



Edificio CIRCE
Campus Río Ebro - Universidad de Zaragoza
Mariano Esquillor Gómez, 15 - 50018 Zaragoza
Tel.: 976 761 863 Fax: 976 732 078
www.fcirce.es

HRS4R

THE HUMAN RESOURCES STRATEGY
FOR RESEARCHERS INCORPORATING THE
CHARTER AND CODE

September 2015 - Rev. 00

October 2015 - Rev. 01



ISO 9001:2008
ISO 14001:2004
OHSAS 18001:2007
ISO 50001:2011

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The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers

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1 INTRODUCTION

The Human Resources Strategy for Researchers defines a methodology for implementing the principles set out in the “European Charter of Researchers and Code of Conduct for Researcher Recruitment”.

The aim of these principles is to make institutions more appealing to researchers by allowing them to carry out their scientific work in a suitable and stimulating environment.

In early 2015, the CIRCE Foundation (hereinafter, CIRCE) began to apply this EURAXESS programme methodology designed by the European Commission, and in July 2015 signed the European Charter of Researchers and Code of Conduct for Researcher Recruitment.

The Human Resources Strategy for Researchers – HRS4R is comprised of five stages:

1. Conducting an internal analysis (at all organisational levels) to compare CIRCE’s work system with the principles of the European Charter of Researchers and Code of Conduct for Researcher Recruitment.
2. Publishing and analysing results. A work team is put together to detect possible improvements and enhance/improve the institution’s activities, gathering these changes in an Action Plan.
3. Subjecting the Action Plan to the European Commission for approval and receiving a seal certifying compliance with the methodology described in the Human Resources Strategy for Researchers – HRS4R.
4. Implementing the strategy in CIRCE and performing a self-assessment using an internal comprehensive management system (at least once every two years).
5. Undergoing an external assessment every four years.

2 ABOUT CIRCE

CIRCE Foundation (Centre of Research for Energy Resources and Consumption) was established in 1993 as an independent Research Centre, the Centre creates and develops innovative solutions and scientific/technical knowledge and transfers them to the business sector in the field of energy.

Since 1993, CIRCE has conducted more than 2.500 R&D&I projects at national and international level and has trained more than 1.850 professionals from 47 countries within the postgraduate courses CIRCE promotes. The main research topics in CIRCE are: energy efficiency, wind and solar power, natural resources, biomass, electrical substations, smart-grids and storage, thermal power systems and emissions reduction, sustainable mobility and energy socioeconomics. Over 190 professionals with a broad variety of profiles compose the team of people working at CIRCE

CIRCE's mission is to drive forward improvements in energy efficiency and to spread the use of renewable energy by means of the development of R+D+i activities and formative actions, thereby contributing to a sustainable development.

Relevance of the internal quality of CIRCE

Certifications

CIRCE is certified by **TÜV Rheinland** in the norms:

- **ISO 9001: 2008 – Quality Management Systems:** Thanks to the implementation of a Quality Management System in accordance with the standard *UNE-EN ISO 9001*, the organisation demonstrates its ability to consistently provide products or services that meet the requirements of the client and the applicable regulations.
- **ISO 14001: 2004 – Environmental Management System :** The implementation of a System of Environmental Management that conforms to *UNE-EN ISO 14001* offers a simple way to systematise the environmental features that are involved in each of the activities that takes place in the organisation, in addition to promoting environmental protection and the prevention of pollution while maintaining a balance with socioeconomic concerns.
- **OHSAS 18001: 2007 – Occupational Health and Safety Assessment Systems:** OHSAS 18001 specifies requirements for a system to manage Health and Safety at Work (HSW), designed to allow an organisation to monitor HSW risks and improve its HSW performance.
- **ISO 50001: 2011 – Energy Management Systems :** The *UNE-EN-ISO 50001* standard establishes the requirements that Energy Management Systems must satisfy so that constant, systematic improvements can be made to the energy efficiency of organisations.



