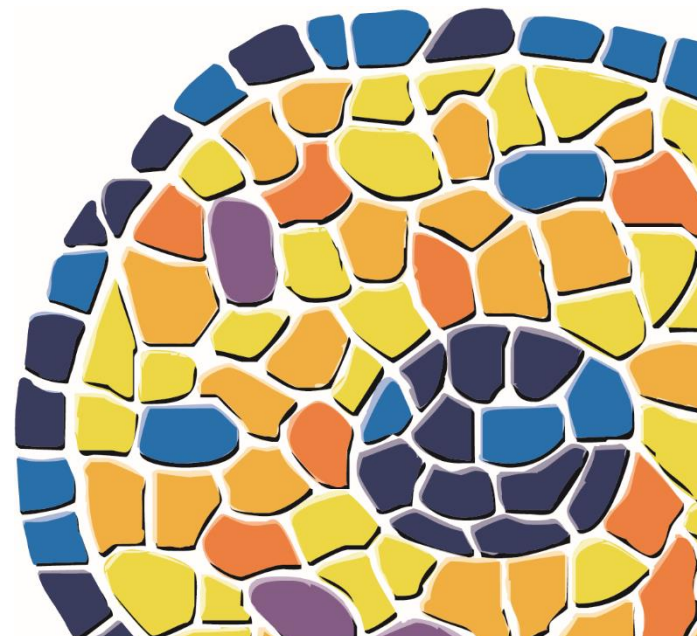
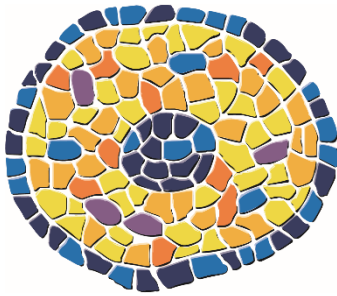


# HUMAN RESOURCES STRATEGY FOR RESEARCHERS (HRS4R)

October 2020

## ACTION PLAN 2020-2022



## Introduction

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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.

SURVEY	FOCUS GROUPS	INTERVIEWS*	DATA & SWOT ANALYSIS
<ol style="list-style-type: none"> <li>1. Caliper: Internal Assessment</li> <li>2. Survey on Mentoring programme</li> <li>3. Survey on lab rotation and TACs</li> <li>4. Survey on mental health</li> <li>5. Survey on professional development and interests</li> </ol>	<ol style="list-style-type: none"> <li>1. Caliper: Internal Assessment</li> <li>2. Caliper: External Assessment</li> </ol>	<ol style="list-style-type: none"> <li>1. Human Resources</li> <li>2. Institutional Governance</li> <li>3. Institutional Communication</li> <li>4. Research</li> <li>5. Transfer to Market</li> <li>6. Intersectionality</li> <li>7. Sexual and Gender Harassment</li> <li>8. Student Services</li> </ol>	<ol style="list-style-type: none"> <li>1. Ethical and Professional Aspects</li> <li>2. Recruitment</li> <li>3. Working Conditions</li> <li>4. Research education and career development</li> </ol>
✓ Ethical and Professional Aspects	Ethical and Professional Aspects	✓ Ethical and Professional Aspects	✓ Ethical and Professional Aspects
✓ Recruitment	✓ Recruitment	✓ Recruitment	✓ Recruitment
✓ Working Conditions	✓ Working Conditions	✓ Working Conditions	✓ Working Conditions
✓ Research education and career development	✓ Research education and career development	✓ Research education and career development	✓ 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**

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

**II. Recruitment**

C&C Principle	Action	Dpts. in charge	Timeframe	Indicator
12	Include Charter & Code in the new recruitment e-tool (link)	HR	Q4-2021	-Document linked
13	Review, update and disseminate existing recruitment policies and guidelines, assuring that the documentation has a gender-sensitive approach	HRA	Q1-2022	-Document review -Dissemination
	Conduct internal assessment of recruitment procedures regarding Equality & Diversity	HR	Q3-2022	-Revision of the procedures -Long term: # audits
14	Consolidate and disseminate GL (R4) selection protocol	HR	Q4-2021 (continuous)	-Document dissemination -# of disseminations activities

