Human Resources Strategy for Researchers (HRS4R)

Action Plan 2018–2022

1 April 2020, Barcelona

INDEX

1. Introduction

1.1. Bellvitge Biomedical Research Institute (IDIBELL)

The Bellvitge Biomedical Research Institute (IDIBELL) is one of the Health Research Institutes (IIS) of the Carlos III Institute of Health (ISCIII), performing translational research at the highest possible standards, transferring the results of basic, clinical, and epidemiological research from health services and public health to the National Health System (SNS), the patient and society in general. As a member of the Research Centers of Catalonia (CERCA), IDIBELL is also committed to carry out cutting-edge research with the aim to have a high scientific and socio-economic impact and improve the well-being of both societies and individuals.

The institution's ultimate goal is to improve the quality of life of our society through the lead of clinical research of excellence within the framework of research-based knowledge and innovation in healthcare.

Over the last 15 years, IDIBELL has provided a hub of excellence dedicated to biomedical research with the collaboration of the Catalan Institute of Oncology (ICO), University of Barcelona (UB) and the Bellvitge University Hospital, Hospital of Viladecans, and more recently with the Comprehensive Health Consortium (CSI), the formerly Center of Regenerative Medicine in Barcelona (CMR[B]), and the Institute of Legal Medicine and Forensic Sciences of Catalonia (IMLCFC) with a view to becoming a reference center in precision medicine within the fields of cancer, neurosciences, translational medicine and regenerative medicine. In 2020, the alliance with the formerly Center of Regenerative Medicine in Barcelona (CMR[B]) culminated in a merger fusion of the two centers. With a shared mission and vision, all partner institutions have contributed to some extend to the internal analysis and survey and coordination of actions and activities of the action plan.

1.2. HRS4R background

The pursuit of excellence in research by ensuring optimum employment conditions and working environment for our researchers is fully in line with our corporate vision, and developing a comprehensive human resources strategy is a logical step in our development process.

In 2013, IDIBELL endorsed the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers, and two years later received "HR Excellence in Research" award. The IDIBELL HRS4R Action Plan is closely aligned with the institutional Strategic Plan and it relates to researchers at all career stages and research support and management staff regardless of their position and contractual relationship with IDIBELL. Ensuring good working conditions and understanding the motivations of the research support and management staff will help create a better working environment, foster collaboration between departments, and ultimately leverage research results.

IDIBELL enters phase II of the implementation of its HRS4R Action Plan and has conducted a second internal analysis and survey in order to identify persistent gaps and make a new proposal for improvement of previously formulated actions within the framework of the HRS4R.

2. Methodology

2.1. Consolidation of the HRS4R Monitoring Committee

A working group of 15 people with representatives of all professional categories at IDIBELL and partner institutions (**Table 1**) was established by the end of 2014 with the aim to assist with the evaluation of the results from an online survey and sectorial meetings, that contributed to the development of the HRS4R Action Plan 2015–2018.

Researchers at all career stages and members of the IDIBELL community at HUB, UB, and ICO partner institutions were invited to participate in the HRS4R Working Group on voluntary basis, taking also in account the overall gender ratio of the institution.

Upon approval of the HRS4R Action Plan 2015–2018, the working group was appointed HRS4R Monitoring Committee in order to monitor its implementation and conduct a self-assessment, reporting to the IDIBELL Directorate on annual basis.

Table 1. Members of the HRS4R Working Group.

Role	Name	Sex
HUB representative member	Josep Maria Cruzado	M
UB representative member	Francisco Ciruela	M
ICO representative member	Marga Nadal	F
Senior PI	Isabel Fabregat	F
Junior PI	Àlex Vaquero	M
Junior PI	Carles Soriano	M
Postdoctoral researcher	Mariona Pujol	F
PhD student / Predoctoral researcher	Vanesa Rodríguez	F
Laboratory technician	Antonia Gaona	F
Staff technician - IDIBELL Core Facilities	Marcela Manriquez	F
IDIBELL Human Resources representative	Silvia Paricio	F
Works Council member	Serafin Martin	M
Equality Committee member	Joana Visa	F
Administrative staff member	Milagro González	F
IDIBELL Directorate representative	Marga Frontera	F

ICO: Catalan Institute of Oncology; IDIBELL: Bellvitge Biomedical Research Institution; HUB: Bellvitge University Hospital; UB: University of Barcelona.

More recently, the task of coordinating the overall implementation of the HRS4R Action Plan has been assigned by the IDIBELL Directorate to the Strategy Directorate and the HRS4R Officer.

Currently, the HRS4R Monitoring Committee is constituted by 16 members as listed in **Table 2**.

Table 2. Members of the HRS4R Monitoring Committee.

Role	Name	Sex
HUB representative member	Antoni Riera	M
UB representative member	Ruth Rodriguez	F
ICO representative member	Marisa Martinez	F
Senior PI	Isabel Fabregat	F
Senior PI	Carles Soriano	M
Junior PI	Xavier Altafaj	M
Postdoctoral researcher	-	-
PhD student / Predoctoral researcher	Francesca Favaro	F
Laboratory technician	Antonia Gaona	F
Staff technician - IDIBELL Core Facilities	Silvia Barceló	F
IDIBELL Human Resources representative	Magda Martí	F
Work council member	Josep Gardenyes	M
Equality commission member	Beatriz Pinilla	F
Administrative staff member	Milagro González	F
IDIBELL Directorate representative	Marina Rigau	F
IDIBELL Scientific Directorate representative	Raül Delgado-Morales	M
HRS4R Officer	Lidia Garcia-Campmany	F

ICO: Catalan Institute of Oncology; IDIBELL: Bellvitge Biomedical Research Institution; HUB: Bellvitge University Hospital; UB: University of Barcelona.

2.3. Online survey

In 2014, an online open survey was designed based on the template provided by the EU commission on the 40 principles of the EU Charter & Code, with the aim to conduct an internal assessment that allowed to identify gaps in internal procedures and existing practices. Responses from 194 respondents were collected, accounting for 18.5% of all IDIBELL affiliates (see **Annex 1**). The working group reviewed the results and agreed on the items to be prioritized and addressed first:

- **Ethical and professional aspects:** despite leading researchers claimed to have a good understanding of the legal and ethical principles, knowledge of these topics by junior researchers and support staff could be improved.
- **Recruitment:** lack of welcome information (staff handbook); lack of recruitment criteria.
- **Working conditions:** lack of information for foreign researchers; language barriers when communicating with the administration; poor internal communication channels; lack of organizational strategy; lack of career development; lack of representation in decision bodies.
- **Training and development:** lack of a training program tailored to each career stage; lack of promotion opportunities; lack of a performance evaluation systems.

The HRS4R Action Plan 2015–2018 was drafted based on the criteria above, and approved by the IDIBELL Directorate in December 2014.

On 19 July 2019, the HRS4R committee invited all IDIBELL affiliates to complete an online survey similar to that sent out in 2014 with minor corrections in order to learn about the level of knowledge and implementation of the EU Charter & Code Principles related to the IDIBELL HRS4R Action Plan (see **Annex 2**). Based on the recent adscription by fusion of the Center of Regenerative Medicine in Barcelona (CMR[B]) groups and the recent partnership with the Comprehensive Health Consortium (CSI), the following statement could be read by respondents:

"DISCLOSURE: The HRS4R Committee is aware that the CMR[B] currently has its own, independent research management model and in several cases the answer may not apply; however, it is our will to learn about the perception of all IDIBELL staff and therefore this survey is open to everyone. On the other hand, the recent partner relationship between CSI and IDIBELL makes it very likely that most aspects of this survey may be unknown; nevertheless, we very much value the opinion of all IDIBELL affiliates."

