



HR EXCELLENCE IN RESEARCH



# ACTION PLAN



	PROPOSED ACTIONS	GAP PRINCIPLE(s)	TIMING	RESPONSIBLE UNIT	INDICATOR (s)/TARGET (s)
1	<p><b>Developing the CIRCE Management Manual.</b></p> <ul style="list-style-type: none"> <li>Action completed.</li> <li>The Management Manual was an in-house document gathering all of the Administration Department's internal procedures with the utmost detail.</li> <li>Preparing the document involved a lot of hard work and dedication, but when it was finally ready for launch it was considered impractical owing to the sheer size of the document, which made it difficult for users to handle and to keep updated. Most administrative processes are currently handled through our internal management system (SIG Endalia).</li> <li>There are guidelines for user management (CIRCE employees) and, in terms of procedures, the most significant ones are described in our quality procedures. Others concerning in-house documentation and users are available on the Employee Portal.</li> </ul>	<ol style="list-style-type: none"> <li>Research freedom</li> <li>Ethical principles</li> <li>Professional responsibility</li> <li>Professional attitude</li> <li>Contractual and legal obligations</li> </ol>	Q1 2018	Administration	SIG (Internal Management System)
2	<p><b>Developing a CIRCE Best Practice Manual / Researcher Code.</b></p> <ul style="list-style-type: none"> <li>Action completed.</li> <li>A Code of Conduct and Best Practice for Researchers has been published on our Employee Portal and on the corporate website.</li> <li><i>The Code of Conduct and Best Practice can be found on the CIRCE website and on the employee portal. It is an active document, meaning that any changes made will be updated on both of the above-mentioned channels. To keep our researchers up to date, we will also announce changes internally via our newsletter.</i></li> </ul>	<ol style="list-style-type: none"> <li>Research freedom</li> <li>Ethical principles</li> <li>Professional responsibility</li> <li>Professional attitude</li> <li>Contractual and legal obligations</li> </ol>	Q1 2018	Administration	<p>SIG</p> <p><i>No. of warnings or breaches of the Code of Conduct per quarter/Total employees</i></p>

3	<p><b>List of collaborations/agreements with other organisations.</b></p> <ul style="list-style-type: none"> <li>Action completed</li> <li>This is a recurring action at CIRCE; we have closed it as we do not consider it to be an action plan.</li> <li><i>This action has been closed as we have changed our in-house management tool. Based on an internal ERP, we decided to set up a specific section for recording the agreements signed each year.</i></li> </ul>	<ol style="list-style-type: none"> <li>Research freedom</li> <li>Ethical principles</li> <li>Professional responsibility</li> <li>Professional attitude</li> <li>Contractual and legal obligations</li> </ol>	4Q 2015	Administration	<p>Intranet (BOOLE) / No. of inputs on the list</p> <p><i>No. of new contracts/collaborations with other entities/organisations per year</i></p> <p><i>No. of new agreements signed with educational institutions per year. Contained in the Annual CIRCE Report</i></p>
4	<p><b>List of applicable regulations/standards.</b></p> <ul style="list-style-type: none"> <li>Action completed.</li> <li>We are closing this action because currently applicable regulations depend on legislators rather than on our internal work. Here at CIRCE we are always up to speed with the latest standards that apply to our work in terms of labour aspects, occupational risk prevention, corporate standards, European Commission rules, etc.</li> <li>We have Department Heads in charge of each of these areas and it is their duty to keep up with the regulations."</li> </ul>	<ol style="list-style-type: none"> <li>Research freedom</li> <li>Ethical principles</li> <li>Professional responsibility</li> <li>Professional attitude</li> <li>Contractual and legal obligations</li> </ol>	4Q 2015	Administration	SIG / No. of inputs on the list
5	<p><b>Technological Vigilance Procedure.</b></p> <ul style="list-style-type: none"> <li>In progress.</li> <li><i>The Area Managers have delivered a series of information sessions on how to manage technological surveillance in various fields of specialisation. This helps to keep us up to date and able to come up with innovative solutions. Reports are saved on our in-house KMS tool. This information enables us to provide greater quality in the innovations we share with clients.</i></li> </ul>	<ol style="list-style-type: none"> <li>Professional responsibility</li> </ol>	4Q 2023	Technical Managers	<p>Intranet / Compliance with the Technological Vigilance Plan</p> <p><i>No. of new projects per year compared to previous years</i></p> <p><i>No. of technologies used per year by CIRCE when working together to improve technological surveillance</i></p>

