HUMAN RESOURCES STRATEGY FOR RESEARCHERS (HRS4R)

October 2020

ACTION PLAN 2020-2022
Introduction

IRB Barcelona (also referred to herein as the Institute) was created in 2005 by the Generalitat de Catalunya (Government of Catalonia) and the University of Barcelona. It is a CERCA center and a member of the Barcelona Institute of Science and Technology (BIST). IRB Barcelona is devoted to conducting research of excellence in biomedicine and to transferring results to clinical practice, thus improving people’s quality of life, while simultaneously promoting the training of outstanding researchers, technology transfer, and public communication of science. IRB Barcelona is an international centre that hosts over 400 members and more than 35 nationalities. It has 27 laboratories divided in three major research challenges, namely Cancer Science, Aging and Metabolism, and Mechanisms of Disease. It also has nine core facilities and eight administration departments.

IRB Barcelona is a Severo Ochoa Centre of Excellence, a seal that was awarded in 2011. It is one of only two research centres in the field of biomedicine that have achieved three consecutive Severo Ochoa Accreditations since this seal was launched.

On 9 December 2014, IRB Barcelona was awarded the "HR Excellence in Research" logo. This recognition reflects the commitment of the Institute to continuously improving its human resources policies in line with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

This new Action plan (2020-2022) aims to strengthen the position of IRB Barcelona as a reference research centre in biomedicine, facilitating the translation of scientific results into benefits for human health, attracting talent and contributing to the consolidation of Barcelona as the focal point of biomedical research in Southern Europe. It builds on the Action Plan from the previous period (2017-2019) and has been drawn up considering inputs both from internal committees (all levels), external boards and the IRB Barcelona community. This plan is aligned with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.
Method

For the preparation and execution of the new action plan, IRB Barcelona organised a strategic plan to collect data, gather feedback and generate involvement within its scientific and administrative community.

The HRS4R working group performed a checklist analysis and gathered information on the available policies, guidelines and recommendations implemented at the Institute. It also met with different committees to gain a global overview on the impact caused by implementing the Charter and Code.

In the preparation and execution of the action plan (2020-2021), IRB Barcelona collected data, gathered feedback, completed OTM-R Checklist and involved both the scientific and administrative community, with the objective of analysing the internal situation from a number of perspectives: ethical and professional, recruitment, working conditions, research education, and career development. The Institute performed the assessment in the framework of various projects and initiatives. A SWOT analysis was carried out to establish a strategic plan for the coming years acting under four axes: Science, Talent, Internationalisation, and Impact. Furthermore, to develop the new Action Plan and understand the current status of each of the areas, four analytical tools were used: surveys, focus groups, semi-structured interviews, data & SWOT analysis.

<table>
<thead>
<tr>
<th>SURVEY</th>
<th>FOCUS GROUPS</th>
<th>INTERVIEWS*</th>
<th>DATA &amp; SWOT ANALYSIS</th>
</tr>
</thead>
</table>
| 1. Caliper: Internal Assessment  
2. Survey on Mentoring programme  
3. Survey on lab rotation and TACs  
4. Survey on mental health  
5. Survey on professional development and interests | 1. Caliper: Internal Assessment  
2. Caliper: External Assessment | 1. Human Resources  
2. Institutional Governance  
3. Institutional Communication  
4. Research  
5. Transfer to Market  
6. Interdisciplinarity  
7. Sexual and Gender Harassment  
8. Student Services | 1. Ethical and Professional Aspects  
2. Recruitment  
3. Working Conditions  
4. Research education and career development |

*semi-structured interviews
The assessment phase was designed to include representation, assuring participation not only per area of analysis but also per professional category, with the aim to promote broad involvement and collect feedback from the different stakeholder profiles within the institute. The framework of the CALIPER project provided additional tools and guidelines to fully analyse the Institute in terms of equality and diversity. These guidelines were merged with the HRS4R strategy to assess eight main topics: human resources, institutional governance, institutional communication, research, transfer to market, sexual and gender harassment, intersectionality, and student services. As a result, the assessment provided important data and information to develop the new Action Plan and generated a global feeling of engagement and commitment within the community.

