

The background is a solid red color with a pattern of white gears of various sizes. In the lower half, there are black silhouettes of ten people of diverse shapes and sizes, standing in a row.

# HR Strategy for Researchers

IDIBELL

Action Plan 2015-2018

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## Bellvitge Biomedical Research Institute (IDIBELL)

Bellvitge Biomedical Research Institute (IDIBELL) is a research centre that integrates the **biomedical research of the Bellvitge University Hospital (HUB), the Catalan Institute of Oncology (ICO), and the University of Barcelona in the Bellvitge Campus (UB)**, located in the city of l'Hospitalet de Llobregat, south Barcelona, as well as the **Viladecans Hospital (HV)**.

Our institution has the vision of becoming a premier institution in **translational research with a focus in human health research**. The strategic objective of the centre is to translate scientific discoveries into improved health by facilitating innovation and technological transfer actions, in order to enable an efficient application of the knowledge generated by our researchers for the improvement of the health and the quality of life of the population and economic development.

The high quality of the research conducted in IDIBELL has been acknowledged by the Health Institute Carlos III, by awarding it the Health Research Institute accreditation in March 2009.

## IDIBELL PEOPLE

The new vision of IDIBELL stresses the importance of being visualized as a **reference institution in attracting talent, where the main asset is the researcher.**

IDIBELL comprises 1047 people doing research, half of them are employed by the institute, while the rest are researchers who are employed by one of our partners (HUB, UB, ICO and HV).

IDIBELL has a privileged position to **promote the interaction among third level healthcare system, basic researchers and university professors.** The existence of professionals with different training profiles and origins makes IDIBELL interesting for fostering synergies between basic and clinical researchers.

<b>Researchers</b>	<b>799</b>
<b>Pre-doctoral researchers</b>	219
<b>Collaborators</b>	156
<b>Researchers</b>	363
<b>Research group leaders</b>	61
<b>Support staff for the research</b>	<b>194</b>
<b>Administration and management staff</b>	<b>54</b>
<b>TOTAL</b>	<b>1047</b>

*IDIBELL endorsed the principles outlined by the European Charter & Code on August 1st 2013*

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

The European Commission has adopted the "**European Charter for Researchers**" and the "Code of Conduct for the Recruitment of Researchers" as key elements to encourage the mobility of researchers and the harmonization of their work conditions across Europe.

**THE CHARTER:** Aims to ensure that the nature of the relationship between researchers and employers and/or funders is conducive to successful performance in generating, transferring, sharing and disseminating knowledge and technological development, and to the career development of researchers.

**THE CODE:** The code of conduct for the recruitment of researchers consists of a set of general principles and requirements that should be followed by employers and/or funders when appointing or recruiting researchers.



## HUMAN RESOURCES STRATEGY FOR RESEARCHERS (HRS4R)

IDIBELL aims to **recognize researchers within IDIBELL, as well as other staff, as essential contributors to the IDIBELL success** by offering a supportive, encouraging and challenging working environment that promotes equal opportunities, ethical integrity and work-life balance. The HRS4R IDIBELL action plan complements several initiatives which will be implemented within the new IDIBELL strategic plan (2015-2017), and will provide a **common framework to establish a comprehensive and coherent HR strategy** adopting international best practice and high-quality standards.

### HR Excellence in Research Award

1. Impact in the EU funding landscape (particularly H2020).
2. International visibility of the IDIBELL as a provider of a stimulating and favourable work place to prospective research talent.
3. Opportunity to establish a comprehensive and coherent HR strategy adopting international best practices and high-quality standards.



HR EXCELLENCE IN RESEARCH

## Steps to follow towards HRS4R accreditation:

1. An **internal analysis** by the research institution to compare institutional practices against the Charter & Code principles, involving all key institutional stakeholders, including researchers.
2. The development and publication of an **'Institutional HR Strategy' and action plan** based on the results of the analysis.
3. Once the strategy and action plan have been acknowledged by the European Commission (EC), the right to use the **'HR Excellence in Research' logo** is awarded.
4. Progress in the implementation of the strategy and the action plan are subjected to a **self-assessment** after two years.
5. An **external evaluation** takes place every four years.