6	<p><b>Monitoring annual objectives.</b></p> <ul style="list-style-type: none"> <li>Action completed.</li> <li>This action does not apply to the HR seal</li> <li><i>Annual researcher goals are not included in the Action Plan. These goals are recorded in a separate tool where development interviews are held with their supervisors on a yearly basis.</i></li> </ul>	3. Professional responsibility	4Q 2015	Management	Intranet / Objective fulfilment %
7	<p><b>End of the period to implement the effort management tool.</b></p> <ul style="list-style-type: none"> <li>Action completed.</li> <li>Implementation of the effort record was completed and further improved using a software tool. The record was formerly kept manually by each employee."</li> <li><i>We used Excel to manage our researchers' input up until 2021, when the in-house tool Heracles was developed. Together with our internal ERP called SIG, this helps to avoid potential deviations when allocating tasks to researchers.</i></li> <li><i>The tool is currently still used by all researchers working on CIRCE projects.</i></li> </ul>	4. Professional attitude	4Q 2015	Administration	<p>SIG / No. of projects implemented using this tool</p> <p><i>No. of projects using the old input tool (Sheets)</i></p> <p><i>No. of projects using the Heracles tool</i></p>
8	<p><b>Implementing project record sheets.</b></p> <ul style="list-style-type: none"> <li>Action completed</li> <li>Project record sheets were created in 2015 and updated in 2021.</li> <li><i>To aid our researchers in recording their input regarding the projects they work on, our IT team developed a specific tool. This meant switching from Excel Sheets to the Heracles tool mentioned in Action 7. This all helps our researchers to keep organised and plan their innovation efforts within the Technology Centre.</i></li> </ul>	4. Professional attitude	November 2016	Quality Coordinator + Project Heads	SIG / No. of projects managed using the record sheet system.

9	<p><b>Updating the clauses of NDAs.</b></p> <ul style="list-style-type: none"> <li>• In progress.</li> <li>• Work contract annexes from 2016 have been updated. Plus, in 2018 with the new data protection regulation, they were updated once again to include clauses on personal data processing and image rights. The work contract annexes will be revisited at some point in 2021 to improve their clauses.</li> </ul>	5. Contractual and legal obligations	3Q 2021	Legal and People and Talent Team	SIG / No. of new agreements signed
10	<p><b>Preparing the Intellectual Property Management procedure.</b></p> <ul style="list-style-type: none"> <li>• Action completed.</li> <li>• <i>The Market Intelligence Department has been working with an agency specialising in Intellectual Property Management (ISERN) to consider patenting potential ideas or solutions.</i></li> <li>• <i>When a researcher within CIRCE is working on a new solution or developing an idea, they can reach out to the Market Intelligence Department, who will provide them with a report sheet to fill in all of the relevant details. This will then be appraised together with the specialised agency to consider whether they are dealing with a potential new patent or prototype.</i></li> </ul>	5. Contractual and legal obligations	Q2 2016	Legal Team	<p>Intranet / No. of ideas/prototypes assessed internally</p> <p><i>No. of new solutions/innovations proposed per quarter</i></p>
11	<p><b>Keeping an annual activity report.</b></p> <ul style="list-style-type: none"> <li>• Action completed.</li> <li>• Every year we publish the Foundation's Annual Activity Report and, since 2020, we are also publishing a Sustainability Report."</li> <li>• <i>The annual activity report is written and published on a yearly basis. The Annual Report has currently been merged with the Sustainability Report into a single document. This Report is published every year on our website and all CIRCE researchers are informed in our newsletter. These reports can be found on the following link:</i> <a href="https://www.fcirce.es/memorias-anuales">https://www.fcirce.es/memorias-anuales</a></li> </ul>	6. Accountability	June 2016	Quality team	Website / No. of reports published