Regarding training initiatives, Career development, and Mentoring Programmes, IRB Barcelona has implemented a set of methodologies to assess the condition and needs of the research community. The Training Plan is evaluated on a yearly basis thanks to feedback received for each course through internal surveys, which serve to draw up the content of the yearly activities and to gather the training needs of the whole community. Training activities are evaluated by staff in the Human Resources and Academic Affairs Department thanks to the contribution and inputs from the PhD Advisory Committee and the researchers Councils and Committees in place. Consequently, since 2019, several surveys have been launched on relevant topics such as professional development and interests (2019), the Mentoring Programme (2020), lab rotation and TACs (Thesis Advisory Committees) (2020), and mental health (2021).

Based on the internal assessment, the 2020-2022 Action Plan will focus on the four following objectives in regard to HR Excellence in Research:

- Continuous promotion of **ethics and freedom of research**, thus contributing to a better working environment and ensuring that society directly benefits from the research performed at IRB Barcelona.
- Launching of the **Career Development Plan** for PhD students and consolidation of the Mentoring Programme for Postdocs and Junior Group Leaders. Continuous training in **Open Science** and its principles will be ensured, thus promoting transparency and maximizing the impact of the Institute’s results on the scientific community worldwide.
- Making the principles of **equality** a distinctive feature of IRB Barcelona. This will be achieved by designing, implementing and evaluating a **new Gender Equality Plan**, following guidance and participation in the EU-funded CALIPER project (Horizon 2020).
- Enhancing the principles of **Wellbeing and Mental health** at IRB Barcelona. Activities covering wellbeing will be included in the Induction Course for newcomers and in the Training Plan.
# ACTION PLAN

## I. Ethical and Professional Aspects

<table>
<thead>
<tr>
<th>C&amp;C Principle</th>
<th>Action</th>
<th>Dpts. in charge</th>
<th>Timeframe</th>
<th>Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-11</td>
<td>Review Code of Conduct</td>
<td>Legal CRI</td>
<td>Q1-2022</td>
<td>-Document revision</td>
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<td></td>
<td></td>
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<td></td>
<td>-# of dissemination activities</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-Survey</td>
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<tr>
<td>1-8</td>
<td>Review Conflict of Interest Policy</td>
<td>Legal INN CRI</td>
<td>Q4-2022</td>
<td>-Document revision</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>-# of dissemination activities</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-Survey</td>
</tr>
<tr>
<td>2, 3, 5, 7</td>
<td>Create the Data Management Policy</td>
<td>COFIP</td>
<td>Q4-2022</td>
<td>-Policy in place</td>
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<td></td>
<td>-# of dissemination activities</td>
</tr>
<tr>
<td>10</td>
<td>Give internal and external visibility to the new Gender Equality Plan</td>
<td>EDC HR</td>
<td>Q4-2021 (continuous)</td>
<td>-Induction sessions</td>
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<td>-# of dissemination activities</td>
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<td>-Outreach</td>
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<td>-Videos, materials, etc.</td>
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<tr>
<td></td>
<td>Enhance the principles of Wellbeing and Mental health at IRB Barcelona</td>
<td>H&amp;S EDC</td>
<td>Q4-2020 (continuous)</td>
<td>-Training Actions, inductions</td>
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<td></td>
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<td></td>
<td></td>
<td>-Part of induction and H&amp;S courses</td>
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## II. Recruitment

<table>
<thead>
<tr>
<th>C&amp;C Principle</th>
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<th>Timeframe</th>
<th>Indicator</th>
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</thead>
<tbody>
<tr>
<td>12</td>
<td>Include Charter &amp; Code in the new recruitment e-tool (link)</td>
<td>HR</td>
<td>Q4-2021</td>
<td>-Document linked</td>
</tr>
<tr>
<td>13</td>
<td>Review, update and disseminate existing recruitment policies and guidelines, assuring that the documentation has a gender-sensitive approach</td>
<td>HRA</td>
<td>Q1-2022</td>
<td>-Document review</td>
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<td>-Dissemination</td>
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<td></td>
<td>Conduct internal assessment of recruitment procedures regarding Equality &amp; Diversity</td>
<td>HR</td>
<td>Q3-2022</td>
<td>-Revision of the procedures</td>
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<td>-Long term: # audits</td>
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<tr>
<td>14</td>
<td>Consolidate and disseminate GL (R4) selection protocol</td>
<td>HR</td>
<td>Q4-2021 (continuous)</td>
<td>-Document dissemination</td>
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<td>-# of disseminations activities</td>
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### Create and disseminate the Guide for Evaluators according to the principles of the OTM-R

