ICM Cares

Supporting people in their journey at ICM

OSR Talent Development & Work Environment
16/12/2022
ICM Cares

It is about **nurturing the talent at the ICM** from the very beginning to the very end of their relationship with the Institut de Ciències del Mar (ICM).

The ICM Cares program is aimed at facilitating the recruitment, onboarding, development and motivation of staff within the ICM, so that each person feels and perceives that with their work and effort they are contributing to the institute's excellence.

It is an program thought for **all the staff of the ICM** regardless their seniority. It covers all stages of the Employee Life Cycle, from the Recruiting up to the Off-boarding.

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**ICM Cares**

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<th>RECRUITING</th>
<th>ONBOARDING</th>
<th>DEVELOPMENT</th>
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<th>OFF-BOARDING</th>
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**ICM**

Institut de Ciències del Mar

**SEURO**

EXCELENCIA

SEVERO OCHOA

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ICM Cares
ICM Cares - Resources

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**RECRUITING**
- Conferences, fairs, actions with academic institutions and others stakeholders
- Calls for individual fellowships
- Vacancies publication
- Guidelines for CSIC Job Bank, studies equivalency, relocation, etc.

**ONBOARDING**
- Institutional welcome meeting
- CMIMA building tour
- Welcome pack and ICM/CSIC protocols

**DEVELOPMENT**
- ICM Training Plan
- MARINA Mentoring program
- Knowledge sharing (with ICM Transfer)
- Peer-mentoring
- Individual Dev. Plan

**ENGAGEMENT & MOTIVATION**
- Conflict Management Procedure
- Dynamics, meetings and team buildings
- PhD supervision: good practice guidelines
- ICM corporate values
- Climate survey and improvement actions
- ICM Social activities

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**OFF-BOARDING**
- Off-boarding interviews
- Sessions focused on job search
- ICM Alumni

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[https://intranet.cmima.csic.es/icm-cares](https://intranet.cmima.csic.es/icm-cares)
Recruiting

ICM finds you

The Recruiting stage begins with a new opportunity to join the ICM (grant, vacancy) and ends when a candidate is successfully placed. It encompasses vacancies publication & dissemination, job interviews, grants writing, candidates selection, support in CSIC job Bank procedures, support in procedures for legalization of foreign titles and immigration.

There are also actions focused on talent attraction like participation in fairs and conferences, liaison with Academia, etc.

What will you experience?

• Get to know the institution before joining it
• A recruitment process based in the principles of transparency, meritocracy, respect and embracement of diversity & inclusion
• Facilitate the transition from outsider to insider
1. **Vacancies publication & dissemination**: 19 offers published at the “Work with us” section of the institutional webpage and disseminated through social networks and other platforms. Reception & answer of >120 spontaneous applications.

2. **Student attraction**: management of 5 JAE Intro Calls, attendance to the XVI Science and Engineering UB Business Fair.

3. **Support to competitive fellowships calls**: management of internal calls and support and guidance to candidates (5 predoctoral, 10 postdoctoral).

4. **Guidelines to support the recruitment process**:
   - Registration to CSIC Job Bank: DOCTORES - Staff out from CSIC Collective Agreement
   - Registration to CSIC Job Bank: TITULADOS SUPERIORES - Staff out from CSIC Collective Agreement
   - Registration to CSIC Job Bank: GP M3 y M2 – Staff from CSIC IV Collective Agreement
   - Doctoral Degree Equivalence
   - Immigration Procedures (draft)
Recruiting – Next steps

1. Reinforce the presence of the ICM in the Academia
2. Increase the presence of the ICM in Young Talent attraction initiatives
3. Spread a culture of the vacancies publication in the ICM institutional website
4. Standardize the support we can offer from the ICM Cares to foreign staff (academia titles equivalence, immigration, relocation, etc.)
Onboarding

ICM welcomes you

Onboarding is the key moment to start a positive employee’s relationship with the ICM. Good onboarding practices make feel new employees part of the organization even before their first day.

