorisation actions</p>	New	Q1 2022	KTT Department	Document with the new strategy
<p>CVC Equality Plan in 2021</p> <p>CVC already has an equality plan, but it is outdated and it has to be in accordance to current regulations.</p>	New	Q3 2021	HR Department	Updated Equality Plan

Action	Status	Timing	Responsible Unit	Indicator(s) / Target (s)
<p>Protocol for dealing with, preventing and eradicating workplace harassment at CVC</p> <p>As a relevant component, CVC researchers will enjoy a safe and trustworthy environment.</p>	New	Q4 2021	General Manager, HR Department	Document of the new protocol
<p>Psychosocial risk evaluation plan</p> <p>A healthy environment at work is also comprising the identification of potential physiological risks</p>	New	Q4 2021	General Manager, HR Department	Document of the new plan
<p>Document on Remuneration policy</p> <p>Salaries and bonuses/acknowledgment for excellence in the research task</p>	New	Q3 2021	General Manager, HR Department	Document of the new policy To be approved by the Board in its next meeting
<p>Post-COVID re-activation of the social component at CVC</p> <p>After the COVID crisis it is necessary to implement a number of social events to re-activate the CVC spirit and attract the researchers that spent more than one year working online.</p>	New	Ongoing	Communication	Social events
<p>Researchers will participate in the CVC roadmap aligned with the implementation of the CVC Strategic Plan.</p> <p>The roadmap will define the priorities in the strategic plan for resources, stakeholder mapping, computation infrastructures, etc.</p>	New	Ongoing	RPO + Direction	Strategic actions co-designed with the CVC researchers (applications to projects, new infrastructures, strategic partnerships and alliances, etc.)
<p>Mentoring and accompaniment for Researchers at all levels to apply to ERC grants</p> <p>Both for initial and consolidated grants</p>	New	Ongoing	HR Department, Direction	ERC Grants or equivalent achieved in 2021, 2022, 2023 2024
<p>Accompaniment at PhD level through formal and nonformal actions: CVCRD and reading groups</p> <p>CVCRD is the central event at the CVC life, in which the PhDs present their work in a conference style to the senior, receiving feedback and engaging for collaborations. Reading groups are more informal</p>	New	Ongoing	Communication, Direction	Proceedings of the CVCRD on 2021, 2022, 2023, 2024 Papers analyzed at the reading groups
<p>"Bridge Grants Program": CVC grants for linking the Master students to PhD grants or the private sector.</p> <p>The grant program is aimed at provide a 3-6 months bridge for the researchers in R1 and R2 stages since the finishing of their studies to the obtention of a grant, by securing funding and avoiding to have to leave the research career due to financial reasons.</p>	New	Ongoing	Direction, HR Department	Students enjoining the grant. Students developing a PhD after the gran