The survey included:

- A brief introduction on the main objectives of the HRS4R and the purpose of this new survey
- Section I: Questions relating to the profile of the respondents (age, sex, professional category, seniority, and contractual status)
- Section II: Items related to the Charter & Code principles

On a scale ranging from 1 to 5, respondents scored each item based on their level of knowledge and to the extend they believed measures and policies the item referred to where implemented or whether they were satisfied with the measures implemented.

Results from this survey provided the HRS4R Committee with the necessary information to consider HRS4R Action Plan adjustments and thus advancing on the improvement of IDIBELL Human Resources policies.

2.4. Survey participation and results in 2019

Responses from 158 respondents were collected accounting for 8.93% of all IDIBELL affiliates (i.e., 1770 people registered as active researchers and staff on 30 September 2019), regardless of their contractual relationship with IDIBELL. See **Annex 3** for the results of the survey conducted in 2019.

3. Action Plan

Based on the results from this survey, the HRS4R Monitoring Committee identified subject topics that required improvement at the institutional level. This analysis allowed to revise the actions and activities within the original action plan and make adjustments accordingly. A proposal with 61 actions was presented to the IDIBELL Managing Team and approved by the IDIBELL Director early in 2020. The aim of implementing the HRS4R Action Plan 2018 -2022 is to ensure that the growth of IDIBELL aligns with the principles of the EU Charter & Code.

Comments and suggestions for improvement were also collected and these together with the survey results allowed the HRS4R Monitoring Committee to identify the issues that need to be further addressed:

- Knowledge and suitability of the evaluation and appraisal system
- Professional career structure
- Work environment allowing for professional growth
- Representation on consultation and decision-making bodies
- Salary
- Knowledge of the training plan and training satisfaction
- Mobility
- Knowledge of the suggestions and appeals procedures and their suitability
- Communication between decision-making bodies and staff

The HRS4R Action Plan for the period 2018–2022 is structured in four areas. In **Tables 3-6**, the list of actions is showned together wih (1) the responsible bodies; (2) indicators and targets and their status per year if applicable; (3) the action status (i.e., completed/ongoing, new/in progress, or postponed) with a detailed description. In the instance of a delay in the implementation of any action as planned in the original Action Plan, a new timeline is provided. All documentation referred to in the following tables can be submitted upon request.

Table 3. Actions and indicators.

1. ETHICAL AND PROFESSIONAL ASPECTS					
#	#	Action / Activity	Responsible body	Indicator	Status
RIGHTS & OBLIGATIONS	1.1	**Define the rights and obligations of IDIBELL affiliates and perform an adscription campaign to improve IDIBELL census**	Scientific Directorate; Strategy Directorate; HRS4R Officer	(i) Documentation and dissemination; (ii) Adscription campaign (sensibilization program and new access cards)	**New/In progress** This action has been redefined based on the implementation of a new enterprise resource planning system expected throughout 2021. Righs and Obligations regulations have been draften and are pending approval by the Directorate. new access cards are being issued, besides old cards will be replaced in Q2 2021.
	1.2	**Review and implement the confindenciality code (to be signed by all IDIBELL personnel - no matter who pays their salaries)**	Scientific Directorate; Strategy Directorate; HRS4R Officer	Documentation Intranet, telematic or physical system to store this information	**In progress** This action has been substantially delayed from the original Action Plan. A document has been drafted and approved by the Directorate that will be disseminated for signing and stored securely in Q2 2021.
RRI - ETHICS	1.3	**Review of the IDIBELL Guide to Best Practices in Health Science Research and adjust to the Code of Conduct of CERCA**	Strategy Directorate; Knowledge Management; Ombudsperson	Documentation (Guide reviewed) and dissemination (Infographics)	**Completed/Ongoing** The Guide (IDI-DOC-045 v02) was reviewed, approved on 29 November 2019 and published on the IDIBELL website. A proper dissemination campaign has not yet been developed, but it will include mandatory training for researcher newcomers from Q3 2021. Infographics will be also created and disseminated.
	1.4	**Nomination of the IDIBELL Committee for Research Integrity**	Strategy Directorate; Knowledge Management; Ombudsperson	(i) Documentation (rules and regulations and members); (ii) minutes of the Committee of Research Integrity meetings	**Completed** Since 2015, an *ad hoc* Committee with a designated ombudsperson existed. A Committee for Research Integrity was established on 1 February 2020 as defined in the (internal) Regulations of the Committee for Research Integrity IDI-DOC-051 v01.

	1.5	**Establishment of an internal procedure for conflict of interest evaluation**	Strategy Directorate; Knowledge Management; Ombudsperson	Documentation (ethics commitment form and IDI-FOR internal procedure)	**Completed/Ongoing** The internal procedure for conflict of interest declaration and evaluation is defined within the Guide to Best Practices in Health Science Research (IDI-DOC-045 v02), approved on 29 November 2019. No actual procedures have been yet started nor cases reported.
				No. of conflict of interest evaluated / year	
	1.6	**Further promote training on good clinical research practice (certification on good clinical practice)**	Scientific Directorate; Clinical Research Department; Strategy Directorate; Knowledge Management	(i) No. of training activities / year; (ii) No. of attendees by sex and professional category; (iii) No. of certifications; (iv) post-training satisfaction survey and analysis	**Postponed to Q4 2021** This action has not yet been started due to the lack of resources.
RRI - EQUALITY	1.7	**Review the Equality and Diversity Management Plan**	Equality Committee	(i) Diagnosis; (ii) internal survey and analysis (+ LifeSciCoP for Gender Equality); (iii) documentation and dissemination	**Postponed to Q2 2021** An internal survey was launched on 8 March 2020 and the results analyzed by the Equality Commitee members. Results from this surey were taken into consideration in ellaborating a diagnosis for the Equality and Diversity Management Plan analysis and future review. Since September 2019, as a member of the ACT on Gender Life Science Community of Practice, IDIBELL via representative members of the Equality Committee were planning to launch a new survey in parallel to address gender gap issues among research institutions across Europe: This initiative was set aside due to the burden of the lockdown during the COVID-19 crisis starting in March 2020. Current Equality and Diversity Managament Plan
	1.8	**Encourage the organization of events related to equality**	Equality Committee	(i) No. of events / year; (ii) No. of attendees	**Completed/ongoing** Since 2018, IDIBELL continue to foster events that promote women in science such as sLHam (monologues by female scientists at IDIBELL) in celebration of the International Day of Women and Girls in Science gathering more than 200 people each year. In the context of the International Day of Women and Girls in Science, the Equality Committee with the support of the Seminars Team

					organizes a round table discussion on topics relevant to gender equality in research. Other activities include dissemination campaigns within the context of the International Day of Women and Girls in Science on February 11 and the International Women's Day on March 8. Specific training activities have been also conducted within the framework of the institutional training and professional development program which are planned to be continued.
	1.9	**Review gender-balance on internal committees, commissions and other working groups and events**	Equality Committee	(i) Documentation and website (committee members); (ii) man:woman ratio in commissions, panels, events, seminars, and training by role	**Completed/ongoing** Besides gender balanced is being monitored on annual basis, committees not necessary reach the expected 50:50 gender ration and in most instances gender representation within a professional group or collective is taken into consideration as well, as to reflect on the actual situation of the institution, yet promoting participation of all groups at the intersectional level.
	1.10	**Proactively develop internal policies promoting equality at all levels**	Equality Committee	Documentation and dissemination	**New/In progress** On 22 October 2019, the IDIBELL Director undertook the commitment to actively contribute to the improvement of female leadership by signing the Commitment to Gender Equality in research centers of the Hypathia of Alexandria Charter. In March 2020, the Carlos III Health Institute (ISCIII) appointed IDIBELL institution coordinator of the Gender Perspective working group. The main axes of this working group are to define and implement strategies to foster gender equality, as well as to define indicators considering gender perspective in research. In alignment with the abovementioned, the institution is revising its HR strategy and policies as to promote equality at all levels.
RRI - OUTREACH	1.11	**Deploy the outreach project portfolio to be offered to IDIBELL researchers who**	Strategy Directorate; Communications	Annual outreach portfolio	**Completed/ongoing** IDIBELL outreach activities are promoted from the Communications Unit thourghout the