For the performance of:

- Projects and studies in renewable energies, in electric power systems, of energy efficiency, smart grids and electric mobility.
- Projects and studies in thermochemical processes, for processing and handling of solids, in industrial ecology, evaluation in mineral resources and reduction of emissions in energy systems.
- Training in renewable energies, electric power systems, smart grids, electric mobility, energy efficiency and industrial ecology.
- Design and development of computer applications and Actionment systems within the area of electric power systems, for the exergetic analysis of industries and resources for the control and operation of thermal processes.
- Design, development and implementation of experimental and/or demonstration installations in the area of thermochemical processes, processing and handling of solids and reduction of emissions in energy systems.
- Energy audits.

Tests

CIRCE is accredited by **MEASNET – International Measuring Network of Wind Energy Institutes** - for the performance of power curve tests on wind turbines. The European laboratory testing network MEASNET, to which CIRCE belongs, has only 18 members worldwide.

CIRCE has **ENAC (Spanish National Accreditation Body) accreditation nº 581/LE1265** in compliance with *UNE-EN ISO/IEC 17025* regulations for the realization of tests on renewable energy and distribution networks. The LME Electrical Metrology Laboratory is the only laboratory accredited by ENAC for network quality parameter measuring.



Calibration

CIRCE has been accredited by **ENAC nº 67/LC119** in compliance with *UNE-EN ISO/IEC 17025* to carry out calibrations on DC and low frequency electricity both in the field and in the laboratory. These activities are carried out inside the LME laboratory, which began in 1983 and was, at the time, the only point of reference in the area with respect to metrology and calibration of electrical magnitude. Furthermore, these metrology services are endorsed by the numerous references of collaboration with the Spanish Metrology Centre (CEM).



Studies

Professionals with a **CMVP (Certified Measurement & Verification Profesional)** certificate for Actionment and verification of energy efficiency activities, given by the EVO-Efficiency Valuation Organization.



Professionals certified in **Project Management by the IPMA - International Project Management Association and the OCPD/AEIPRO - Spanish Engineering and Project Association**, accredited by ENAC for the Certification of Individuals in the category of Project Managers, with code 08/C-PE011.



Professionals named **Chief Auditors by the British Standards Institution (BSI)** under *ISO regulation 50001:2011, Energy management systems*.



Auditing and Standardisation

CIRCE is considered a standardisation centre in studies on wind power and micrositing by the Aragon Regional Council. Similarly, various banks and savings banks recognize CIRCE's auditing studies as being reliable in the endorsement of quality and profitability of the projects in which they take part:

- Audits of wind farm feasibility analyses for promoters.
- Auditing of energy services for businesses.

3 HRS4R IN CIRCE

In the first quarter of 2015, CIRCE put together a work team comprising:

- Members of CIRCE's Management. (Andrés Llobart)
- The Director of the Internationalisation and Promotion Unit (Elena Calvo).
- The Director of the Administration Unit (Maria Salamero).
- Two heads of Human Resources (Carmen Capablo y Marina Ferrer).
- The head of Internal Control (Covadonga Estrada).
- CIRCE's Coordinator for Quality, the Environment and Energy Efficiency and a senior researcher (Juan Manuel Castell)
- CIRCE's Risk Prevention Coordinator (Patricia Martinez)
- Senior researchers (Sara Olivera, David Rodriguez, Jorge Bruna, Miguel Gil, David Llobart, Daniel San Miguel, German Ferreira, Marta Calavia, Carlos Herce)
- Junior researchers (Montserrat Lanero, Daniel Abad, Raúl García, Francisco J. Martínez, Maria Pilar Andrés, Jesús Valero).

CIRCE's Management then informed the board of the CIRCE Foundation that a work team had been put together in order to set to work on the HRS4R methodology.

The HRS4R work team believes it is convenient to use two work tools (a SWOT analysis and employee surveys) so as to have two information inputs and thus ensure that the action plan drawn up as a result of that information considers the essence and principles of the HRS4R methodology.