12	<p><b>Drawing up and approving Financial Statements.</b></p> <ul style="list-style-type: none"> <li>Action completed.</li> <li>Financial Statements are prepared annually, as is the financial audit, which are approved by the Board of Trustees.</li> </ul>	6. Accountability	June 2016	Finance	SIG
13	<p><b>Developing an internal Data Protection Law regulation and management procedure.</b></p> <ul style="list-style-type: none"> <li>Action completed.</li> <li>With the new Data Protection Regulation in 2018, all CIRCE departments adapted to the new standard aided by a project put together by our legal service and data protection experts.</li> <li><i>References made to the year 2018 refer to Spanish Organic Act 3/2018 on Data Protection and the guarantee of digital rights. Since it was implemented, all CIRCE departments work together with the Legal and Data Department to comply with the provisions of the law on data protection.</i></li> </ul>	7. Good practice in research	Q1 2016	Legal	<p>SIG</p> <p><i>No. of sanctions imposed due to non-compliance with the Data Protection Act</i></p> <p><i>No. of agreements signed with entities, organisations and individuals</i></p>
14	<p><b>Developing the Electronic Media Manual.</b></p> <ul style="list-style-type: none"> <li>Action completed</li> <li>This action does not apply to the renewal of the HR Research Excellence Seal.</li> <li><i>We do not know what this manual on Electronic Means refers to. This action was established by former CIRCE staff and we believe it should not be included as we do not know where it came from or how to track it. Nobody in-house has been able to tell us.</i></li> </ul>	7. Good practice in research	Q4 2015	IT	<p>SIG / No. of incidents due to non-compliance</p> <p><i>No. of health benefits implemented for workers</i></p> <p><i>No. of projects carried out within the plan</i></p> <p><i>No. of occupational accidents</i></p>

15	<p><b>Planning prevention activities for trainee Researchers.</b></p> <ul style="list-style-type: none"> <li>Action completed.</li> <li>At CIRCE we have our own Occupational Risk Prevention department that oversees compliance with all currently applicable ORP standards for our Researchers.</li> <li><i>The Occupational Risk Prevention Department is working on various projects, including the "Healthy Company" initiative and the "COVID 19 Safety Commission", each of which involves different actions and tasks to be carried out.</i></li> </ul>	24. Working conditions	September 2016	Health & Safety	SIG + Intranet / Plan completion %
16	<p><b>Controlling and monitoring IT incidents.</b></p> <ul style="list-style-type: none"> <li>Action completed. All requests are made via the SIG. System integrated with and controlled by Endalia ERP. An internal standard states that there can be no more than 5 unresolved requests at any one time.</li> </ul>	7. Good practice in research	4Q 2017	IT	SIG / No. of IT incidents
17	<p><b>Communication Plan.</b></p> <ul style="list-style-type: none"> <li>Action completed.</li> <li>The Communication Plan is drawn up annually for both internal and external communication. We will be working on a specific People &amp; Talent Communication Plan in 2022.</li> <li><i>This action is still in progress because it involves a Communication Plan that will last throughout 2022. These Plans are applied on an annual basis. Therefore, the action goes from "completed" to "extended"</i></li> </ul>	8. Dissemination, exploitation of results	1Q 2016	Communications	<p>Intranet / Communication Plan completion %</p> <p><i>No. of completed actions in the communication plan</i></p>