		need to accomplish funding requirements			year. Activities include public lectures, lab tours for donors, school visits, community workshops, as well as the creation of audiovisual material and participation in science fairs, thus contributing to the local STEAM educational pipeline. On 16 November 2019, IDIBELL hosted its first open doors day (Sinergia) with the slogan "the festival of research and innovation of L'Hospitalet".
RRI - OPEN ACCESS	1.12	**Deploy the open access green route for publications**	Strategy Directorate; Knowledge Management	(i) No. of OA publications/data in UB respository; (ii) No. of OA publications/data reposited by using APP; (iii) Documentation (group and principal investigator assessments); (iv) Actions developed	**Completed/ongoing** The Knowledge Management Unit promotes the practice of depositing previously published articles in the institutional open access repository for self-archiving. In collecting indicators, disaggregated data is provided by research area. During the OA week, communications are sent out as to further promote the use of the repository and training activities on open science are organized within the framework of the IDIBELL training and professional development program.
RRI - DATA MANAGEMENT PLAN	1.13	**Define and implement an Data Management Policy for open research data in accordance to the FAIR principles**	Strategy Directorate; Managing Directorate; Information Technologies	(i) No. of data management plans ellaborated; (ii) Documentation (data management strategy) and dissemination	**Postponed to Q4 2020** More time is needed to complete this action. Guidelines have been provided to researchers on demand in order to meet the requirements of the funders in creating a data management plan. Once the Data Management Policy would be approved, specific training within the framework of the IDIBELL training and professional development program will be delivered to researchers and management support staff.
INTELLECTUAL PROPERTY REGULATIONS	1.14	**Review the IDIBELL intellectual and industrial property regulations for IDIBELL researchers**	Business Development and Innovation Directorate; Promotion	Documentation and dissemination	**Postponed to Q4 2021** The current regulations on intellectual and industrial property (DIC-DOC-004 v02) were approved on 15 July 2015 by the IDIBELL Board of Trustees. More time is needed to complete this action, as decided this action should not be prioritize for being in

				accordance with the current Law on Science, Technology and Innovation, of 1 June 2011.
1.15	**Increase innovation recognition in the research career**	Business Development and Innovation Directorate; Strategy Directorate; Scientific Directorate	(i) Documentation and dissemination; (ii) group and principal investigator assessment	**Postponed to Q4 2021** More time is needed to complete this action, as such an appraisal system for researchers based on participation in innovative projects should be previously assessed.
1.16	**Creation of the Business Advisory Body (BAB)**	Business Development and Innovation Directorate; Promotion	(i) Members appointed; (ii) Documentation (rules and regulations)	**Postponed to Q4 2021** More time is needed to complete this action, as for the Directorate to open a call for nominations and initiate the process of appointments.
			(i) No. of meetings of the BAB / year; (ii) minutes of the BAB meetings	

Actions included in the HRS4R Action Plan 2015–2018 are labeled in blue. Completed/ongoing actions are highlighted in green, new actions or in progress are highlighted in yellow, postponed actions are highlighted in red.

Table 4. Actions and indicators.

2. RECRUITMENT AND SELECTION					
#	#	Action / Activity	Responsible body	Indicator	Status
RECRUITMENT STRATEGIES	2.1	Review the IDIBELL recruitment procedures (considering OTM-R)	People Directorate; Managing Directorate	Documentation and dissemination	**In progress** This action has been substantially delayed. We are currently reviewing our internal hiring procedures as to include the OTM-R strategy into IDIBELL HR policies.
	2.2	Implementation of the reviewed recruitment procedure (considering OTM-R)	People Directorate; Managing Directorate	No. of recruitment assessments / year	**Postponed to Q1 2021** Once the recruitment and selection policy is approved, implementation will be ensured by training hiring managers and all stakeholders involved in the hiring process.
	2.3	Define a recruitment strategy for tenure-track researchers considering scientific priorities, budget issues and competitiveness of the candidates	Scientific Directorate	Documentation and dissemination	**New/In progress** Tenure-track positions represent the main entry to IDIBELL's professional research career model which is channeled via the Miguel Servet and Ramón y Cajal programs. Once the OTM-R policy, and related hiring process and procedures is reviewed, a dissemination campaign will be launched.
				No. of tenure-track researcher recruitments / year by sex	
	2.4	Define and deploy a recruitment strategy for young clinical researchers (e.g., Juan Rodés) with ICO and HUB/HV	Scientific Directorate	Documentation and dissemination	**New/In progress** Through Territorial Specialization and Competitiveness Projects (PECT), IDIBELL aims to recruit and clinical researchers at partner institutions in its efforts to support their career development and career progression.
				No. of clinical researcher recruitments / year by sex	
	2.5	Define a strategy aimed at capturing talented PhD students (including early engagement in research groups for Bachelor's and Master's students at UB) - IDIBELL Summer Internship Program	Scientific Directorate	Documentation and dissemination - Consolidate the Summer Internship Program: (i) No. of internship positions / year by sex; (ii) budget for student stippend; (iii) satisfaction survey; (iv) testimonials	**Completed/ongoing** With the aim to encourage students to pursue a scientific career after graduation, IDIBELL offers undergraduate students in their final year of university and Master's students the opportunity to join any research group and complete their training during the summer. Due to the COVID-19
				No. of BS/MS students enrolling in a PhD program at IDIBELL / year by sex	

					crisis the program may be cancelled this year.
INTERNATIONALIZATION	2.6	**Take advantatge of CERCA, ISCIII and HRS4R umbrella to boost IDIBELL's visibility at the international level**	People Directorate	(i) No. of job offers on EURAXES; (ii) 100% by 2022	**In progress**
	2.7	**Increase the number of international recruitments for R1 and R2 positions**	People Directorate; Scientific Directorate; HRS4R Officer	(i) No. of international R1 and R2 recruitments / year by sex; (ii) Increase in 30% by 2022	**In progress**
	2.8	**Increase the number of international recruitments for R3 and R4 leadership positions**	People Directorate; Strategy Directorate; HRS4R Officer	(i) No. of international R3 and R4 recruitments / year by sex; (ii) Increase in 30% by 2022	**In progress**
	2.9	**Encourage the acceptance of visiting scientists**	People Directorate; Scientific Directorate	(i) Visiting scientists' policy; (ii) No. visiting scientist / year by sex	**New/In progress**
WELCOME	2.10	**Review and improve internal procedures related to personnel (welcome procedure, adscription procedure, etc.)**	Scientific Directorate; Strategy Directorate; HRS4R Officer	(i) Document and dissemination / No. of afiliated personnel / year vs. time from start date to affiliation form is filled out; (ii) Confidenciality code signed by all IDIBELL personnel	**Postponed to Q2 2021** More time is needed to complete this action, as for affiliated personal it requires the continued communication between IDIBELL HR staff and HR staff at the contracting partner institution. Once a confidentiality code is created, both IDIBELL affiliates and employees will be asked to sign the document.
	2.11	**Create a staff handbook**	Scientific Directorate; Strategy Directorate; HRS4R Officer	Documentation and dissemination	**In progress** This action has been substantially delayed, as by the lack of coordination between the management support units contributing to the writing of the staff handbook. This action is expected to be completed by Q2 2021.
	2.12	**Create a staff handbook dedicated to foreign researchers**	Scientific Directorate; Strategy Directorate; HRS4R Officer	Documentation and dissemination	**In progress** This action has been substantially delayed, as by the lack of coordination between the management support units contributing to the writing of the staff handbook. This action is expected to be completed by Q2 2021.

