### Site Visit Agenda
**Date:** 30/09/2021
**Meeting link:** meet.google.com/tzr-wspx-mtg

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Experts</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00h-9:15h</td>
<td>Welcome and Introduction Opening meeting - Introduction of the lead and team - Presentation by the institution - Explanation on the agenda and introduction of the discussion partners during the day</td>
<td>The Steering committee members: Marga Nadal, PhD (Director) Anna Ribas (Manager) Miriam Gironès, PhD (Deputy Director) And others representatives of the Institute: Silvia Vilar (HR Manager) Maria Gifre (International Projects Manager)</td>
</tr>
<tr>
<td>9:15h-9:45h</td>
<td>The Impact of the HRS4R at IDIBGI</td>
<td>The Steering committee members: Marga Nadal, PhD (Director) Anna Ribas (Manager) Miriam Gironès, PhD (Deputy Director) And others representatives of the Institute: Silvia Vilar (HR Manager) Maria Gifre (International Projects Manager)</td>
</tr>
<tr>
<td>9:45h-10:00h</td>
<td>Experts’ meeting/discussion</td>
<td>Experts</td>
</tr>
<tr>
<td>10:00h-10:45h</td>
<td>Meeting with R3 and R4 researchers (R3-R4)</td>
<td>Judit Bassols, PhD (R4-Group Leader, Internal Scientific Committee &amp; Institute Union) Jordi Frigola, PhD (R4-Group Leader) Paco Ortega, PhD (R3-Stablished Researcher) Olga Tura, PhD (R3-Stablished Researcher)</td>
</tr>
<tr>
<td>10:45h-11:00h</td>
<td>Experts reserved time for discussion</td>
<td>Experts</td>
</tr>
<tr>
<td>11:00h-11:45h</td>
<td>Meeting with representatives of working groups</td>
<td>Lluís Ramió, MD PhD (R4-Group Leader &amp; Internal Scientific Committee) Marc Llirós, PhD (R2-Postdoctoral Researcher &amp; Institute Union) Ester Quintana, PhD (Lab Manager &amp; Health and Safety Committee)</td>
</tr>
<tr>
<td>11:45h-12:00h</td>
<td>Experts reserved time for discussion</td>
<td>Experts</td>
</tr>
<tr>
<td>12:00h-12:45h</td>
<td>Meeting with R1 and R2 researchers – PhD Policy</td>
<td>Berta Mas (R1-PhD Student &amp; Institute Union) Anna Castells (R2-Postdoctoral Researcher) tbc Lluís Zacarias (R1-PhD Student)</td>
</tr>
</tbody>
</table>
**Site Visit Agenda**

**Date:** 30/09/2021  
**Meeting link:** meet.google.com/tzr-wspx-mtq

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Experts</th>
</tr>
</thead>
<tbody>
<tr>
<td>12:45h-14:00h</td>
<td>Lunch Break</td>
<td></td>
</tr>
</tbody>
</table>
| 14:00h-14:45h | Meeting with administration and support staff | Cristina Martinez (Clinical Research Unit)  
Maria Buxó, PhD (Methodology and Statistics Unit)  
Albert Antolin, PhD (Innovation Unit)  
Marta Mozo (Public Procurement Department) |
| 14:45h-15:00h | Experts’ meeting/discussion                   | Experts                                                                 |
| 15:00h-15:45h | Meeting with OTM-R                            | Silvia Vilar (HR Manager)  
Anna Ribas (Manager)  
Olga Tura, PhD (R3-Stablished Researcher) |
| 15:45h-16:00h | Experts’ meeting/discussion                   | Experts                                                                 |
| 16:00h-16:30h | Debriefing meeting  
Assessment Team alone  
Exchange impressions, discuss if further information/clarification is needed. | Experts                                                                 |
| 16:30h-17:30h | Final meeting with Managers and members of the HRS4R Steering Committee | Marga Nadal, PhD (Director)  
Anna Ribas (Manager)  
Miriam Gironès, PhD (Deputy Director)  
Silvia Vilar (HR Manager)  
Maria Gifre (International Projects Manager) |
BACKGROUND

Fundació privada Dr. Josep Trueta
RESEARCH AREAS

21 RESEARCH GROUPS

CARDIOVASCULAR AND RESPIRATORY (3)

MENTAL HEALTH (2)

MEDICAL IMAGING (1)

METABOLISM AND INFLAMMATION (7)

NEUROSCIENCES (3)

ONCOHEMATOLOGY (5)
IDIBGI Community:

- **391 Investigadors/es**

<table>
<thead>
<tr>
<th>Role</th>
<th>Males</th>
<th>Females</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>R4</td>
<td>20</td>
<td>1</td>
<td>21</td>
<td>5%</td>
</tr>
<tr>
<td>R3</td>
<td>18</td>
<td>15</td>
<td>33</td>
<td>8%</td>
</tr>
<tr>
<td>R2</td>
<td>10</td>
<td>29</td>
<td>39</td>
<td>10%</td>
</tr>
<tr>
<td>R1</td>
<td>22</td>
<td>36</td>
<td>58</td>
<td>15%</td>
</tr>
<tr>
<td>Technicians</td>
<td>12</td>
<td>28</td>
<td>40</td>
<td>10%</td>
</tr>
<tr>
<td>Research support</td>
<td>5</td>
<td>17</td>
<td>22</td>
<td>6%</td>
</tr>
<tr>
<td>Collaborators</td>
<td>56</td>
<td>89</td>
<td>145</td>
<td>37%</td>
</tr>
<tr>
<td>Platforms</td>
<td>2</td>
<td>5</td>
<td>7</td>
<td>2%</td>
</tr>
<tr>
<td>Administration</td>
<td>7</td>
<td>19</td>
<td>26</td>
<td>7%</td>
</tr>
</tbody>
</table>

IDIBGI workers:

- **30 Males** 26%
- **86 Females** 74%
# IDIBGI IN NUMBERS

### Active competitive projects in 2020

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
<th>Research Projects</th>
<th>Human Resources</th>
<th>Type of Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>89</td>
<td>68</td>
<td>21</td>
<td>9 International</td>
</tr>
<tr>
<td></td>
<td></td>
<td>48 Spanish</td>
<td>32 Catalan</td>
<td>48</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>IF Mean IF</th>
<th>Q1</th>
<th>%Q1</th>
<th>D1</th>
<th>%D1</th>
<th>Q1</th>
<th>%Q1</th>
<th>D1</th>
<th>%D1</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>828,95</td>
<td>4,1</td>
<td>98</td>
<td>49</td>
<td>46</td>
<td>23</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>1245,37</td>
<td>4,29</td>
<td>165</td>
<td>57</td>
<td>58</td>
<td>20</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>1060,28</td>
<td>4,24</td>
<td>122</td>
<td>49</td>
<td>51</td>
<td>20</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>1288,05</td>
<td>4,43</td>
<td>118</td>
<td>41</td>
<td>48</td>
<td>16</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>1898,5</td>
<td>5,41</td>
<td>168</td>
<td>48</td>
<td>63</td>
<td>18</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>1760,18</td>
<td>4,34</td>
<td>205</td>
<td>50</td>
<td>64</td>
<td>16</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>1649,93</td>
<td>4,97</td>
<td>196</td>
<td>59</td>
<td>68</td>
<td>20</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Data 2020

- **Q1**: 59%
- **D1**: 20%

**332 Publications**

- Average Impact Factor (JCR 2020):
  - 4.97

- **274 active Clinical Trials**

---

*IDIBGI* Institute of Biomedical Research of Girona Dr. Josep Trueta
IDIBGI IN NUMBERS
INTRODUCTION

WHY THE HR EXCELLENCE IN RESEARCH?

- IDIBGI governing bodies’ goal was to boost the institution towards excellence in research
- IDIBGI focusses on European guidelines to achieve its internationalisation
- CERCA institution encourages the research centres to apply for the award
HRS4R PHASES

- **INITIAL PHASE**
  - 2011: Endorsement of the C&C
  - 2014: Application for the HR Award:
    - Gap Analysis
    - OTM-R
    - Initial Action Plan Design

- **IMPLEMENTATION PHASE**
  - 2015: Implementation of the Action Plan

- **AWARD RENEWAL PHASE**
  - 36 months

---

**HRS4R - from PROGRESS to QUALITY**

- Institution
- European Commission
HRS4R Documents

2014
Gap Analysis & Action Plan 2014-2018

2015
Initial Self-Assessment

2017
Interim Assessment & Revised Action Plan

2020
Award Renewal: Interim Assessment & Action Plan 2020-2023

Available in the web site: https://idibgi.org/hr-excellence-in-research/
The European Charter for Researchers & The Code of Conduct for the Recruitment of Researchers

Ethical and Professional Aspects:
- Research freedom
- Ethical principles
- Non discrimination

Recruitment and Selection:
- Recruitment
- Selection
- Transparency
- Judging merit
- Variations in the chronological order of CVs
- Recognition of mobility experience

Working Conditions:
- Research environment
- Working conditions
- Stability and permanence of employment
- Gender balance
- Career development
- Value of mobility
- Co-authorship
- Complains/ appeals

Training and Development:
- Continuing Professional Development
- Access to research training and continuous development
• **HR department** created in 2016 with ½ person; end of 2017, 1 person; nowadays 1,5 persons.
  • Professionalization, adapted to the growth of the staff
  • *FTE: 2010 – 46; 2015 – 64; 2020 – 97*

• **Involvement of the management team.**

• Active and involved **HRS4R Committee.**

• **Institutional Headquarters opening in 2015**, a booster for the institution.
## ACTIONS - ETHICAL AND PROFESSIONAL ASPECTS

<table>
<thead>
<tr>
<th>Year</th>
<th>IDIBGI Action nr. and description</th>
<th>Charter &amp; Code Principle</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>1 IDIBGI Code of Good Scientific Practice</td>
<td>1 Research freedom</td>
</tr>
<tr>
<td>2018</td>
<td>2 Adhesion to the CERCA Code of Conduct</td>
<td>2 Ethical principles</td>
</tr>
<tr>
<td>2019</td>
<td>2 IDIBGI Ethical Code and Conduct</td>
<td>2 Ethical principles</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Other actions not included in the action plan</th>
<th>Charter &amp; Code Principle</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>ISO 9001/2015 Certification</td>
<td></td>
</tr>
</tbody>
</table>
IMPACT - ETHICAL AND PROFESSIONAL ASPECTS

- Institutional **consensus on Ethical Framework** and Implementation:
  - Codes approval by ICC, CERCA and Board of Trustees
  - Codes dissemination: Newsletter, individual mails, official channel.
  - HRS4R survey results from 2014 to 2018 improvement: 1,04-1,17 to 1,03-1,07
  - CERCA nominated an Ombudsperson

- **Equality Principles Embedded** in all Institutional Areas:
  - Welcome Manual includes Equality Plan, Guidelines to write with Gender perspective...
  - 2 training courses on Gender principles in research
  - Full Equality Action Plan published in the web site
  - 2018 renewal

- **Process Standardization** for research services improvement:
  - Quality progress embedded into the institution.
  - ISO 9001/2015 survey results 2018 to 2020, researchers satisfaction level: 3,91 to 4 (max. 5)
FUTURE FOCUS
- ETHICAL AND PROFESSIONAL ASPECTS

• **Communication Department and Policy:**
  • Internal policies and codes internal communication
  • To reach the community through social media
  • To spread IDIBGI activity and research results

• **Embedding Ethical principles from IDIBGI Codes in the institution:**
  • Training courses
  • Communications.
  • Review Welcome Manual, more emphasis on ethical codes

• **New Training Plan implementation:**
  • Intellectual Property training
  • Science Law
  • Open Access
  • Data protection

• **Research results registry:**
  • To expand the dissemination of IDIBGI's research community

HR Excellence in Research has set the frame to implement ethical and professional standards to improve research quality
<table>
<thead>
<tr>
<th>Year</th>
<th>Action</th>
<th>Charter &amp; Code Principle</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>Staff Recruitment Manual and Templates</td>
<td>12 Recruitment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>13 Recruitment (Code)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>14 Selection</td>
</tr>
<tr>
<td></td>
<td></td>
<td>15 Transparency (Code)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>16 Judging merit (Code)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>17 Variations in the chronological order of CVs (Code)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>18 Recognition of mobility experience (Code)</td>
</tr>
<tr>
<td>2017</td>
<td>Training course on gender perspective in health research</td>
<td>14 Selection</td>
</tr>
<tr>
<td>2017</td>
<td>Training course on selection procedures to principal investigators</td>
<td>14 Selection</td>
</tr>
<tr>
<td>2017</td>
<td>Job Descriptions</td>
<td>12 Recruitment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>13 Recruitment (Code)</td>
</tr>
<tr>
<td>2018</td>
<td>Job Offers</td>
<td>13 Recruitment (Code)</td>
</tr>
<tr>
<td>2017</td>
<td>Scientific Career Plan</td>
<td>12 Recruitment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>16 Judging merit (Code)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>17 Variations in the chronological order of CVs (Code)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>18 Recognition of mobility experience (Code)</td>
</tr>
</tbody>
</table>
• **OTM Principles present** in selection processes:
  • Internal recruitment procedure standardized.
  • Recruitment manual available on IDIBGI site.
  • HR department participates in the evaluation committees.
  • Clear Remuneration Policy: categories and salaries
  • Written Job Descriptions according to categories
  • Job Offers according to Remuneration Policy and Job Descriptions
  • Job Offers in 3 languages (catalan, Spanish, English)
  • Job Offers from R1-R4 on Euraxess site
  • Job Offers minimum 15 days open
  • Internal templates for the hiring process to collect data
  • HR Department informs to all applicants at the end of the process

• **Scientific Career Plan Framework:**
  • Published into IDIBGI web site
  • Approved by the ICC, Workers Council & Board of Trustees.
  • Disseminated in the research community
  • Potential workers know what expectations they can have at IDIBGI
  • Internal researchers know what they need to do to progress
  • 2020, first evaluation for two R4 ending their official funding, to be stabilized.
• **Continuous improvement on recruitment policies and documents** to better align with OTM policies:
  - Analysis of every recruitment process through a checklist
  - Improve Job Offers to make them more attractive
  - Continuously review Job Descriptions to keep them up-to-date
  - More training to standardize recruitment policy and procedures
  - Create a candidate's registry for all CVs through a web formulary

• **IDIBGI Scientific Career Plan implementation:**
  - Commission creation
  - Yearly evaluations

HR Excellence in Research has driven IDIBGI’s researchers to hire the most fit team members, improving talent recruitment. Also, the implementation of the Scientific Career Plan has helped the researchers and the Institution to build a research organisation based on capacities and roles.
## ACTIONS - WORKING CONDITIONS

<table>
<thead>
<tr>
<th>Year</th>
<th>Action</th>
<th>Charter &amp; Code Principle</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>Staff Recruitment Manual</td>
<td>29 Value of mobility</td>
</tr>
<tr>
<td></td>
<td>Scientific Career Plan</td>
<td>25 Stability and permanence of employment</td>
</tr>
<tr>
<td>2017</td>
<td>Training course on time management</td>
<td>24 Working conditions</td>
</tr>
<tr>
<td>2018</td>
<td>Work-life balance internal policy</td>
<td>24 Working conditions</td>
</tr>
<tr>
<td>2018</td>
<td>Grants and mobility offers - Internal communication policy</td>
<td>29 Value of mobility</td>
</tr>
<tr>
<td>2019</td>
<td>Database with the employee’s main information</td>
<td>25 Stability and permanence of employment</td>
</tr>
<tr>
<td>2019</td>
<td>Job Category Inventory (RLT)</td>
<td>25 Stability and permanence of employment</td>
</tr>
<tr>
<td>2020</td>
<td>Training course on emotions management</td>
<td>24 Working conditions</td>
</tr>
</tbody>
</table>
### Research Environment

<table>
<thead>
<tr>
<th>Year</th>
<th>Action</th>
<th>Charter &amp; Code Principle</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>13 New lab and office facilities</td>
<td>23 Research environment</td>
</tr>
<tr>
<td>2018</td>
<td>13 Creation of the Health and Safety Committee</td>
<td>23 Research environment</td>
</tr>
<tr>
<td>2020</td>
<td>13 Recruitment of a Laboratory Manager</td>
<td>23 Research environment</td>
</tr>
<tr>
<td>2020</td>
<td>13 IDIBGI's Biosafety Manual</td>
<td>23 Research environment</td>
</tr>
<tr>
<td>2020</td>
<td>13 Labour Riscs Documentation and Plan</td>
<td>23 Research environment</td>
</tr>
</tbody>
</table>

### Co-authorship and complains/appeals

<table>
<thead>
<tr>
<th>Year</th>
<th>Action</th>
<th>Charter &amp; Code Principle</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>23 IDIBGI Code of Good Scientific Practice</td>
<td>32 Co-authorship</td>
</tr>
<tr>
<td>2016</td>
<td>24 IDIBGI Code of Good Scientific Practice</td>
<td>34 Complains/appeals</td>
</tr>
<tr>
<td>2018</td>
<td>23 Research signature and communications - Internal policy</td>
<td>32 Co-authorship</td>
</tr>
<tr>
<td>2018</td>
<td>24 Adhesion to the CERCA Code of Conduct</td>
<td>34 Complains/appeals</td>
</tr>
</tbody>
</table>
**IMPACT - WORKING CONDITIONS**

- The **New Building in 2015**:  
  - Strengthen the sense of belonging, better facilities, work climate, internal coordination, etc.
  - Environment for the generation of *transversal strategic projects* (Aging Imagenoma & Girona Living Lab)
  - Need to improve on different aspects related to lab facilities:
    - New position of Head of Laboratories.
    - IDIBGI’s Biosafety Manual (internal safety standards in laboratories)
    - Labour Risks Documentation and Plan adapted to the requirements of the new facilities, generating and impact on the laboratories daily work.
    - Health and Safety Committee creation

- **Equality Principles Embedded** in all Institutional Areas:  
  - Welcome Manual includes Equality Plan, Guidelines to write with Gender perspective...
  - 2 training courses on Gender principles in research
  - Full Gender Action Plan on the website
  - 2018 renewal
**Impact - Working Conditions**

- **Increased measures and policies to consolidate researchers and structures at IDIBGI:**
  - Remuneration policy: Contracts adapted to new categories and remuneration levels accordingly.
  - Job Category Inventory: 18 positions stabilized by end 2021.
  - Fundraising Department creation: 843,836 € raised in 5 years

- **Institutional consensus on Ethical Framework and Implementation:**
  - Codes approval by ICC, CERCA and Board of Trustees
  - HRS4R results from 2014 to 2018 improvement: 1,23-1,25 to 1,15-1,18
  - CERCA nominated an Ombudsperson
  - Increase the number publications with IDIBGI signature from 2014 to 2020: 179 to 332.
FUTURE FOCUS - WORKING CONDITIONS

• Training plan execution:
  • Reviewed yearly
  • 3 kinds of training (Compulsory & Initiation; Transversal & Institutional values; Research) and Research conferences and seminars.
  • Monitored by HR & Communication Dpt.

• Professional development and stabilization:
  • Define concrete actions, such as searching for more private funding through the Fundraising Department: companies grants, project campaigns, legacies for research
  • Give career advice and information to young researchers

• Continue improving working conditions for researchers:
  • Creating and implementing a teleworking policy
  • Expand IDIBGI laboratory and offices: 2 projects by 2021-2022
  • Update Remuneration Policy

• Improve Intellectual Property Rights benefits:
  • Meetings with hospital services to promote innovation
  • Analysis of coauthorship policy of different evaluation agencies
  • Create a form & database to monitor ownership percentage of inventions and compensations of IPR exploitation

HR Excellence in Research has set the ethical frame and research environment to move towards the desired working conditions for researchers.
<table>
<thead>
<tr>
<th>Year</th>
<th>Action</th>
<th>Charter &amp; Code Principle</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>Survey on training needs</td>
<td>38 Continuing Professional Development</td>
</tr>
<tr>
<td>2017</td>
<td>Training courses - Internal communication policy</td>
<td>38 Continuing Professional Development</td>
</tr>
<tr>
<td>2017</td>
<td>Scientific Career Plan</td>
<td>38 Access to research training and continuous development</td>
</tr>
<tr>
<td>2018</td>
<td>Training Management Plan</td>
<td>38 Continuing Professional Development</td>
</tr>
<tr>
<td>2019</td>
<td>Scientific Career Plan - implementation</td>
<td>39 Access to research training and continuous development</td>
</tr>
<tr>
<td>2020</td>
<td>Survey on training needs</td>
<td>38 Continuing Professional Development</td>
</tr>
</tbody>
</table>
• **Training Plan** has been approved by the end 2020:
  • Survey to detect training needs.
  • 3 kinds of training (*Compulsory & Initiation; Transversal & Institutional values; Research*) and Research conferences and seminars.
  • Training plan for 2021, renewed every year

• **Scientific Career Plan Framework:**
  • Published into IDIBGI web site
  • Approved by the ICC, Workers Council & Board of Trustees.
  • Disseminated in the research community
  • Potential workers know what expectations they can have at IDIBGI
  • Internal researchers know what they need to do to progress
  • 2020, first evaluation for two R4 ending their official funding, to be stabilized.
• **Training Plan** development:
  • Survey to detect training needs every year.
  • Renewed annually.
  • Specific training on public speeches and leadership, among other soft skills, to improve knowledge dissemination
  • Scientific seminars and conferences will be promoted regularly to cover different research topics of interest.

• **Enhance the role of senior researchers as supervisors, mentors, career advisors and lab leaders.**
  • Specific training
  • Program development

HR Excellence in Research has enabled IDIBGI to establish a continuous educational plan in scientific and non-scientific skills, for a better development of our research community.
Thank you!

“Your health, our research”