18	<p><b>Defining capabilities and preparing a Training Plan &amp; Performance Assessment (Director, Managers, Group Managers and Project Leads).</b></p> <ul style="list-style-type: none"> <li>Action completed.</li> <li>2019 saw the first development interviews involving the entire organisation, including competence assessment and setting goals for the year.</li> <li>These interviews are now implemented annually. Manuals are updated every year and Researchers receive related training."</li> </ul>	11. Evaluation/ appraisal systems	4Q 2019	Management and People & Talent	<p>Intranet / Training Plan completion %. (Hours of training)</p> <p>No. of Personal Assessments on performance)</p>
19	<p><b>Updating the job profile description (including capabilities/skills).</b></p> <ul style="list-style-type: none"> <li>Job profile descriptions define the skills required for each post and are available to all Researchers on the Employee Portal.</li> </ul>	<p>12. Recruitment</p> <p>13. Recruitment (Code)</p> <p>14. Selection (Code)</p> <p>15. Transparency (Code)</p> <p>16. Judging merit (Code)</p>	Q1 2016	People & Talent	Intranet / Job profile descriptions
20	<p><b>Facilitating Researcher mobility/exchanges.</b></p> <ul style="list-style-type: none"> <li>The COVID 19 pandemic has limited researcher travel and exchanges. Nevertheless, we would like to propose a plan to encourage mobility once the situation improves."</li> </ul>	<p>18. Recognition of mobility experience (Code)</p> <p>21. Postdoctoral appointments (Code)</p>	2Q 2023	Management & People & Talent	<p>Intranet/</p> <p>No. of CIRCE Researcher days spent elsewhere</p> <p>No. of external Researcher days spent at CIRCE</p>
21	<p><b>Pay Policy.</b></p> <ul style="list-style-type: none"> <li>Action completed</li> <li>Bonus salary items have been eliminated. People &amp; Talent have created a standard pay system for each position and department to make things more even. Pay is reviewed annually and approved by Management. A variable Pay Policy will be launched in 2021.</li> </ul>	26. Funding and salaries	4Q 2018	People & Talent	Intranet / Policy fulfilment %

22	<p><b>Including in-house training in the Training Plan.</b></p> <ul style="list-style-type: none"> <li>Action completed.</li> <li>Since 2021, we are registering all training actions carried out for or by CIRCE Researchers in the new Training module (software).</li> </ul>	<p>28. Career development 30. Access to career advice</p>	1Q 2021	People & Talent	Intranet / Training Plan completion %. (Hours of training)
23	<p><b>Defining indicators to monitor publications and their impact.</b></p> <ul style="list-style-type: none"> <li>The current Action Plan states the number of publications made annually by our Researchers.</li> <li><i>The people who completed the first HR Seal at CIRCE are no longer with us, but we assume they included these two actions in the Plan because they were important topics to address during that year.</i></li> </ul>	<p>7. Good practice in research 31. Intellectual Property Rights 32. Co-authorship</p>	4Q2022	Market	<p>Intranet / No. of publications Impact of publications</p> <p><i>No. of offers published annually by the HR Department</i></p> <p><i>No. of candidates applying for our offers after seeing a CIRCE publication on Euraxess</i></p>
24	<p><b>Defining indicators to monitor course results.</b></p> <ul style="list-style-type: none"> <li>Action completed. Training courses are a service provided by the Foundation which are included when assessing our in-house Researcher Training Plan.</li> </ul>	6. Accountability	4Q2016	Management	<p>Intranet / No. of courses, No. of hours of training, No. of students trained</p> <p><i>No. of press releases linked to the publication</i></p> <p><i>No. of projects obtained to work on the results of the publication made by our researchers</i></p>