Actions included in the HRS4R Action Plan 2015–2018 are labeled in blue. Completed/ongoing actions are highlighted in green, new actions or in progress are highlighted in yellow, postponed actions are highlighted in red.

Table 5. Actions and indicators.

3. WORKING CONDITIONS					
#	#	Action / Activity	Responsible body	Indicator	Status
PERSONNEL DATABASE	3.1	**Improve HR data management related to IDIBELL personnel (payroll and affiliated personnel)**	Scientific Directorate; Strategy Directorate; HRS4R Officer; Management Directorate; Information Technology	(i) Database: (1) Automatic data entry from MS Forms and data cleaning, (2) Intranet, (3) new ERP implementation; (ii) online adscription form	**Postponed to Q4 2021** More time is needed to complete this action, as for the recently approved implementation of a new ERP system. Since April 2019, major improvements to the managment of the IDIBELL personnel database have been successfully implemented, namely, data cleaning, data quality assessment, and standardization. In our efforst to reduce manual data entry, an automated workflow for data collection has been put in place.
	3.2	**Review and implement an adscription procedure**	Scientific Directorate; Strategy Directorate; HRS4R Officer	Documentation (adscription process regulations)	**Postponed to Q4 2021** More time is needed to complete this action, as for the implementation of a new ERP for the collection and secure storage of perrsonal and profesional information of IDIBELL personnel (payroll and affilates).
				No. of affiliated personnel / year	
	3.3	**Establish bi-directional communication with ICO, HUB and UB Human Resources Departments**	Scientific Directorate; Strategy Directorate; HRS4R Officer; Managing Directorate; Information Technology	Minutes of the meetings with HR Departments at ICO, HUB and UB	**Postponed to Q4 2021** More time is needed to complete this action, as for the implementation of a new ERP. Currently, the Strategy Directorate is responsible for the management of the personnel database and new adscriptions are processed on case by case basis, evaluating service needs for new affilaites. Once a year, in preparation of the annual report, HR Departments from prartner institutions are contacted to validate data from their employees.
STAFF MANAGEMENT	3.4	**Review of job descriptions linked to research personnel (Group 1)**	People Directorate; Strategy Directorate	Documentation and intranet dissemination	**In progress** Pending approval by the IDIBELL Directorate.
	3.5	**Review of job descriptions linked to support personnel (Groups 2 and 3)**	People Directorate; Strategy Directorate	Documentation and intranet dissemination	**In propgress** Pending approbval by the IDIBELL Directorate.
	3.6	**Define a new collective agreement**	People Directorate; Managing Directorate; Works Council	Documentation and dissemination	**In progress** Presentated to the Works Council. Pending approval by the Board of Trustees.

	3.7	**Define a system to track personnel dedication to research projects**	Management Directorate; Strategy Directorate	(i) Documentation; (ii) No. of projects using the dedication tracking system	**Postponed to Q4 2021** More time is needed to complete this action, as for the implementation of a new ERP system. Currently an *ad hoc* procedure is put in place in order to meet project requirements.
	3.8	**Define and deploy personnel head count policies**	People Directorate; Managing Directorate	Documentation	**Postponed to Q4 2021** More time is needed to complete this action, as for the implementation of a new ERP system.
				Head count / year	
	3.9	**Define transparent criteria to allow postdoctoral researchers to apply for research projects as a principal investigator, while limiting the duration of the postdoctoral stage at IDIBELL to 5 yr**	Scientific Directorate	Documentation and dissemination	**Postponed to Q4 2021** More time is needed to complete this action, as the COVID-19 crisis precluded any attempt to organize stakeholder focus groups.
NON-PAYROLL PERSONNEL MANAGEMENT	3.10	**Define and deploy an intensification strategy for non-payroll IDIBELL clinicians at ICO and HUB**	Scientific Directorate; Strategy Directorate	Documentation	**Postponed to Q4 2021** IDIBELL aims at implementing an intensification model for non-payroll clinicians (i.e., Heads of Unit at ICO and HUB) based on the current Catalan Institute of Health intensification strategy. More time is needed to complete this action, as for the burden of the COVID-19 crisis.
				No. of clinicians intensified / year by sex	
	3.11	**Define and deploy a compensation model for non-payroll IDIBELL researchers at all IDIBELL partner centers**	Scientific Directorate; Strategy Directorate; People Directorate	Documentation	**Postponed to Q4 2021** As a proof-of-concept, a new management by objectives appraisal model will be put in place for management support staff (top-level management) at the end Q4 2020. More time is needed to implement the model for researchers at partner institutions, as such a performance assessment will be based on competencies that are currently not being monitored nor evaluated.
				No. of researchers / year by sex	

Table 5 (cont.)

3. WORKING CONDITIONS					
#	**#**	**Action / Activity**	**Responsible body**	**Indicator**	
INTERNAL COMMUNICATION	3.12	**Review and improve internal communication channels**	Strategy Directorate; Quality; Strategy Directorate; Commnications	(i) Document / staff satisfaction index in the annual staff survey; (ii) appeals and suggestions web tool and dissemination	**In progress** Results from the annual staff survey suggest a lack of awareness of main internal communication channels. The Communications Unit will create an internal communication strategy as to improve and implement new communication initiatives that allow to receive input from IDIBELL personnel and provide access to resources and training by Q4 2021.
	3.13	**Develop and manage a new intranet**	Managing Directorate; Information Technology; Strategy Directorate; Communications	Site fully operative	**Postponed to Q4 2021** More time is needed to complete this action, as for the implementation of a new ERP system.
	3.14	**Develop tools within the intranet to facilitate internal communication**	Strategy Directorate; Communications; Managing Directorate; Information Technology	Intranet - Communication channels	**Postponed to Q4 2021** More time is needed to complete this action, as for the implementation of a new ERP system.
	3.15	**Habilitate participation channels (annual staff survey)**	Strategy Directorate; Quality	Staff satisfaction index in the annual staff survey	**Completed /Ongoing**
	3.16	**Include items for research group assessment in the annual staff survey**	Strategy Directorate; Quality	Satisfaction questionnaire	**Completed/Ongoing**
	3.17	**Habilitate the appeals and suggestions web tool to include supervision and managerial-related issues**	Strategy Directorate; Quality	Web tool and dissemination	**Completed/Ongoing**
	3.18	**Organize and foster participation in internal events (Director's Report, , etc.)**	Strategy Directorate; Communications	(i) No. of events; (ii) No. of atendees by partner institution	**Completed/Ongoing** Director's Report 2018 Director's Report 2019

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Table 6. Actions and indicators.