With this in mind, the HRS4R work team was divided into two subgroups (A and B), where tasks are shared out as follows:

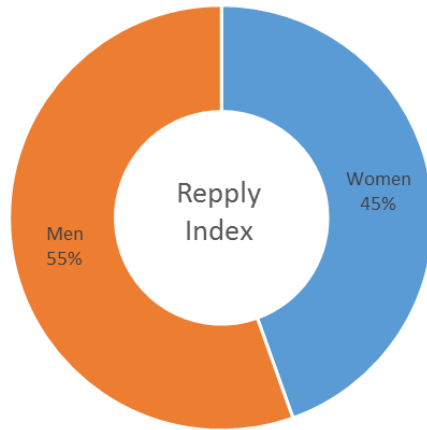
- Work teams A + B: Conducting a SWOT analysis in all CIRCE departments and units (January to March 2015).
- Work team A: Drawing up the questions for the survey (March to May 2015).
- Work team B: Analysing and appraising the questions in the survey (May to June 2015).
- Work teams A + B: Altering and sending out the surveys (July to September 2015).
- Conducting surveys among CIRCE's researchers (September 2015).

As a result of the surveys, the group held a number of meetings to make the necessary adjustments to the survey, and in September 2015 the survey was sent out to be completed by all CIRCE employees.

The surveys grouped all 40 principles of the HRS4R were gathered into four blocks (Ethical and professional aspects, Recruitment, Working conditions & social security and Training) and the survey respondents were asked to state the degree of priority (very important, important or less important) with which the principles in question needed to be worked on, enhanced or kept up by the CIRCE Foundation.

The outcome was as follows:

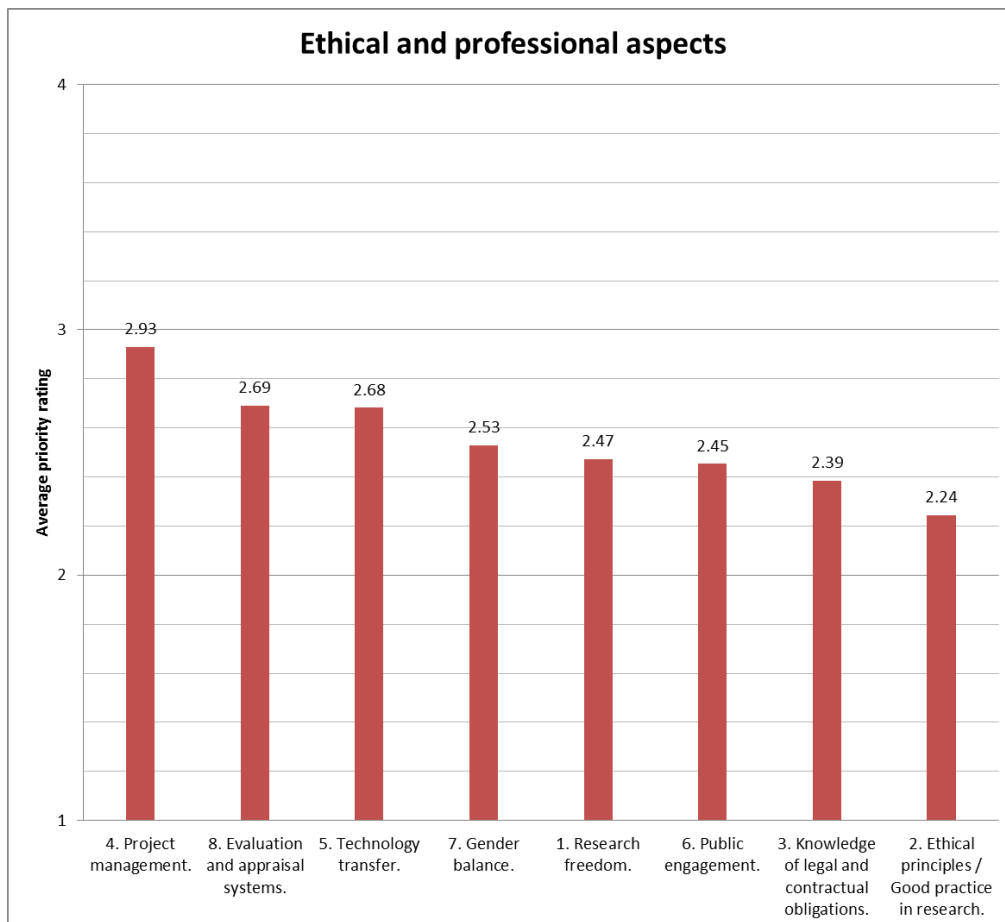
The survey was sent out to 155 employees, 119 of whom completed it (77%)



The results of the priority rating in each block are shown below.

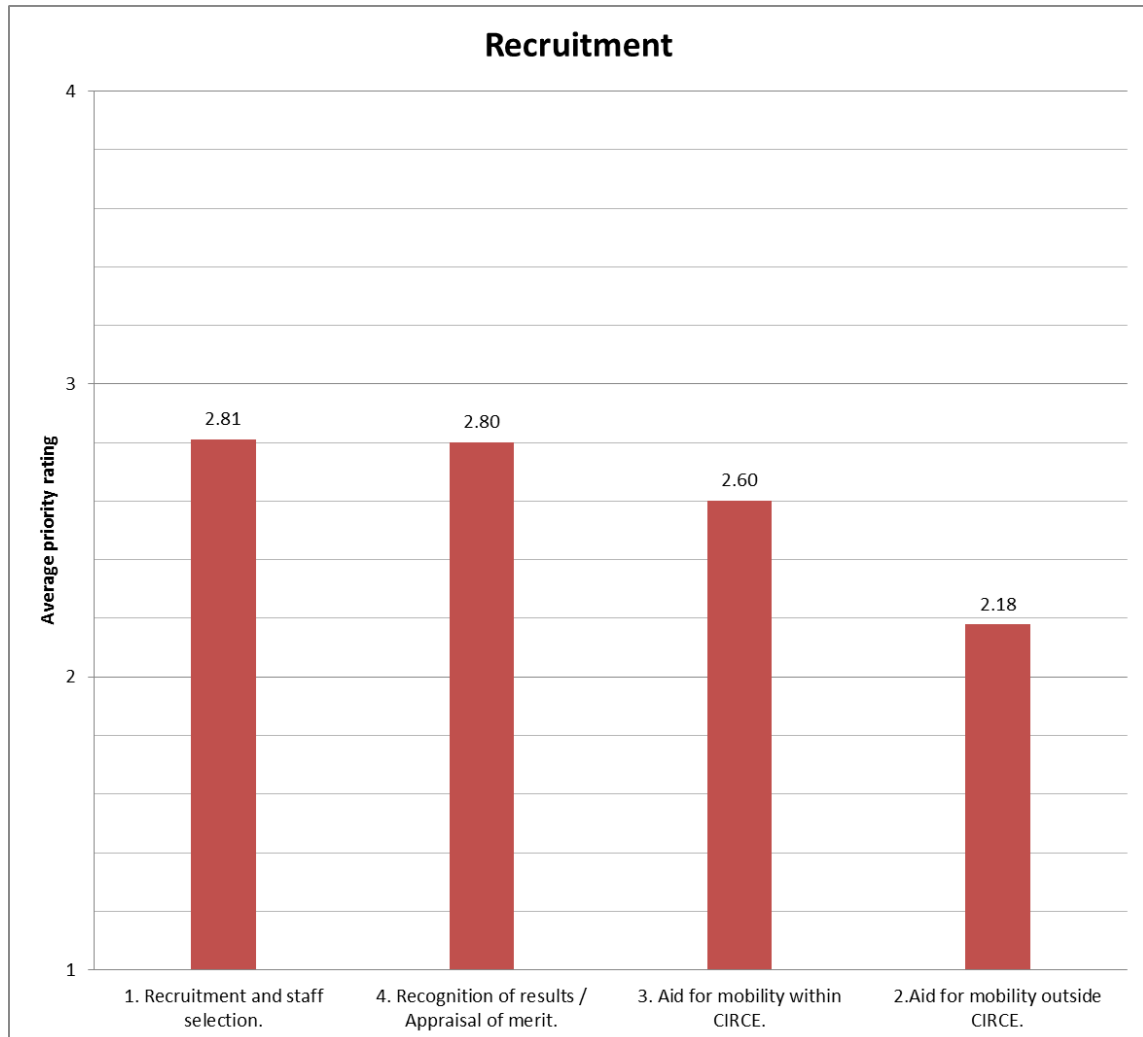
I. Ethical and professional aspects

The 11 principles included in this block were summed up into 8, of which the most highly rated were Project management, Evaluation and appraisal systems and Technology transfer.



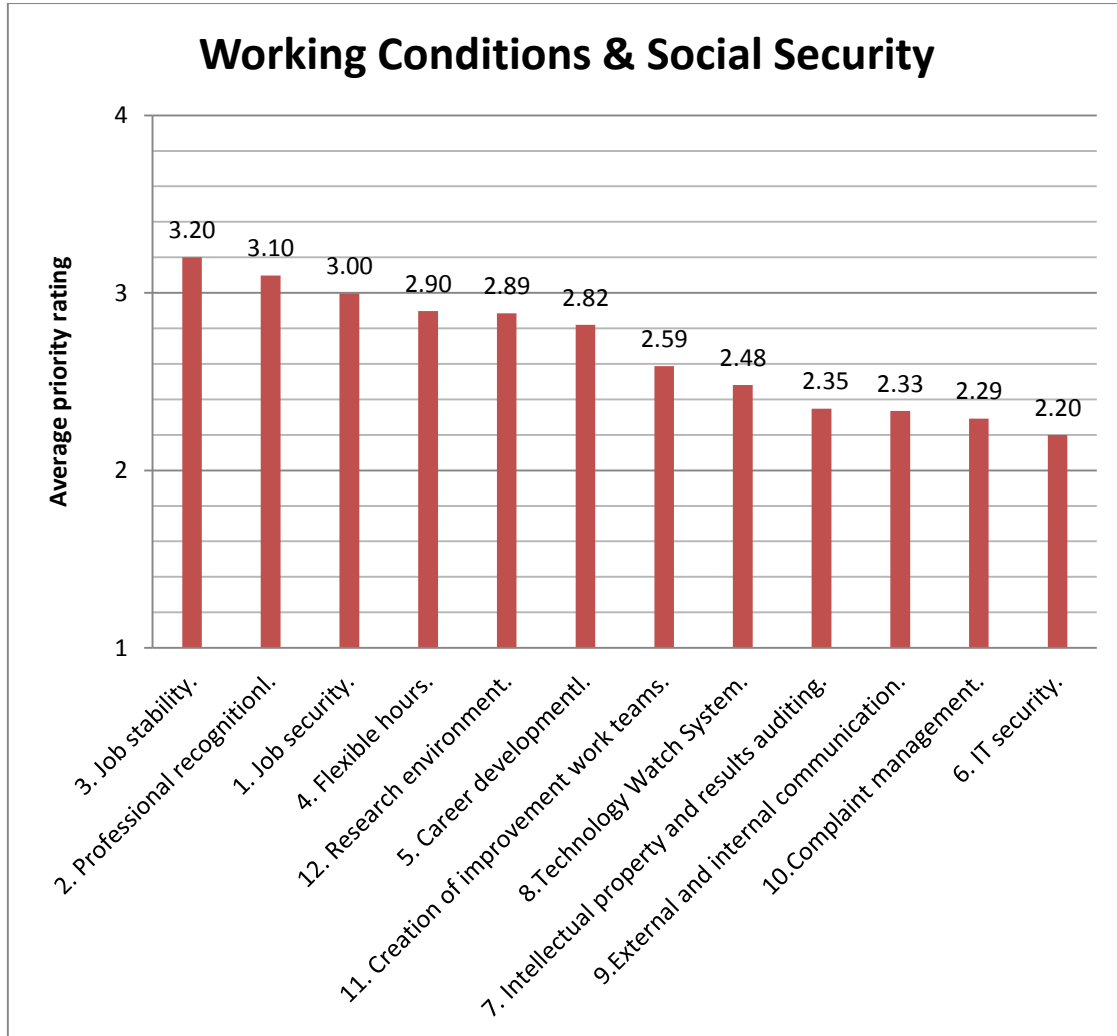
II. Recruitment

The 10 principles included in this block were summed up into 4, of which the most highly rated were Recruitment and staff selection and Recognition of results / Appraisal of merit.



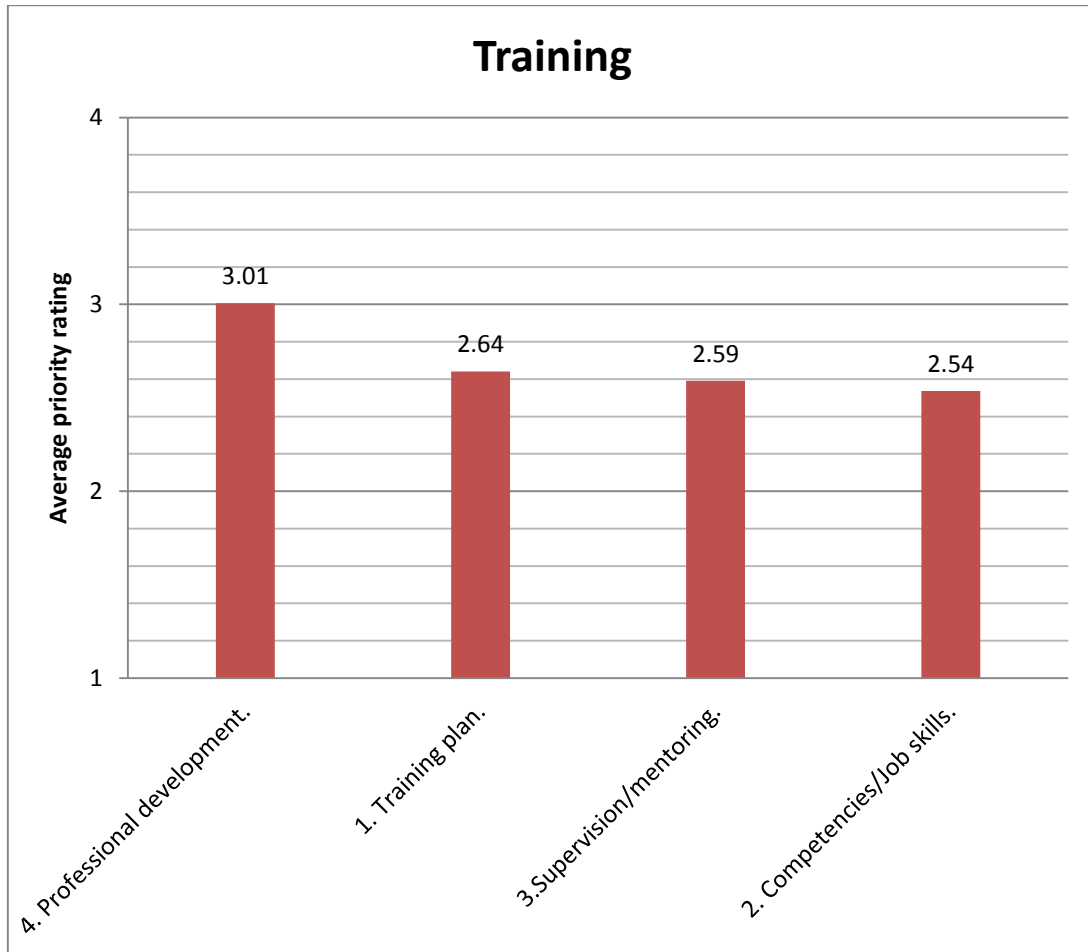
III. Working conditions & social security

The 14 principles included in this block were summed up into 12, of which the most highly rated were Job stability, Professional recognition, Job security, Flexible hours and Career development.



IV. Training

All of the principles set out in the HRS4R have been included in this block, of which the most highly rated was Professional development.



Based on the results obtained of the surveys and on the information revealed by the SWOT analysis, the work team held several work sessions to analyse the outcome and define improvement measures, thanks to which the following Action Plan was drawn up.


4 SUMMARY: CIRCE ACTION PLAN


DELIVERABLE	WHO	WHEN	LOCATION/ INDICATOR
Action 1) Developing the CIRCE Management Manual.	Administration Staff	Q4 2016	SIG
Action 2) Developing the CIRCE Good Practice Manual / Researcher Code.	Administration Staff	Q4 2016	SIG
Action 3) List of collaborations/agreements with other institutions.	Administration Staff	Q4 2015 (+ quarterly reviews)	Intranet / No. of inputs listed.
Action 4) List of applicable regulations/ standards.	Human Resources	Q4 2015 (+ quarterly reviews)	SIG / No. of inputs listed.
Action 5) Technology Watch System.	UIP	Q4 2016 (+ quarterly reviews)	Intranet / Compliance with the Technology Watch System.
Action 6) Monitoring the Action Plan's annual objectives.	Management	December 2015 (+ annual review)	Intranet / % of compliance with objectives.
Action 7) End of the timeframe for implementing the effort management tool.	Administration Staff + UIP	January 15 – December 15 (+ annual review) Q1 2016	SIG / No. of projects implemented using the tool.

DELIVERABLE	WHO	WHEN	LOCATION/ INDICATOR
Action 8) Implementing project sheets.	Quality Coordinator + Project Heads	November 2016 (+ annual review)	SIG / No. of projects managed using project sheets.
Action 9) Updating NDA clauses in contracts.	Human Resources	Q1 2016	SIG / No. of new contracts signed.
Action 10) Carrying out the intellectual property management procedure.	UIP + Management	Q2 2016	Intranet / No. of ideas/prototypes assessed internally.
Action 11) Annual activity report.	UIP	June 2016 (+ annual review)	Web site/ No. of reports published.
Action 12) Drawing up and approving the financial statements.	Administration Staff + Management	June 2016 (+ annual review)	SIG
Action 13) Developing an internal procedure to govern and manage the Data Protection Act.	Administration Staff	Q1 2016 (+ annual review)	SIG / No. of issues raised by non-compliance.
Action 14) Developing an electronic media manual.	Administration Staff	Q4 2015 (+ annual review)	SIG/ No. of issues raised by non-compliance.
Action 15) Planning prevention measures for trainee researchers.	Quality Coordinator + Regional Private Health Insurance (Mutuality of accidents of Zaragoza)	September 2016 (+ quarterly reviews)	SIG + Intranet / % of compliance with the plan.

DELIVERABLE	WHO	WHEN	LOCATION/ INDICATOR
Action 16) Controlling and monitoring IT issues.	IT	Quarterly reviews	SIG / No. of IT issues.
Action 17) Communication plan.	UIP	Q1 2016 (+ quarterly reviews)	Intranet / % of compliance with the communication plan.
Action 18) Defining capabilities and drawing up a training and performance assessment plan (Directors, Managers, Group Leaders and Project Heads).	Management + Human Resources + Quality Coordinator	Q4 2016	Intranet / % of compliance with the training plan (hours of training).
Action 19) Updating the job profile sheet (including capabilities/skills).	Quality Coordinator + Prevention Coordinator + Human Resources	Q1 2016	Intranet.
Action 20) Encouraging mobility / researcher exchange programmes.	Management + Human Resources	Q4 2015 (+ annual review)	Intranet/ No. of days spent abroad by CIRCE researchers. No. of days spent at CIRCE by foreign researchers.
Action 21) Salary policy.	Management + Administration Staff	Q4 2017 (+ annual review)	Intranet / % of compliance salary policy.
Action 22) Including in-house training in the training plan.	Management + Human Resources + Quality Coordinator	Q4 2016 (+ annual review)	Intranet / % of compliance with the training plan (hours of training).

DELIVERABLE	WHO	WHEN	LOCATION/ INDICATOR
Action 23) Including a link to the EURAXESS web site on the intranet.	UIP	Q3 2015	Web.
Action 24) Defining control indicators in publications and monitoring their impact.	UIP	Q4 2016 (+ quarterly reviews)	Intranet / No. of publications. Impact of publications.
Action 25) Defining control indicators in course results.	Formación	Q1 2016 (+ annual review)	Intranet / No. of courses. No. of hours of training carried out. No. of attendants trained.
Action 26) Work climate survey for all CIRCE Foundation staff.	Management + Quality Coordinator + Prevention Coordinator	Q3 2015 (+ annual review)	Intranet / Outcome of the climate survey.
Action 27) Encouraging inter-discipline work teams.	UIP + Management	Q4 2015	Intranet/ No. of inter-discipline improvement teams. No. of multi-area projects.
Action 28) Defining the catalogue of competencies/skills.	Management + Human Resources + Quality Coordinator	Q3 2018	Intranet.

 New activities

 Monitoring

	Q3 2015	Q4 2015	Q1 2016	Q2 2016	Q3 2016	Q4 2016	Q1 2017	Q2 2017	Q3 2017	Q4 2017	2018
Action 1											
Action 2											
Action 3											
Action 4											
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