25	<p><b>Fostering interdisciplinary work teams.</b></p> <ul style="list-style-type: none"> <li>Action completed.</li> <li>All CIRCE Foundation projects are multi-department and interaction between Researchers from various technical departments and cross-sector support departments is constant.</li> <li><i>Here at CIRCE, there are 250 of us working on interdisciplinary teams. The projects we work on gather employees from a variety of areas, leveraging the range of knowledge they bring to tackle the various actions in each project</i></li> </ul>	<p>10. Non discrimination 12. Recruitment</p>	4Q 2016	People & Talent	<p>Intranet/ No. of multi-department projects, No. of interdisciplinary improvement teams <i>No. of interdisciplinary teams at CIRCE</i> <i>No. of projects involving teams from different areas</i></p>
26	<p><b>Defining a catalogue of competences / skills.</b></p> <ul style="list-style-type: none"> <li>Action completed. When writing up job descriptions it was important to define and analyse the skill set required for each level of a given position.</li> <li>All CIRCE Researchers can access their job description in the Employee Portal, including the responsibilities, tasks and skills required for each job.</li> </ul>	11. Evaluation/ appraisal systems	1Q 2019	People & Talent	Intranet / Catalogue
27	<p><b>Including a link to the EURAXESS site on the CIRCE website.</b></p> <ul style="list-style-type: none"> <li>Action completed.</li> <li>Access link <a href="https://www.fcirce.es/en/quality-stamps">https://www.fcirce.es/en/quality-stamps</a>.</li> </ul>	12. Recruitment	4Q2015	People & Talent	Website
28	<p><b>Work atmosphere survey for all CIRCE Foundation staff.</b></p> <ul style="list-style-type: none"> <li>Action completed. A survey was conducted among all employees in 2017 regarding the atmosphere in the workplace.</li> <li><i>The Work Climate survey conducted in 2017 was undertaken by colleagues who no longer work here, so we do not have access to the results of that survey.</i></li> </ul>	<p>24. Working conditions 25. Stability and permanence of employment</p>	4Q 2017	People & Talent	Intranet / Atmosphere survey results

29	<p><b>To become certified as a Great Place to Work 2021.</b></p> <ul style="list-style-type: none"> <li>The GPTW Spain certificate rewards best practice by organisations as regards their employees (including Researchers) and how highly employees rate them.</li> </ul>	<p>9. Public engagement</p> <p>24. Working conditions</p> <p>25. Stability and permanence of employmen</p>	1Q 2021	People & Talent	Achieving the GPTW certificate for 2021
30	<p><b>To set up an ad hoc intern Training Programme for CIRCE (including junior researchers) with a business school.</b></p>	<p>12. Recruitment</p> <p>38. Continuing Professional Development</p> <p>39. Access to research training and continuous development</p>	3Q 2022	People & Talent	No. of student interns having taken the first year of this ad hoc Masters Programme taught by CIRCE
31	<p><b>To improve our onboarding process for new Researchers.</b></p> <ul style="list-style-type: none"> <li>Improving the onboarding process for new Researchers at CIRCE, with a special focus on those who come from other countries (Relocation Policy).</li> </ul>	<p>4. Professional attitude</p> <p>36. Relation with supervisors</p>	3Q 2021	People & Talent	In follow-up meetings (months 1 and 3) and in the satisfaction survey
32	<p><b>To write more precise job descriptions.</b></p> <ul style="list-style-type: none"> <li>Restructuring careers within CIRCE's technical departments, establishing two progression paths: Researchers with technical specialisation or Researchers specialising in technical project management.</li> </ul>	<p>15. Transparency (Code)</p> <p>28. Career development</p>	1Q 2022	Management	Updated Job Descriptions Files
33	<p><b>To draw a timeline for actions under the Equality Plan.</b></p> <ul style="list-style-type: none"> <li>Quarterly meetings held by the Equality Committee to monitor the progress of actions on the Equality Plan timeline.</li> </ul>	<p>10. Non discrimination</p> <p>27. Gender balance</p>	1Q 2022	Equality Committee	<p>Quarterly minutes of Equality Committee meetings</p> <p><i>No. of female applicants per year</i></p>