4. TRAINING AND CAREER DEVELOPMENT					
#	#	Action / Activity	Responsible body	Indicator	
PROFESSIONAL DEVELOPMENT	4.1	Deploy the model for professional development linked to researchers (R1-R4)	Scientific Directorate; People Directorate	(i) Documentation; (ii) No. of personnel assessed / year	**In progress** The Model for Development of the IDIBELL Professional Research Career (DIC-DOC-006, approved on 9 December 2015) for R3 and R4 career stages states that only those succeeding in calls such as Miguel Servet or Ramon y Cajal can get tenured and promoted. This Model is fully implemented. A model for professional development for R1 and R2 career stages is currently under revisions and expected to be approved in Q1 2022.
	4.2	Define and deploy the model for professional development linked to scientific support (SC and SCT) and management support (SG)	People Directorate; Scientific Directorate; Strategy Directorate	Documentation and dissemination	**Postponed to Q1 2022** More time is needed to complete this action, as the COVID-19 crisis precluded any attempt to organize stakeholder focus groups.
				No. of personnel classified / year	
TRAINING & CAREER DEVELOPMENT PROGRAM	4.3	Define and deploy a comprehensive Training and Career Development Program (Areté Program)	Scientific Directorate; Training Committee; HRS4R Officer	(i) Documentation and dissemination; (ii) website; (iii) regulations	**New/In progress** Changes in the IDIBELL chart structure and by law in force requirements, the Educational Committee has been disolved and a new Training Committee should be established. The COVID-19 crisis precluded any attempt to establish such a committee that will actively contribute to defining further training needs and learning gaps.
				No. of training activities / year per topic (according to the Vitae Researcher Development Framework)	
				No. of attendees / training course / year by sex and contract organization	
				Satisfaction questionnaire / training course	
PREDOCTORAL RESERACHERS	4.4	Design an harmonized (impacting in all Research Programs) internal PhD student fellowship program	Scientific Directorate	No. of PhD students paid by IDIBELL structural funds / year by group and sex	**Postponed to Q4 2022** More time is needed to complete this action, as for the lack of funds allowing for the sustainability of such a fellowship program.
	4.5	Build up a follow-up system for PhD students aimed at guaranteeing IDIBELL PhD students' standards	Scientific Directorate; Strategy Directorate; HRS4R Officer	(i) Database of PhD students; (ii) satisfaction level of PhD students at the end of the program	**Postponed to Q1 2021** In an attempt to guarantee the highest training standards thoughout their PhD

	under the umbrella of IDIBELL-UB Master's degrees			period, predoctoral researchers will be able to adhere to the International PhD Training Program currently under preparation. Such a training program will be aimed not only at providing compulsory and specific training, but also training on trasferable skills, including open science and open innovation.
4.6	**Define and implement a PhD4MD training program**	Scientific Directorate; Training Committee; HRS4R Officer	Documentation and dissemination	**Postponed to Q4 2022** More time is needed to complete this action, as the COVID-19 crisis precluded any attempt to organize stakeholder focus groups.
			(i) No. of training activities / year; (ii) partner with national and international biomedical institutions (retreat)	
			No. of attendants / training / year	
			Satisfaction questionnaire / training	
4.7	**Foster the IDIBELL PhD Day**	Scientific Directorate; PhD Committee; HRS4R Officer	(i) PhD Day program; (ii) No. of poster and oral presentations; (iii) No. of attendees by partner institution, group and sex; (iv) post-event survey; (v) post-event report	**Completed/Ongoing**
4.8	**Career advice seminars for researchers in training (R1 - linked to PhD Day)**	Scientific Directorate; HRS4R Officer	No. of seminars and panels / year	**In progress** This action has been substantially delayed from the original Action Plan. The first edition of the Career Day will take place on 21 - 22 October 2020 online due to the current infection-prevention measures against COVID-19.
			No. of attendees / event by partner institution, group and sex	
			Post-event satisfaction questionnaire and analysis	

Table 6 (cont.)

4. TRAINING AND CAREER DEVELOPMENT					
#	#	Action / Activity	Responsible body	Indicator	Status
POSTDOCTORAL RESERACHERS	4.9	**Establish a Postdoctoral Training Program**	Scientific Directorate; Training Committee; HRS4R Officer	Documentation and dissemination	**Postponed to Q4 2021** More time is needed to complete this action, as the COVID-19 crisis precluded any attempt to organize stakeholder focus groups.
				No. of training activities / year	
				No. of attendees / training / year by sex	
				Satisfaction questionnaire / training	
PRINCIPAL INVESTIGATORS	4.10	**Improve and expand the scope of the mentoring program in coordination with the UB (tenure-track level: Miguel Servet, Ramon y Cajal)**	Scientific Directorate; HRS4R Officer	(i) No. of mentees and mentors / year and sex; (ii) satisfaction survey	**Postponed to Q4 2021** More time is needed to complete this action, as the COVID-19 crisis precluded any attempt to organize stakeholder focus groups.
	4.11	**Provide tenure researchers with soft-skills training**	Scientific Directorate; Training Committee; HRS4R Officer	No. of training activities / year	**Completed/Ongoing**
				No. of attendees / training / year by sex and partner institution	
				Satisfaction questionnaire / training	
SUPPORT PERSONNEL	4.12	**Provide hard and soft skills aimed at training scientific support (SC and SCT) and management support (SG)**	Scientific Directorate; HRS4R Officer	No. of training activities / year	**Completed/Ongoing**
				No. of attendees / training / year by sex	
				Satisfaction questionnaire / training	
GENERAL FOR RESEARCH SUPPORT PERSONNEL	4.13	**Develop a training curricula offered by the scientific and technical units aimed at IDIBELL users**	Scientific Directorate; HRS4R Officer	(i) Training activities included in the Areté Program / year and unit; (ii) No. of attendees / year, role and sex; (iii) Satisfaction survey / training	**In progress** This action has been substantially delayed from the original Action Plan. As for continuing education in animal science refers to, the Animal Facility has continued organizing courses accredited for functions C (performing procedures) and D (design of projects and procedures) following the current regulations under the Ministerial Order ECC/566/2015. Specific courses, other than idividual training for users of the IDIBELL Core Facilities is included in the institutional training and

				professional development program and will be included in a course training catalogue to be created and disseminated at the begining of the next academic year.

Actions included in the HRS4R Action Plan 2015–2018 are labeled in blue. Completed/ongoing actions are highlighted in green, new actions or in progress are highlighted in yellow, postponed actions are highlighted in red.

4. Action plan follow-up

The HRS4R Monitoring Committee will be responsible for preparing and facilitating the external interview that wil take place in Q1 2021.

Annexes

Annex 1. Survey results in 2014

Age	%
20 - 25	5.15
26 - 35	42.78
36 - 45	29.90
46 - 55	15.46
>55	6.70

Professional group	%
R1	19.59
R2	9.79
R3/R4	21.65
Research support - Technical	25.77
Management staff	23.20

Years of experience (after PhD)	%
<2 years	5.15
<5 years	4.64
<10 years	3.61
>10 years	21.65
NA	64.95

Years of experience (non PhD)	%
<2 years	4.64
<5 years	20.62
<10 years	10.82
>10 years	11.86
NA	52.06

Sex	%
Male	39.18
Female	60.82

Contractual status	%
Hired by IDIBELL	80.41
Not employed by IDIBELL	19.59

Contract duration	%
Indefinite	53.09
Fix-term	43.30
NA	3.61

Type of contract	%
Full-time	90.72
Part-time	5.15
NA	4.12

IDIBELL research area	%
Cancer and Human Molecular Genetics	28.35
Neuroscience	14.43
Infectious Pathology and Transplants	4.64
Growth Factors, Hormones and Diabetes	1.03
Inflammatory, Chronic and Degenerative Diseases	1.03
Cancer Epigenetics and Biology	13.40
Management and research support	27.84
NA	9.28

Percentage refers to total no. of respondents. Data adapted from the IDIBELL HRS4R Action Plan 2015–2018 annex.