## CALENDAR OF THE PROCESS

STEP	When	What
1	<b>2013 Aug</b>	Endorsement of the C&C principles by the IDIBELL Direction (D)
	<b>2014 Jan</b>	Internal evaluation and first preliminar analysis (D)
	<b>2014 May</b>	First institutional communication about the C&C implementation process via e-mail and web (D) Reflecting on the importance of this matter Informing about the framework of the strategy and requesting collaboration and commitment
	<b>2014 May</b>	Methodology definition (D) Working Group (WG) designation (representatives of researchers -R1 to R4- and IDIBELL staff)
	<b>2014 May-Jun</b>	Internal survey to all IDIBELL members (# answers: 194) level of seniority/position gender years of experience
	<b>2014 Jun</b>	Sectorial meetings (Principal investigators, post-docs, pre-docs, technicians and support and administrative staff)
	<b>2014 Jun</b>	Gap Analysis (WG and D) Data analysis and interpretation of survey answers Data analysis and interpretation of sectorial meetings
2	<b>2014 Jun-Nov</b>	Elaboration of the Draft of the Action Plan (WG and D)
	<b>2014 Nov-Dec</b>	Action Plan approval (Internal Cientific Comitee, Scientific Advisory Board, CERCA and Board of Trustees)
3	<b>2014 Dec</b>	Application for EC acknowledgment



## STEP 1. GAP ANALYSIS

The opinion of the researchers in relation to IDIBELL fulfillment of the Charter & Code principles has been channeled through two mechanisms:

- **On-line open survey**, based on the template provided by the EC, about the 40 aspects of the Charter & Code. The survey was answered by 194 people within IDIBELL, accounting for 18,5% of IDIBELL members.
- **Sectorial meetings**: A total of 25 principal investigators, 15 postdoctoral researchers, 20 graduate students, 10 lab technicians and 20 support staff were randomly chosen and invited to participate within sectorial meetings. Those meetings were used to discuss about the 40 aspects of the gap analysis provided by EC.
- **Working group**: A working group of 15 people, representing all the professional categories and institutions, was designated to evaluate the results from on-line survey and sectorial meetings and to develop the HR IDIBELL action plan (2015-2018). Once the action plan will be approved, the Working group will be designated as the Monitoring Committee to assess the implementation of the Action plan and the self-assessment, which will report annually to the IDIBELL Direction.

## STEP 1. GAP ANALYSIS

The 40 principles of the Charter & Code can be divided within 4 dimensions. After the Gap Analysis, we considered the following **aspects that need to be improved** within the HR IDIBELL Action plan (2015-2018) framework:

Gap Analysis of the four Dimensions of the Charter & Code	
<b>1. Ethical and professional aspects</b>	Despite leading researchers claim to have a good understanding of the legal and ethical principles, knowledge of these topics by junior researchers and support staff could be improved
<b>2. Recruitment</b>	Poor welcome information (staff hand-book) Lack of recruitment criteria
<b>3. Working conditions</b>	Lack of information for foreign researchers Language barrier in dealings with the administration Poor internal communication channels Lack of organizational strategy Lack of definition of career and their functions Lack of representation in decision bodies
<b>4. Training and development</b>	Lack of a training programme tailored for each career stage Lack of promotion opportunities Lack of professional performance evaluation systems

## STEP 2. ACTION PLAN 2015 – 2018

The actions proposed in the Action Plan have been defined in an **inclusive and open process**, involving an internal working group with representatives from all professional categories, as well as subjected to approval by the IDIBELL Direction, internal and external Scientific Advisory Boards, and the IDIBELL Board of Trustees.

The Action plan brings planned legal and practical issues into line with the principles of the Charter & Code. The Action plan will enable IDIBELL to fulfill the HR Strategic objectives for the period 2015-2018 in alignment with the European Charter & Code principles.

The actions have been grouped in 4 areas in alignment with the European Charter & Code:

- Ethical and Professional
- Recruitment
- Working Conditions
- Training and Career development

For each action, a responsible, timeframe and indicator have been defined.

The Monitoring Committee will be responsible of monitoring the progress in the implementation of the HR strategy, as well responsible for the self-assessment.

## STEP 2. ACTION PLAN 2015 – 2018

### 1. Ethical and professional aspects

#	Action	Charter & Code Principle	Who	When	Indicator
1	Review of endorsement, dissemination and promotion of compliance of the best practices in research guide.	(1) Research Freedom (2) Ethical Principles (3) Professional responsibility (4) Professional attitude (5) Contractual and legal obligations (7) Good Practice in Research (32) Co-authorship	Quality / Management / Communication Office	Q1- 2015	Documentation & dissemination
2	Review the intellectual and industrial property regulation for IDIBELL	(3) Professional responsibility (5) Contractual and legal obligations	TTO / Management	Q1-2015	Documentation & dissemination
3	Creation of an innovation committee	(8) Dissemination and exploitation of results	TTO / Management	Q2-2015	Meeting minutes and committee regulations
4	Definition of adscription procedures	(5) Contractual and legal obligations	HR / Management	Q2-2015	Documentation
5	Improve institutional data collection procedures	(6) Accountability	Management / Quality / IT / OSR	Q4-2015	Compliance level & data accuracy
6	Definition and dissemination of a confidentiality code	(8) Dissemination and exploitation of results	TTO / HR	Q2-2016	Documentation & dissemination
7	Review of job descriptions	(3) Professional responsibility	HR / Job Evaluation Committee	Q4-2016	Documentation & dissemination
8	Definition of a science communication (open access), dissemination and outreach strategy	(8) Dissemination and exploitation of results  (9) Public engagement	Communication Office / Management	Q4-2016	Documentation & dissemination Num. of press impacts Num. of participations in dissemination and outreach activities