**Timeframe:** Q2-2020

**Indicators:**
- Document created
- Dissemination to all parties involved

### Add links to the Recruitment policy, to job ads and to calls

**Timeframe:** Q1-2021

**Indicators:**
- Add Links

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### III. Working Conditions and Social Security

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</table>
| 22            | Develop awareness campaigns on intersectionality | EDC FCM | Q1-2022 (continuous) | - # of members attending the sessions 
- # of actions and tools implemented |
| 22-35         | Digitalize HR forms and Internal procedures | HR | Q4-2021 (continuous) | - # of digitalized forms and procedures |
| 24, 27        | Adapt to the new working environment: New H&S measures, seminars on Mental Health, administration teleworking policy, etc. | HR | Q2-2021 (continuous) | - # of dissemination activities 
- Published guides on the intranet |
| 24, 27        | Plan and develop training actions to raise awareness of the importance of work-life balance and promote a pro-conciliation leadership management model | HR H&S EDC FCM | Q1-2022 (continuous) | - Training Plan development 
- # of dissemination activities 
- # of training actions and attendees |
| 24, 27        | Develop a Parental Leave Guide | HR EDC | Q4-2021 to Q3-2022 | - Parental Leave Guide document created 
- # of dissemination activities 
- Long term # of parental leaves |
- # of dissemination activities 
- Published guide on the intranet |
| 34, 35        | Implement a Suggestion Box (intranet) to empower members to share feedback in an anonymous manner | CRI HR | Q1-2021 | - Dissemination Activities 
- # of suggestions |
| 29            | Encourage Short Stays to strengthen mobility funded by public funding entities | HRA | Q4-2022 | - # of short stays per year |
| 28, 30        | Kick-off and consolidation of a formal Career Development Plan for First Stage Researchers (R1) | HRA | Q3-2020 (continuous) | - # of dissemination actions 
- # of trainings and attendees 
- Document posted on the intranet |
### IV. Research education and career development

<table>
<thead>
<tr>
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<th>Indicator</th>
</tr>
</thead>
</table>
| 21, 37, 38, 39 | Design and implement, in collaboration with BIST, a mentoring programme (pilot) to promote career progression (R1-R2) | HRA | Q4-2021 (continuous) | -Programme designed and launched.  
- # of dissemination actions  
- # of participants  
- # of ‘role models’ involved  
- # of peer coaching Groups |
| 37, 40 | Implement Mentoring Programme for ‘Junior’ GL (R3-R4) | HR&A | Q1-2020 (repeat yearly) | -Programme designed and launched  
- # of dissemination actions  
- # participants  
- # of ‘role models’ involved  
- # of peer coaching Groups |
| 9,18 | Design and implement IRB Barcelona Ambassador Programme: non-Spanish IRB members | HR&A FCM | Q4-2021 (continuous) | -# of participants  
- # of visited institutions |
| 30, 38, 39 | Introduce Wellbeing & Equality and Diversity matters into induction course and Training Plan | EDC HR&A H&S | Q2-2020 (continuous) | - # of dissemination actions & trainings  
- # participants  
- Consolidate it in all H&S inductions and Training Plan |
| 38, 39 | Implement the e-learning platform as a support for training courses | IT COFIP HR | Q4-2021 (continuous) | -#number of courses with online content  
- #number of participants  
- User satisfaction (surveys) |
| 8, 38, 39 | Ensure Continuous Training in Open Science | HRA CRI | Q4-2021 | - # of dissemination actions & trainings  
- # participants |

Q: Quarter of the year  
CF: Core Facilities and Services department  
HRA: Human Resources & Academic department  
H&S: Health & Safety Office  
INN: Innovation & Technology Transfer department  
FCM: Fundraising, Communication & Marketing  
CRI: Committee for Research Integrity  
EDC: Equality and Diversity Committee  
COFIP: Competitive Funding & International Promotion
Dissemination actions comprise the following: email campaigns, web and intranet publications, several events, induction and information in the welcome pack. Success of delivery will be measured through diverse data collection tools such as surveys, focus groups, etc. and by participation in different events and training sessions. These actions will include both general questions on the implementation of the Charter & Code and specific questions on the actions implemented.