As part of our talent management strategies, we have to ensure we give new workers a warm welcome and take the time to introduce them to the rest of the organization.

What will you experience?

• A warm welcome with the Direction of the institute
• A first opportunity of networking beyond your research group
• A document where you can understand the way of working of the institute and where you can find people who can give you support
Onboarding – Achievements

Institutional welcome meetings in 2022 (once every 3 months): 4 sessions held on 27/01, 08/04, 14/07, 27/10. A total of 62 participants

Welcome packs: new versions available from October 2022 for contracted staff/public servants and internships, uploaded in the ICM intranet and sent by Admin and Secretary of Direction to the new comers before their first day.

ICM tools training: available an explicative video (prepared by Divulga) accessible from the welcome pack to introduce the main IT (Information Technology) tools to the new hires (overview of CSIC intranet, ICM intranet, SACO, Alfresco, Conecta, etc.).
Onboarding – Next steps

1. Continue with the periodical Welcome meetings
2. Maintain the welcome pack documents and update them with the changes at the ICM and at CSIC
3. Create early networking initiatives for new comers.
Development
ICM nurtures you

Organizations provide learning opportunities and tools for employees to advance their careers. Talent development focuses on how to develop the ICM employee’s skills and competencies. Talent development contributes to creating a high-performance ICM workforce that allows the Institute to achieve its goals and to move towards the excellence.

What will you experience?
• An array of tools and people that will help you to develop your skills as professional in research
• An ICM Training Plan set up and executed based on knowledge needs
• A mentoring program thought to make feel specially accompanied PhD trainees
ICM Training Plan 2022 – Catalogue

- Effective Communication and Assertiveness (4)
- Leadership and Self-leadership (3)
- Conflict Management (2)
- Conflict Mediation (1)
- Stress Management & Meditation (2)
- Illustrator for Science (1)
- Data Visualization (1)
- Time Management (1)
- Career Development (1)
- English (2)

ICM Training Plan 2022 – Indicators

- Training actions: 18
- Training units: 206
- Participants: 167 F, 38 M, 1 Nbin
- People that participated to at least one training: 129
- “Fans” of the ICM Training Program:
  - 5 courses: 2 people
  - 4 courses: 4 people
  - 3 courses: 13 people
  - 2 courses: 31 people
  - 1 course: 79 people
- Average global evaluation: 8.98/10
ICM Training Plan 2022 – Participants by sex
ICM Training Plan 2022 – Participants by group

- Administration and support to operations & infrastructures: 36.89%
- Early Career Researcher: 20.39%
- Postdoctoral researcher: 14.08%
- Senior Researcher & Head of Group: 19.90%
- Technician, Core Facility Staff & Core Facility Head: 8.74%
ICM Training Plan 2022 – Satisfaction survey

Participants: **80** (62 F, 18 M) – only for people who joined at least one training

1) Contribution of the program to your professional and personal development **3,9/5**

2) Contribution of the received training to your motivation and your degree of satisfaction working at the ICM **4,0/5**

3) Contribution of the program to getting to know people within the ICM beyond departments, research groups, offices and seniority at the institute **4,2/5**
ICM Training Plan 2023 – Needs survey (1)

<table>
<thead>
<tr>
<th>Participants</th>
<th>114</th>
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<tbody>
<tr>
<td><strong>By sex</strong></td>
<td></td>
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<tr>
<td>F</td>
<td>82</td>
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<tr>
<td>M</td>
<td>31</td>
</tr>
<tr>
<td>Non-binary</td>
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<tr>
<td><strong>By group</strong></td>
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<tr>
<td>Early Career Researcher</td>
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<tr>
<td>Postdoctoral Researcher</td>
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</tr>
<tr>
<td>Technician, Core Facility Staff &amp; Core Facility Head</td>
<td>40</td>
</tr>
<tr>
<td>Senior Researcher &amp; Head of Group</td>
<td>17</td>
</tr>
<tr>
<td>Administration and support to operations &amp; infrastructures</td>
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### ICM Training Plan 2023 – Needs survey (2)