Question	Average	R1	R2	R3/R4	Research support	Management staff
I am familiar with and comprehend the legal regulations and ethical principles related to my area of work	3.72	3.37	3.87	4.17	3.78	3.42
I believe that the dissemination and exploitation of research results are relevant tasks in a research career	4.51	4.41	4.56	4.74	4.48	4.35
I know about the dissemination and exploitation of research results activities carried out by IDIBELL	2.91	2.73	3.29	3.56	2.73	2.43
I believe that in IDIBELL there is no discrimination on the grounds of:						
Gender	4.02	3.91	4.28	4.28	4.01	3.76
Age	3.77	3.52	3.92	3.98	3.75	3.72
Ethnic group	4.32	4.17	4.47	4.64	4.17	4.25
National or social origin	4.18	4.09	4.14	4.49	4.00	4.16
I believe that the existence of an evaluation and appraisal system is important in order to allow for the assessment of professional performance in a regular basis and in a transparent manner by an independent committee in the context of professional progression	4.38	4.07	4.69	4.70	4.31	4.30
I am familiar with the evaluation and appraisal system for the assessment of professional performance in IDIBELL	1.61	1.67	1.56	2.17	1.51	1.12
I am familiar with the structure of the professional career in IDIBELL	1.52	1.62	1.27	2.19	1.27	1.18
I believe that IDIBELL provides an adequate work environment for allowing a satisfactory development of the professional career	1.81	2.45	2.00	1.79	1.73	1.25
I feel suitably represented by the following consultation and decision-making bodies in IDIBELL:						
Board of trustees	1.80	2.30	1.88	1.62	1.64	1.70
Executive committee	1.90	2.14	1.80	1.88	1.85	1.83
Internal science committee	2.12	2.28	1.94	2.44	1.85	1.92
Scientific advisory board	1.95	2.04	1.72	2.33	1.68	1.76
I believe that it is important that IDIBELL provides me with training in health and safety within my professional area	4.05	4.09	4.32	3.93	4.35	3.67
I believe that IDIBELL ensures adequate work conditions regarding health and safety regulations for its personnel	3.47	3.28	3.71	3.83	3.40	3.28
The facilities and infrastructures provided are adequate to perform my professional duties	2.86	2.95	2.79	2.87	2.67	3.00
I believe that IDIBELL provides me with enough work flexibility regarding:						
Work schedule and/or work and family balance	3.59	3.45	3.53	4.02	3.63	3.41
Teleworking	2.70	3.13	2.73	3.44	2.47	1.85
Part-time working	2.93	2.68	2.43	3.40	3.27	2.61
Sabbatical leave	2.48	2.55	1.63	3.30	2.00	2.30
Choice and compliance of holidays and leave hours	3.53	3.36	3.33	4.12	3.42	3.47
I believe that my work load is reasonable and adjusted to my working hours	2.96	2.95	3.20	2.94	3.08	2.77
I believe that I receive an adequate salary for my work	2.06	1.95	2.17	2.33	1.84	2.15
I consider important the existence of a Training Plan adapted to each stage of my professional career	4.20	4.27	4.44	3.99	4.15	4.30
I am familiar with the IDIBELL Training Plan and how it applies to each stage of my professional career	1.49	1.45	1.19	1.85	1.32	1.53
I believe that IDIBELL adequately promotes, facilitates and values staff mobility, defined as the professional experience acquired in different centers and especially countries from one's own	2.20	2.58	2.38	2.18	1.98	1.83
I believe that training in transversal and transferable skills is important for my professional development	4.06	4.30	4.61	3.90	4.00	3.74
I believe that specialization training in my (research) subject area is important for my professional development	4.33	4.34	4.58	4.13	4.42	4.30
I am satisfied with the training that IDIBELL provides me with	1.87	2.40	2.03	1.73	1.65	1.74
I am familiar with the intellectual property policies and authorship rights in IDIBELL	2.14	2.12	2.03	2.51	2.10	1.76
I believe that my intellectual property and authorship rights are adequately protected	3.07	2.94	2.90	3.18	3.35	2.50
I am familiar with the suggestions and appeals system in IDIBELL	2.73	2.38	2.16	2.83	2.73	3.18
I believe the suggestions and appeals system in IDIBELL is adequate	2.56	2.67	2.78	2.69	2.27	2.62
I believe that the recruitment procedures in IDIBELL are transparent and fair	2.06	1.99	2.31	2.20	1.93	2.03
I believe that the work environment in IDIBELL favors a good work performance	2.61	3.18	2.61	2.33	2.60	2.39
I believe that my professional work is well recognized and valued in IDIBELL	2.26	2.78	2.50	2.15	1.99	2.12
I believe that my professional status is in line with my training and professional experience	2.73	3.59	3.19	3.23	2.09	2.10
I believe that the communication channels between the decision-making bodies and the staff work properly in IDIBELL	1.83	2.08	1.57	1.74	1.88	1.74

Legend: 1 (red), 2, 3, 4, 5 (green)

Values have been modified to match the likert scale from the survey in 2019: (1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree. Data adapted from the IDIBELL HRS4R Action Plan 2015—2018 annex.

Annex 2. Questionnaire used in the survey launched in 2019

IDIBELL Human Resources Strategy for Researchers (HRS4R) Action Plan 2018-2022

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

The Human Resources Strategy for Researchers (HRS4R) aims to assess the policies and actions on human resources of the institution and to design an action plan allowing a better alignment with the 40 principles outlined in the Charter & Code.

The Bellvitge Biomedical Research Institute (IDIBELL) endorsed the Charter & Code in 2013. Later on, the institution started an internal procedure (Gap Analysis and HRS4R Action Plan definition 2015-2018) that was approved by the European Commission, and culminated in the recognition of the Human Resources excellence in research award early in 2015. In November 2017, IDIBELL conducted an Interim Analysis and the European Commission replied with specific recommendations that we are currently undertaking.

IDIBELL created the HRS4R Committee with representation from the different professional categories which is helping the IDIBELL Directorate to monitor all the process and implement the IDIBELL HRS4R Action Plan.

We hereby request your cooperation as an IDIBELL affiliate to complete this survey, which will provide the HRS4R Committee with the necessary information to consider HRS4R Action Plan adjustments and thus advancing on the improvement of IDIBELL Human Resources policies.

Please take 10 minutes to complete this survey. The HRS4R Committee and the IDIBELL Directorate thank you in advance for your cooperation!