14-20	Create and disseminate the Guide for Evaluators according to the principles of the OTM-R	HRA	Q2-2020	-Document created -Dissemination to all parties involved
10,12	Add links to the Recruitment policy, to job ads and to calls	HRA	Q1-2021	-Add Links

### III. Working Conditions and Social Security

C&C Principle	Action	Dpts. in charge	Timeframe	Indicator
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
	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
	Develop a Work-Life Balance Guide	EDC HR H&S	Q1-2022 to Q3-2022	-Work-Life Balance Guide document created -# 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				
C&C Principle	Action	Dpt. in charge	Timeframe	Indicator
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.



## Status of current Action Plan

\*Completed actions from previous Action Plans are not included. Revised in November 2022.

I. Ethical and Professional Aspects							
Action #	C&C Principle	Action	Dpts. in charge	Action Plan	Timeframe	Indicator	Status
1	1-11	Review Code of Conduct	Legal CRI	AC_2020_2022	Q1-2022	- Document revision - # of dissemination activities - Survey	Completed
2	1-8	Review Conflict of Interest Policy	Legal INN CRI	AC_2020_2022	Q4-2022	- Document revision - # of dissemination activities - Survey	Completed
3	2, 3, 5, 7	NEW: Create the Data Management Policy	COFIP	AC_2020_2022	Q4-2022	- Policy in place - # of dissemination activities	Ongoing
4	10	<a href="#">NEW: Give internal and external visibility to the new Gender Equality Plan</a>	EDC HR	AC_2020_2022	Q4-2021 (continuous)	- Induction sessions - # of dissemination activities - Outreach - Videos, materials, etc.	Completed
5		NEW: Enhance the principles of Wellbeing and Mental health at IRB Barcelona	H&S HRA EDC	AC_2020_2022	Q4-2020 (continuous)	Training Actions, inductions - Part of induction and H&S courses	Completed

II. Recruitment							
Action #	C&C Principle	Action	Dpts. in charge	Action Plan	Timeframe	Indicator	Status
1	12	<a href="#">Include Charter &amp; Code in the new recruitment e-tool (link)</a>	HR	AC_2020_2022	Q4-2021	- Document linked	Completed
2	13	NEW: Review, update and disseminate existing recruitment policies and guidelines, assuring that the documentation has a gender-sensitive approach	HRA	AC_2020_2022	Q1-2022	- Document review - Dissemination	Completed
3	13	NEW: Conduct internal assessment of recruitment procedures regarding Equality & Diversity	HR	AC_2020_2022	Q3-2022	Revision of the procedures - Long term: # audits	Completed
4	14	Consolidate and disseminate GL (R4) selection protocol	HR	AC_2020_2022	Q4-2021 (continuous)	- Document dissemination - # of dissemination activities	Completed
5	14-20	NEW: Create and disseminate the Guide for Evaluators according to the principles of the OTM-R	HRA	AC_2020_2022	Q2-2020	- Document created - Dissemination to all parties involved	Completed
6	10,12	Add links to the Recruitment policy, to job ads and to calls	HRA	AC_2020_2022	Q1-2021	- Add Links	Completed