#### ORGANIZATION DEVELOPMENT TRAININGS

<table>
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<th>CAT/ESP</th>
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<tbody>
<tr>
<td>Effective Communication and Assertiveness</td>
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<td>10</td>
<td>18</td>
<td>40</td>
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<tr>
<td>Leadership and self-leadership</td>
<td>13</td>
<td>7</td>
<td>12</td>
<td>32</td>
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<tr>
<td>Conflict management</td>
<td>16</td>
<td>6</td>
<td>15</td>
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#### ORGANIZATION DEVELOPMENT LABS

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<td>Giving and receiving feedback</td>
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<tr>
<td>How to go beyond my natural leadership style</td>
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<td>6</td>
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<td>Encourage collaborative work</td>
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<td>14</td>
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<td>Positive management of a conflict</td>
<td>25</td>
<td>4</td>
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<td>Develop assertiveness and set limits</td>
<td>31</td>
<td>5</td>
<td>19</td>
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</table>

#### OTHER SKILLS TRAININGS

<table>
<thead>
<tr>
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<th>CAT/ESP</th>
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<tbody>
<tr>
<td>Time Management</td>
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<tr>
<td>Career development: position yourself for success</td>
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<td>Public speaking skills and techniques</td>
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<td>Stress Management and meditation</td>
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<td>Skills for students supervision</td>
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<tr>
<td>Dimensió de gènere en la recerca</td>
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<tr>
<td>Igualtat de gènere (formació bàsica)</td>
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<td>Data Camp Python/R self-training</td>
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<tr>
<td>Data Visualization</td>
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<td>11</td>
<td>19</td>
<td>49</td>
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<tr>
<td>Machine Learning Applied to Marine Ecology</td>
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<td></td>
<td>30</td>
</tr>
<tr>
<td>Introduction to bioinformatics in high performance computing environments</td>
<td>24</td>
<td></td>
<td></td>
<td>24</td>
</tr>
<tr>
<td>English - beginner and elementary level</td>
<td>13</td>
<td></td>
<td></td>
<td>13</td>
</tr>
</tbody>
</table>
ICM Training Plan 2023 – Next steps (1)
ICM Training Plan 2023 – Next steps (2)
ICM Training Plan 2023 – Next steps (3)
ICM Training Plan 2023 – Next steps (4)

In 2022: 97 cancellations received and managed less than one week before the course start.
ICM Training Plan 2023 – Next steps (5)
MARINA Mentoring Program

- MARINA Mentoring Program has been designed to facilitate the path of young researchers (Mentees) into a career in science at the Institut de Ciències del Mar (ICM). At the same time, it offers an opportunity to more advanced staff (Mentors) to develop even further their leading skills and boost their internal satisfaction of helping others.

- The program is focused on young researchers (Mentees) in the second and third year of their predoctoral stage. The duration of the program will be at least two years (revisable at the end of the first year).
MARINA Mentoring Program – Goals

- To offer a **top-quality PhD experience** at ICM
- To position the ICM as the best bet for **attracting future talent**, by becoming an institute where young researchers are helped and accompanied during their stay
- To offer Mentees a space, where they can **develop their skills**, **seek advice** and **share concerns**.
- To **develop even further the leadership skills** of Mentors.
- To **increase the effective communication** at the ICM and **foster networking** between researchers of different expertise areas and career stages.
MARINA Mentoring Program – Enrollment

- **Mentees**: have to stay in their second and third year of their predoctoral stage, need to be enrolled in a PhD program and conduct their research at ICM.
- **Mentors**: need to hold a PhD title obtained at least four years in advance, and to have enough experience and a full vision of the science ecosystem.
MARINA Mentoring Program – Some figures

- Launch: 2022 November 11th (built from the experience in a ResBios pilot)
- 1 kick-off session and 1 training session delivered before the launch
- 14 pairs formed based on skills pair-matching and ensuring the belonging to different research groups:
  - Mentors (8 M, 6 F)
  - Mentees (11 F, 3 M)
- Minimum 1 meeting every 2 months
- Follow-up at 6 months and 1 year of the program
Development – Next steps