* Required

Section I: General information

1. Age *

2. Sex *

- o   Female
- o   Male

3. Contractual status *

Affiliates are personnel with no contractual relationship with IDIBELL, but its partner institutions (i.e., ICO, HUB, UB, HV, and CMR[B])

- o Hired by IDIBELL
- o Not employed by IDIBELL, but affiliated to

4. Which professional group best suits your job status at IDIBELL? *

- o R1 - Predoctoral researcher
- o R2 - Postdoctoral researcher
- o R3 - Principal investigator
- o R4 - Leading investigator
- o Researhc support staff - Technical
- o Management staff

5. Do you hold a PhD degree? *
- o Yes
- o No

6. If so, how many years of experience do you have as a researcher or working in a biomedical research institution?
- o Less than two
- o Less than five
- o Less than ten
- o More than ten

7. If you do not hold a PhD degree, how many years of experience do you have as a researcher or working in a biomedical research institution?
- o Less than two
- o Less than five
- o Less than ten
- o More than ten

8. What type of contract do you have at IDIBELL?

Do not answer this question if you are not hired by IDIBELL
- o Full-time
- o Part-time

9. Whar is the duration of your contract?
Do not answer this question if you are not hired by IDIBELL

- o Full-time
- o Part-time

10. Which resaerch program/department/unit do you belong to? *

- o Molecular Mechanisms and Experimental Therapy Program (Oncobell)
- o Epidemiology, Public Health, Cancer Prevention, and Palliative Care Program
- o Neuroscience Program
- o Infectious Diseases and Transplantation Program
- o Diabetes and Metabolism Program
- o Cardiovascular, Respiratory, Systemic and Cellular Aging Diseases Program
- o Digestive System, Diagnostics, Pharmacogenetics, Care Support and Clinical Prevention Program
- o Genes, Disease and Therapy Porgram
- o Scientific Core Facilities
- o Management Department
- o Not linked to any IDIBELL program/department/unit
- o I do not know

* Required

Section II: Charter & Code for Researchers

11. I am familiar with and comprehend the legal regulations and ethical principles related to my area of work *
Please rate this statements from 1 (strongly disagree) to 5 (strongly agree)

o	o	o	o	o
1	2	3	4	5

12. I believe that the dissemination and exploitation of research results are relevant tasks in a research career *
Please rate this statements from 1 (strongly disagree) to 5 (strongly agree)

o	o	o	o	o
1	2	3	4	5

13. I know about the dissemination and exploitation of research results activities carried out by IDIBELL *
Please rate this statements from 1 (strongly disagree) to 5 (strongly agree)

o	o	o	o	o
1	2	3	4	5

14. I believe that in IDIBELL there is no discrimination on the grounds of: *

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Gender	○	○	○	○	○
Age	○	○	○	○	○
Ethnic group	○	○	○	○	○
National or social origin	○	○	○	○	○

15. I believe that the existence of an evaluation and appraisal system is important in order to allow for the assessment of professional performance in a regular basis and in a transparent manner by an independent committee in the context of professional progression *
Please rate this statements from 1 (strongly disagree) to 5 (strongly agree)

○	○	○	○	○
1	2	3	4	5

16. I am familiar with the evaluation and appraisal system for the assessment of professional performance in IDIBELL *
Please rate this statements from 1 (strongly disagree) to 5 (strongly agree)

○	○	○	○	○
1	2	3	4	5

17. I am familiar with the structure of the professional career in IDIBELL *
Please rate this statements from 1 (strongly disagree) to 5 (strongly agree)

○	○	○	○	○
1	2	3	4	5

18. I believe that IDIBELL provides an adequate work environment for allowing a satisfactory development of the professional career *
Please rate this statements from 1 (strongly disagree) to 5 (strongly agree)

○	○	○	○	○
1	2	3	4	5

19. I feel suitably represented by the following consultation and decision-making bodies in IDIBELL: *

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Board of Trustees	○	○	○	○	○
Executive Committee	○	○	○	○	○
Internal Scientific Committee	○	○	○	○	○
Scientific Advisory Board	○	○	○	○	○

20. I believe that it is important that IDIBELL provides me with training in health and safety within my professional area *
Please rate this statements from 1 (strongly disagree) to 5 (strongly agree)

○	○	○	○	○
1	2	3	4	5

21. I believe that IDIBELL ensures adequate work conditions regarding health and safety regulations for its personnel *
Please rate this statements from 1 (strongly disagree) to 5 (strongly agree)

○	○	○	○	○
1	2	3	4	5

22. The facilities and infrastructures provided are adequate to perform my professional duties *
Please rate this statements from 1 (strongly disagree) to 5 (strongly agree)

○	○	○	○	○
1	2	3	4	5

23. I believe that IDIBELL provides me with enough work flexibility regarding:
Do not answer this question if you are not hired by IDIBELL

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Work schedules and/or work and family balance	○	○	○	○	○
Teleworking	○	○	○	○	○
Part-time working	○	○	○	○	○

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Sabbatical leave	○	○	○	○	○
Choice and compliance of holidays and leave hours	○	○	○	○	○

24. I believe that my work load is reasonable and adjusted to my working hours *
Please rate this statements from 1 (strongly disagree) to 5 (strongly agree)

○	○	○	○	○
1	2	3	4	5

25. I believe that I receive an adequate salary for my work *
Please rate this statements from 1 (strongly disagree) to 5 (strongly agree)

○	○	○	○	○
1	2	3	4	5

26. I consider important the existence of a Training Plan adapted to each stage of my professional career *
Please rate this statements from 1 (strongly disagree) to 5 (strongly agree)

○	○	○	○	○
1	2	3	4	5

27. I am familiar with the IDIBELL Training Plan and how it applies to each stage of my professional career *
Please rate this statements from 1 (strongly disagree) to 5 (strongly agree)

○	○	○	○	○
1	2	3	4	5

28. I believe that IDIBELL adequately promotes, facilitates and values staff mobility, defined as the professional experience acquired in different centers and especially countries from one's own *
Please rate this statements from 1 (strongly disagree) to 5 (strongly agree)

○	○	○	○	○
1	2	3	4	5

29. I believe that training in transversal and transferable skills is important for my professional development *
Please rate this statements from 1 (strongly disagree) to 5 (strongly agree)

○	○	○	○	○
1	2	3	4	5

30. I believe that specialization training in my (research) subject area is important for my professional development *
Please rate this statements from 1 (strongly disagree) to 5 (strongly agree)

| ○ | ○ | ○ | ○ | ○ |
| 1 | 2 | 3 | 4 | 5 |

31. I am satisfied with the training that IDIBELL provides me with *
Please rate this statements from 1 (strongly disagree) to 5 (strongly agree)

| ○ | ○ | ○ | ○ | ○ |
| 1 | 2 | 3 | 4 | 5 |

32. I am familiar with the intellectual property policies and authorship rights in IDIBELL *
Please rate this statements from 1 (strongly disagree) to 5 (strongly agree)

| ○ | ○ | ○ | ○ | ○ |
| 1 | 2 | 3 | 4 | 5 |

33. I believe that my intellectual property and authorship rights are adequately protected *
Please rate this statements from 1 (strongly disagree) to 5 (strongly agree)

| ○ | ○ | ○ | ○ | ○ |
| 1 | 2 | 3 | 4 | 5 |

34. I am familiar with the suggestions and appeals system in IDIBELL *
Please rate this statements from 1 (strongly disagree) to 5 (strongly agree)

| ○ | ○ | ○ | ○ | ○ |
| 1 | 2 | 3 | 4 | 5 |

35. I believe the suggestions and appeals system in IDIBELL is adequate *
Please rate this statements from 1 (strongly disagree) to 5 (strongly agree)

| ○ | ○ | ○ | ○ | ○ |
| 1 | 2 | 3 | 4 | 5 |

36. I believe that the recruitment procedures in IDIBELL are transparent and fair *
Please rate this statements from 1 (strongly disagree) to 5 (strongly agree)

| ○ | ○ | ○ | ○ | ○ |
| 1 | 2 | 3 | 4 | 5 |

37. I believe that the work environment in IDIBELL favors a good work performance *
Please rate this statements from 1 (strongly disagree) to 5 (strongly agree)

| ○ | ○ | ○ | ○ | ○ |
| 1 | 2 | 3 | 4 | 5 |

38. I believe that my professional work is well recognized and valued in IDIBELL *
Please rate this statements from 1 (strongly disagree) to 5 (strongly agree)