34	<p><b>KMS project.</b></p> <ul style="list-style-type: none"> <li>As for KMS, it is a software that was created in-house for managing CIRCE's know-how. The tool works like a database that is mainly used to manage CIRCE's scientific and technological production, as well as for overall management of Intellectual Property</li> </ul>	<p>8. Dissemination, exploitation of results</p> <p>31. Intellectual Property Rights</p>	4Q 2022	Market Development	KMS Tool
35	<p><b>To create and implement a variable remuneration policy for the entire CIRCE workforce.</b></p> <ul style="list-style-type: none"> <li>Establishing special conditions per job position: Researcher / Project Lead / Technology Lead / Technical Team Lead.</li> </ul>	<p>24. Working conditions</p> <p>26. Funding and salaries</p>	4Q 2021	People & Talent	<p>Implementing the new Pay Policy with a variable remuneration percentage</p> <p><i>No. of people to have achieved variable remuneration per year/Total no. of employees</i></p>
36	<p><b>To sign new agreements with organisations and training centres (colleges and universities) for student tutorship.</b></p>	<p>12. Recruitment</p> <p>37. Supervision and managerial duties</p>	4Q 2022	People & Talent	<p>No. of student interns annually admitted being tutored by CIRCE Researchers</p>
37	<p><b>To raise the number of indexed publications by CIRCE Researchers</b></p>	<p>8. Dissemination, exploitation of results</p> <p>19. Recognition of qualifications (Code)</p> <p>23. Research environment</p>	4Q 2023	Department/Group Managers	<p>Action Plan</p> <p><i>No. of publications per year/Total no. of researchers</i></p>
38	<p><b>To send CIRCE Researchers to speak at conferences and technical sessions.</b></p>	<p>8. Dissemination, exploitation of results</p>	4Q 2023	Department/Group Managers	<p>Action Plan</p> <p><i>No. of CIRCE researchers attending as speakers per year/Total no. of researchers</i></p>

39	<p><b>To set up a Researcher Training Plan.</b></p> <ul style="list-style-type: none"> <li>Designing a training itinerary for Researchers to gain cross-cutting skills.</li> </ul>	<p>24. Working conditions</p> <p>28. Career development</p>	4T 2021	People & Talent	Training Plan / SIG Training Module
40	<p><b>To hold annual Development Interviews.</b></p>	<p>11. Evaluation/ appraisal systems</p> <p>19. Recognition of qualifications (Code)</p> <p>22. Recognition of the profession</p>	4T2023	People & Talent	No. of Annual Development Interviews held
41	<p><b>To redefine the recruitment process.</b></p>	<p>12. Recruitment</p> <p>13. Recruitment (Code)</p>	4Q 2021	People & Talent	<p>OTM-R Policy published</p> <p>New applicant management software</p> <p>Training for Technical Department Managers</p>
42	<p><b>To design an Internal and External Communication Programme.</b></p> <ul style="list-style-type: none"> <li>Aiming to train and inform staff.</li> </ul>	<p>4. Professional attitude</p> <p>9. Public engagement</p> <p>14. Selection (Code)</p> <p>15. Transparency (Code)</p>	4Q 2021	People & Talent / Communication	Corporate Communication Plan
43	<p><b>To develop a Technological Excellence Programme</b></p>	<p>38. Continuing Professional Development</p>	4Q 2021	Department Managers	No. of applications to take part in this Technological Excellence Programme

44	<b>To improve the Flexible Remuneration Programme.</b>	24. Working conditions 26. Funding and salaries	1Q 2022	People & Talent	Flexible Remuneration Programme
45	<b>Reward Programme.</b>	24. Working conditions 25. Stability and permanence of employment 26. Funding and salaries	2Q 2022	People & Talent	No. of applications to take part in this Reward Programme