1. Continue with an ICM Training program
2. Continue with MARINA Mentoring program; extend the program to PhD staff in the first and fourth year of their thesis
3. Explore the conception of a peer-mentoring program
4. Support staff in preparing their Individual/Career Development Plan
5. Encourage knowledge sharing and transfer between ICM staff (already started).
6. Encourage the participation of ICM staff as facilitator in the CSIC training plan (call in September 2022, 2 proposals - remunerated activity)
Engagement & Motivation

ICM inspires you

Engagement is a sense of purpose, belonging, and commitment to an organization, in our case the ICM, whereas motivation is the willpower and drive to act on those feelings.

Engagement & Motivation focuses on creating initiatives that could be useful to inspire the intrinsic motivation of the staff, to facilitate their networking in the institute and to reinforce the feeling of belonging to the ICM.

What will you experience?

• You are first a person, and then a professional: we are here to listen to you and to support you
• You are part of a group/service and a department: you are part of the ICM
• A wellbeing working environment where your voice and emotions matter
Engagement & Motivation – Meetings and dynamics

- 3 dynamics about Leadership with Senior researchers and Postdocs (Feb/Mar 2022)
- 4 dynamics with Technicians about engagement and motivation (June 2021, July 2022)
- 1 meeting with Young Researchers and Direction (July 2022)
- 1 dynamic with new competitive Postdocs (June 2022)
- 1 dynamic with IT group (May 2022)
- 1 dynamic with OSR team (April 2022)
Engagement & Motivation – Counselling

We are offering a service to listen to the staff in a confidential environment, understanding their situation and providing advice if required and when possible.

From Abril 2021 more than 45 meetings held.

For any suggestion, query, etc. remember you can contact us at:

talent-osr@icm.csic.es
Engagement & Motivation – Conflict Management

Conflict management service thought to tackle a labor conflict at the ICM before going through the formal channels of CSIC; its use will be on voluntary basis.

In draft, to be launched in early 2023. A specific session will be organized to explain it.
Engagement & Motivation – Employee Satisfaction Survey

The idea is to **collect feedback** from all of you and to **build actions oriented** to improve the work life at the IMC. The Employee Satisfaction Survey is a tool to put down in a quantitative way your day to day experience at the institute.

Launched in January 2022, we will send it again in January 2023 to start to study improvement actions with the ICM groups.
Engagement & Motivation – Next steps

1. Corporate values identification
2. Continue with meetings and dynamics of ICM staff
3. Continue with Counselling Service
4. Organization of a ICM more global gatherings
5. PhD good supervision guideline with ICM Young Researchers
6. Launch of the ICM conflict management procedure
7. Launch of the ICM Social Activities initiative
8. Organize ICM Wellbeing initiatives
Off-boarding
ICM travels with you

With the term Off-boarding we refer mainly to a service designed to help people in getting prepared to tackle a professional career beyond the ICM. In this same stage, we envision the creation of an ICM Alumni, a network built on people who left the ICM to further their research career in other organizations.

What will you experience?

• Off-boarding interviews to understand the situation of the fellows that leave the institute and to collect feedback about their experience at the ICM
• Trainings and group dynamics focused on reposition yourself for a job search
• Create an ICM Alumni network
Off-boarding – Next steps

1. Off-boarding interviews to collect frank feedback from people that leave the institute to get insights for continuous improvement

2. Training and group coaching/mentoring sessions about how to position yourself for success in industry job search (already started with one training in October 2022)

3. Explanatory sessions about how to find new grant opportunities

4. ICM Alumni: build a network of people who left the ICM to further their career in other organizations. The aim is to create a supportive community to share experiences, values and goals that will last a lifetime and a venue through which former ICM employees can maintain a long-term collaborative relationship with the Institute.
Thank you!

talent-osr@icm.csic.es