HR: Human Resources / IT: Technical support / TTO: Technology Transfer Office

## STEP 2. ACTION PLAN 2015 – 2018

### 2. Recruitment

#	Action	Charter & Code Principle	Who	When	Indicator
9	Definition of a recruitment and selection procedure	(12) Recruitment (13) Recruitment (14) Selection (15) Transparency (16) Judging merit (17) Variations in the chronological order of CVs (Code) (18) Recognition of mobility experience (Code) (19) Recognition of qualifications (Code) (20) Seniority (21) Postdoctoral appointments (Code)	HR / Management / Job Evaluation Committee	Q2-2015	Documentation & dissemination

## STEP 2. ACTION PLAN 2015 – 2018

### 3. Working conditions

#	Action	Charter & Code Principle	Who	When	Indicator
10	Definition of the IDIBELL strategic plan (2015 - 2017)	(4) Professional attitude (8) Dissemination and exploitation of results (23) Research environment (25) Stability and permanence of employment	Management / ISC / SAB / Board of trustees	Q1-2015	Documentation & dissemination
11	Include information on Euraxess in the IDIBELL website	(29) Value of mobility	Communication Office	Q1-2015	Dissemination
12	Improve the professionals space in the IDIBELL website to facilitate internal communication	(24) Working conditions	Communication Office / IT	Q4-2015	Web interface
13	Review the equal opportunities plan	(10) Non discrimination (27) Gender balance	Equality Commission / HR	Q4-2015	Documentation & dissemination
14	Create asStaff handbook (including, among others, information of the governing bodies and information for complaints and suggestions web tool)	(5) Contractual and legal obligations (34) Complains/appeals (35) Participation in decision-making bodies	HR / Communication Office	Q4-2015	Documentation & dissemination
15	Preparation of a foreign researcher's guide	(29) Value of mobility	HR / Communication office	Q1-2016	Documentation & Dissemination
16	Establishment of an individual evaluation and appraisal system	(11) Evaluation/appraisal systems (25) Stability and permanence of employment (33) Teaching	HR / Management / ISC / SAB / Works council	Q1-2016	Documentation & dissemination
17	Review and define the professional career	(22) Recognition of the profession (26) Funding and salaries (28) Career development (38) Continuing Professional Development	HR / Management / ISC / SAB / Works council	Q4-2016	Documentation & dissemination
18	Definition of an internationalization strategy	(29) Value of mobility	OSR / Management	Q4-2017	Num. of mobility activities Num. foreign researchers
19	Habilitate participation channels	(35) Participation in decision-making bodies	Management / Communication Office	Q1-2018	Staff Satisfaction index in the annual Staff Survey

ISC: Internal Scientific Committee / SAB: Scientific Advisory Board / OSR: Research Support Office

## STEP 2. ACTION PLAN 2015 – 2018

### 4. Training and development

#	Action	Charter & Code Principle	Who	When	Indicator
20	Review the IDIBELL predoctoral researchers regulations document	(36) Relation with supervisors (40) Supervision	Management / Predoc. Representatives	Q2-2015	Documentation & dissemination
21	Include items for research group assessment in the annual staff survey	(37) Supervision and managerial duties	Communication Office / Quality	Q3-2015	Satisfaction questionnaire
22	Habilitate the complains and suggestions web tool to include supervision and managerial-related issues	(37) Supervision and managerial duties	Communication Office / Quality	Q3-2015	Dissemination
23	Review the regulations of the training committee	(28) Career development (38) Continuing Professional Development	HR / Training Committee / Management / ISC	Q4-2015	Documentation & personnel distribution in job categories
24	Review and implementation of the training plan <i>(including among others, ethical aspects, innovation and intellectual property)</i>	(28) Career development (38) Continuing Professional Development (39) Access to research training and continuous development	Training Committee / HR	Q1-2016	Num. of training activities Num. of attendants Satisfaction questionnaire
25	Career advice seminars for researchers in training	(30) Access to career advice	Training Committee / Management	Q1-2016	Num. of seminars Num. of attendants Satisfaction questionnaire

## STEP 3. APPLICATION FOR EC ACKNOWLEDGMENT

- EU approval of the Action Plan for HRS4R

## OTHER STEPS

**STEP 4.** Implement the Action Plan and self-assessment, by the IDIBELL Monitoring Committee

**STEP 5.** External assessment and renewal of the acknowledgement by the European Commission





Bellvitge Biomedical Research Institute (IDIBELL)  
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