III. Working Conditions and Social Security							
Action #	C&C Principle	Action	Dpts. in charge	Action Plan	Timeframe	Indicator	Status
1		Establish the IRB Barcelona Short Stays Programme to strengthen mobility.	AO	AC_2014-2016 AC_2017-2019 AC_2020-2022	Q3 - 2015 Q1 - 2019 Q4 - 2022	Number of short stays per year financed by IRB Barcelona through Short Stays Programme	Ongoing
2	22	<b>NEW: Develop awareness campaigns on Intersectionality</b>	EDC FCM	AC_2020-2022	Q1-2022 (continuous)	# of members attending the sessions -# of actions and tools implemented	Ongoing
3	22-35	<b>New: Digitalize HR forms and Internal procedures</b>	HR	AC_2020-2022	Q4-2021 (continuous)	-# of digitized forms and procedures	Ongoing
4	24, 27	<b>NEW: Adapt to the new working environment: New H&amp;S measures, seminars on Mental Health, administration teleworking policy, etc.</b>	HR	AC_2020-2022	Q2-2021 (continuous)	-# of dissemination activities -Published guides on the intranet	Completed
5	24, 27	<b>NEW: Plan and develop training actions to raise awareness of the importance of work-life balance and promote a pro-conciliation leadership management model</b>	HR H&S EDC FCM	AC_2020-2022	Q1-2022 (continuous)	-Training Plan development -# of dissemination activities -# of training actions and attendees	Ongoing
6		<b>NEW: Develop a Parental Leave Guide</b>	HR EDC	AC_2020-2022	Q4-2021 to Q3-2022	-Parental Leave Guide document created -# of dissemination activities -Longterm # of parental leaves	Ongoing
7		<b>NEW: Develop a Work-Life Balance Guide</b>	EDC HR H&S	AC_2020-2022	Q1-2022 to Q3-2022	-Work-Life Balance Guide document created -# of dissemination activities -Published guide on the intranet	Ongoing
8	34, 35	<b>NEW: Implement a Suggestion Box (intranet) to empower members to share feedback in an anonymous manner</b>	CRI HR	AC_2020-2022	Q1-2021	-Dissemination Activities -# of suggestions	Completed
9	28, 30	<b>NEW: Kick-off and consolidation of a formal Career Development Plan for First Stage Researchers (R1)</b>	HRA	AC_2020-2022	Q3-2020 (continuous)	-# of dissemination actions -# of trainings and attendees -Template is sent to all R1	Completed

IV. Research education and career development							
Action #	C&C Principle	Action	Dpts. in charge	Action Plan	Timeframe	Indicator	Status
5	21, 38, 39	Design and implement a mentoring programme to promote career progression (postdocs – R2)	EDC	AC_2017_2019 (continuous)	Q2-2019	Document # of actions, dissemination, trainings	Ongoing
7	21, 37, 38, 39	<b>NEW: Design and implement, in collaboration with BIST, a mentoring programme (pilot) to promote career progression (R1-R2)</b>	HRA	AC_2020_2022	Q4-2021 (continuous)	-Programme designed and launched. # of dissemination actions -# of participants -# of 'role models' involved -# of peer coaching Groups	Ongoing
8	37, 40	<b>Implement Mentoring Programme for 'Junior' GL (R3-R4)</b>	HR&A	AC_2020_2022	Q1-2020 (repeat yearly)	-Programme designed and launched -# of dissemination actions -# participants -# of 'role models' involved -# of peer coaching Groups	Completed
9	9, 18	<b>NEW: Design and implement IRB Barcelona Ambassador Programme: non-Spanish IRB members</b>	HR&A FCM	AC_2020_2022	Q4-2021 (continuous)	-# of participants # of visited institutions	Ongoing
10	30, 38, 39	<b>NEW: Introduce Wellbeing &amp; Equality and Diversity matters into Induction course and Training Plan</b>	EDC HR&A H&S	AC_2020_2022	Q2-2020 (continuous)	-# of dissemination actions & trainings -# participants -Satisfaction survey after each Induction session -Consolidate it in all H&S inductions and Training Plan	Completed
11	38, 39	<b>NEW: Implement the e-learning platform as a support for training courses</b>	IT COFIP HR	AC_2020_2022	Q4-2021 (continuous)	-#number of courses with online content -#number of participants -User satisfaction (surveys)	Ongoing
12	8, 38, 39	<b>NEW: Ensure Continuous Training in Open Science</b>	HRA CRI	AC_2020_2022	Q4-2021	-# of dissemination actions & trainings -# participants	Completed