○	○	○	○	○
1	2	3	4	5

39. I believe that my professional status is in line with my training and professional experience *
Please rate this statements from 1 (strongly disagree) to 5 (strongly agree)

○	○	○	○	○
1	2	3	4	5

40. I believe that the communication channels between the decision-making bodies and the staff work properly in IDIBELL *
Please rate this statements from 1 (strongly disagree) to 5 (strongly agree)

○	○	○	○	○
1	2	3	4	5

41. Would you like to make any comments or suggestions, please do so below:

Annex 3. Survey results in 2019

Age	%
20 - 25	9.49
26 - 35	34.81
36 - 45	32.91
46 - 55	13.92
>55	8.86

Professional group	%
R1	21.52
R2	14.56
R3	15.19
R4	10.13
Research support - Technical	21.52
Management staff	17.09

Years of experience (after PhD)	%
<2 years	11.54
<5 years	11.54
<10 years	19.23
>10 years	57.69
NA	

Years of experience (non PhD)	%
<2 years	22.50
<5 years	41.25
<10 years	20.00
>10 years	13.75
NA	

Sex	%
Male	39.87
Female	60.13

Contractual status	%
Hired by IDIBELL	68.99
Not employed by IDIBELL	31.04

Contract duration	%
Indefinite	20.89
Fix-term	52.53
NA	26.58

Type of contract	%
Full-time	65.82
Part-time	8.23
NA	25.95

Percentage refers to total no. of respondents.

IDIBELL research area	Program	%
Cancer	Molecular Mechanisms and Experimental Therapy (Oncobell)	31.01
	Epidemiology, Public Health, Cancer Prevention, and Palliative Care	8.23
Neuroscience	Neuroscience	6.96
Translational medicine	Infectious Diseases and Transplantation	5.70
	Diabetes and Metabolism	1.90
	Cardiovascular, Respiratory, Systemic and Cellular Aging Diseases	1.90
	Digestive System, Diagnostics, Pharmacogenetics, Care Support and Clinical Prevention	0.63
	Genes, Disease and Therapy	6.96
Not linked to any IDIBELL Group		7.59
Scientific Core Facilities		4.43
Management		17.09
NA		7.59

Percentage refers to total no. of respondents.

Question	Average	R1	R2	R3	R4	Research support	Management staff
I am familiar with and comprehend the legal regulations and ethical principles related to my area of work	3.88	3.62	3.74	4.08	4.31	3.76	4.04
I believe that the dissemination and exploitation of research results are relevant tasks in a research career	4.59	4.47	4.78	4.42	4.75	4.62	4.63
I know about the dissemination and exploitation of research results activities carried out by IDIBELL	3.54	3.44	3.39	3.58	4.00	3.18	3.96
I believe that in IDIBELL there is no discrimination on the grounds of:							
Gender	3.94	3.91	3.52	3.88	4.69	3.88	4.04
Age	3.91	3.79	3.87	3.92	4.50	3.74	3.93
Ethnic group	4.12	3.82	3.96	4.33	4.81	4.00	4.19
National or social origin	4.01	3.74	3.65	4.13	4.81	3.97	4.15
I believe that the existence of an evaluation and appraisal system is important in order to allow for the assessment of professional performance in a regular basis and in a transparent manner by an independent committee in the context of professional progression	4.26	4.09	4.00	4.33	4.56	4.29	4.41
I am familiar with the evaluation and appraisal system for the assessment of professional performance in IDIBELL	2.63	2.41	2.17	3.04	3.50	2.24	2.89
I am familiar with the structure of the professional career in IDIBELL	2.67	2.56	2.17	2.88	3.81	2.26	2.89
I believe that IDIBELL provides an adequate work environment for allowing a satisfactory development of the professional career	2.91	2.85	2.78	3.08	3.38	2.68	2.93
I feel suitably represented by the following consultation and decision-making bodies in IDIBELL:							
Board of trustees	2.87	2.94	2.57	3.08	3.13	2.65	3.00
Executive committee	2.93	2.91	2.61	3.13	3.19	2.62	3.30
Internal science committee	2.99	3.03	2.65	3.21	3.50	2.68	3.11
Scientific advisory board	2.97	3.00	2.65	3.29	3.25	2.68	3.11
I believe that it is important that IDIBELL provides me with training in health and safety within my professional area	4.42	4.38	4.61	4.33	4.38	4.32	4.52
I believe that IDIBELL ensures adequate work conditions regarding health and safety regulations for its personnel	3.61	3.12	3.52	4.17	3.94	3.44	3.81
The facilities and infrastructures provided are adequate to perform my professional duties	3.21	3.00	3.09	3.63	3.63	3.03	3.19
I believe that IDIBELL provides me with enough work flexibility regarding:							
Work schedule and/or work and family balance	3.83	3.64	3.95	4.11	4.21	3.73	3.73
Teleworking	3.09	3.12	3.44	3.61	3.86	2.76	2.46
Part-time working	3.21	3.15	3.17	3.17	3.69	3.30	2.96
Sabbatical leave	3.14	3.13	3.00	3.33	3.69	3.06	2.92
Choice and compliance of holidays and leave hours	4.07	3.88	4.17	4.17	4.15	3.97	4.27
I believe that my work load is reasonable and adjusted to my working hours	3.3	3.24	3.39	3.25	3.81	3.15	3.26
I believe that I receive an adequate salary for my work	2.53	1.85	2.65	2.88	3.31	2.35	2.70
I consider important the existence of a Training Plan adapted to each stage of my professional career	4.33	4.41	4.35	4.42	4.25	4.18	4.37
I am familiar with the IDIBELL Training Plan and how it applies to each stage of my professional career	2.51	2.21	2.43	2.63	3.13	2.32	2.74
I believe that IDIBELL adequately promotes, facilitates and values staff mobility, defined as the professional experience acquired in different centers and especially countries from one's own	2.86	2.82	2.83	3.00	3.31	2.79	2.63
I believe that training in transversal and transferable skills is important for my professional development	4.39	4.56	4.57	4.21	4.25	4.18	4.52
I believe that specialization training in my (research) subject area is important for my professional development	4.41	4.59	4.43	4.29	4.38	4.44	4.22
I am satisfied with the training that IDIBELL provides me with	2.67	2.71	2.43	3.00	3.31	2.38	2.52
I am familiar with the intellectual property policies and authorship rights in IDIBELL	3.11	2.91	2.65	3.50	3.69	2.76	3.52
I believe that my intellectual property and authorship rights are adequately protected	3.31	3.21	3.35	3.50	4.00	3.00	3.22
I am familiar with the suggestions and appeals system in IDIBELL	2.74	2.56	2.57	3.00	3.44	2.56	2.70
I believe the suggestions and appeals system in IDIBELL is adequate	2.94	2.97	2.87	3.13	3.19	2.68	2.96
I believe that the recruitment procedures in IDIBELL are transparent and fair	3.13	3.21	2.61	3.25	3.31	3.15	3.22
I believe that the work environment in IDIBELL favors a good work performance	3.43	3.41	3.30	3.50	3.69	3.38	3.41
I believe that my professional work is well recognized and valued in IDIBELL	3.13	3.12	3.04	3.38	3.38	2.82	3.22
I believe that my professional status is in line with my training and professional experience	3.37	3.44	3.22	3.67	3.75	3.06	3.30
I believe that the communication channels between the decision-making bodies and the staff work properly in IDIBELL	2.67	2.59	2.57	2.92	3.13	2.47	2.63

Scale legend: 1 | 2 | 3 | 4 | 5

(1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree.