

## **ACTION PLAN 2015-2019**

The Centre de Recerca en Economia Internacional (CREI) is one of the leading international research institutions in Economics. As such, it aims to attract and retain some of the best researchers, and to provide them with an environment where they can carry out their work successfully. To do this, CREI needs excellent HR policies.

All CREI researchers have collaborated in the design of this Action Plan as CREI is a small institution –currently nine researchers. First, we held an informative meeting in which we discussed the procedure to obtain the HR Excellence in Research Award. In this meeting we identified a number of broad areas in which our HR policies could be improved. We then completed an anonymous survey in which researchers pointed out weaknesses in each of these areas and proposed concrete ways to address them. The participation rate in the survey was 89% and we attach the responses. Finally, we held another meeting in which we discussed all proposals and chose the concrete actions to be included in the Action Plan.

The actions proposed in this Action Plan have been promoted by CREI’s director and will be approved by CREI’s Governing Board Annual Meeting, which will take place on June 22<sup>nd</sup>, 2015. The Action Plan should allow CREI to achieve its HR Excellence objectives during the period 2015-2019. They have been grouped into three areas: Recruitment and Retention, Career Development, and Governance. A designated researcher will evaluate the actions periodically. The Action Plan will be reviewed internally in May 2017 and externally in May 2019.

### I – Recruitment and retention

#### I.1 – Improvements to recruitment process

<b>Action</b>	<b>Responsible</b>	<b>Time Frame</b>	<b>Indicators</b>
I.1.i. Attend every year the Meetings of the Allied Social Science Associations to interview potential candidates. (Principle 12)	Recruitment chair	May 2016	Number of researchers who attend the Meetings
I.1.ii. Invite the most promising candidates for campus visits to better evaluate their research abilities and to show them the high-quality research environment CREI provides. (Principles 16, 19)	Recruitment chair	May 2016	Number of candidates we invite
I.1.iii. Contact all candidates we interview and/or invite for visits to inform them of their performance and the likelihood of receiving an offer from CREI. (Principle 15)	Recruitment chair	May 2016	Number of candidates contacted
I.1.iv. Make an effort to attract female candidates. (Principles 10, 27)	Recruitment chair	May 2017	Number of female candidates we interview and invite for campus visits

### I.2 – Help with moving, settling down, and integration

<b>Action</b>	<b>Responsible</b>	<b>Time Frame</b>	<b>Indicators</b>
I.2.i. Prepare a “Guide for New Researchers” detailing immigration procedures, how to rent a house, schooling options for families, etc. (Principles 5, 24)	Business Manager	May 2017	Documentation and midterm survey responses.
I.2.ii. Provide language support for both researchers and spouses. (Principle 24)	Business Manager	May 2016	Number of classes taken
I.2.iii. Help researchers’ partners access the local labor market. (Principle 24)	Business Manager	May 2017	Midterm survey responses

### I.3 – Financial conditions

<b>Action</b>	<b>Responsible</b>	<b>Time Frame</b>	<b>Indicators</b>
I.3.i. Analyze the financial conditions offered by other European and US institutions to determine how competitive CREI is in this respect. (Principle 26)	Business Manager	May 2018	Internal report

## II – Career Development

### II.1 – Clarify policies

<b>Action</b>	<b>Responsible</b>	<b>Time Frame</b>	<b>Indicators</b>
II.1.i. Clarify tenure standards. (Principles 11, 25, 28)	Senior committee	May 2016	Midterm survey responses
II.1.ii. Develop official policy for obtaining extensions to the tenure clock. (Principles 24, 25)	Senior committee	May 2016	Midterm survey responses
II.1.iii. Develop official policy for leaves/ sabbaticals. (Principles 24, 29)	Senior committee	May 2016	Midterm survey responses
II.1.iv. Prepare a “Researcher Handbook” that describes these standards and policies. (Principle 24, 29)	Senior committee	May 2017	Documentation and midterm survey responses

## II.2 – Improve research support

Action	Responsible	Time Frame	Indicators
II.2.i. Assign administrative staff to help in applying to external grants. (Principle 23)	Business Manager	May 2016	Midterm survey responses
II.2.ii. Provide reasonable “insurance funds” for new researchers and for researchers that lack external funding. (Principle 23)	Business Manager	May 2016	Midterm survey responses

## II.3 – Improve physical work conditions

Action	Responsible	Time Frame	Indicators
II.3.i. Contract ergonomics specialists to ensure researchers have set up their working spaces in a safe and healthy manner. (Principle 23)	Business Manager	May 2016	Number of visits by specialist

## II.4 – Improve feedback

Action	Responsible	Time Frame	Indicators
II.4.i. Assign a senior mentor to each junior researcher to help clarify tenure standards, provide regular feedback on research, and provide help to get invitations to seminars and conferences. (Principles 28, 36, 37, 40)	Senior committee	May 2016	Midterm survey responses

## III – Governance

### III.1 – Improve transparency

Action	Responsible	Time Frame	Indicators
III.1.i. Distribute among researchers the results of the periodic external evaluations. (Principle 35)	Director and Business Manager	May 2016	Midterm survey responses
III.1.ii. Hold annual meetings with all researchers to explain the main issues regarding the running of CREI, including hiring plans, sources of government and grant funding, expenses, etc. (Principle 35)	Director and Business Manager	May 2017	Midterm survey responses