



# SITE VISIT HRS4R

HUMAN RESOURCES STRATEGY FOR RESEARCHERS



**Institut  
d'Investigació  
Biomèdica  
de Girona  
Dr. Josep Trueta**



HR EXCELLENCE IN RESEARCH

# SITE VISIT 2021

## Site Visit Agenda

Date: 30/09/2021

Meeting link: [meet.google.com/tzr-wspk-mtg](https://meet.google.com/tzr-wspk-mtg)

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

# SITE VISIT 2021

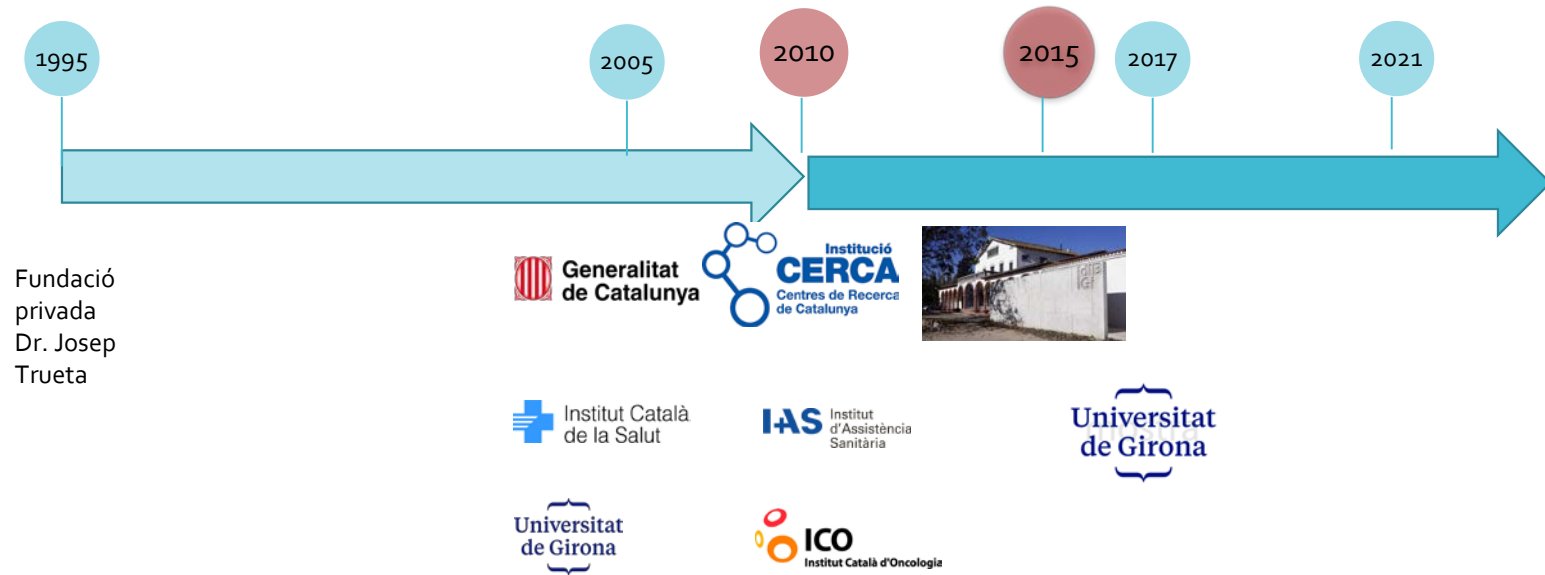
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Time	Activity	Experts
12:45h-14:00h	Lunch Break	
14:00h-14:45h	Meeting with administration and support staff	Cristina Martinez (Clinical Research Unit) Maria Buxó, PhD (Methodology and Statistics Unit) Albert Antolin, PhD (Innovation Unit) Marta Mozo (Public Procurement Department)
14:45h-15:00h	Experts' meeting/discussion	Experts
15:00h-15:45h	Meeting with OTM-R	Sílvia 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) Míriam Gironès, PhD (Deputy Director) Sílvia Vilar (HR Manager) Maria Gifre (International Projects Manager)

# BACKGROUND



Fundació  
privada  
Dr. Josep  
Trueta

Generalitat  
de Catalunya

Institució  
**CERCA**  
Centres de Recerca  
de Catalunya



Institut Català  
de la Salut

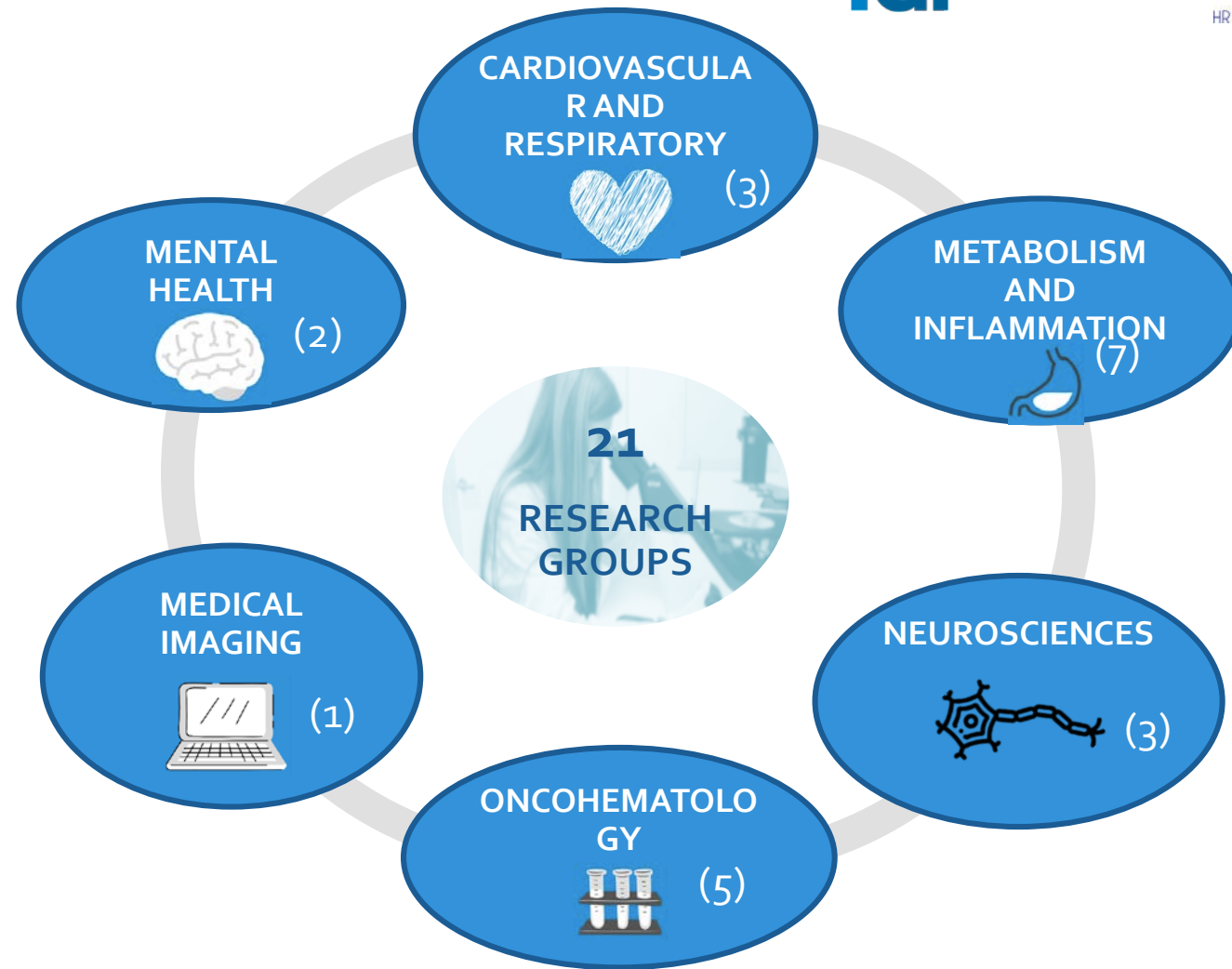
IAS Institut  
d'Assistència  
Sanitària

Universitat  
de Girona

Universitat  
de Girona

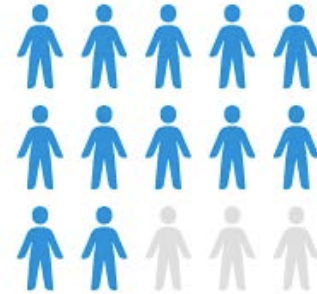
ICO  
Institut Català d'Oncologia

# RESEARCH AREAS



# IDIBGI IN NUMBERS

## IDIBGI Comunity:

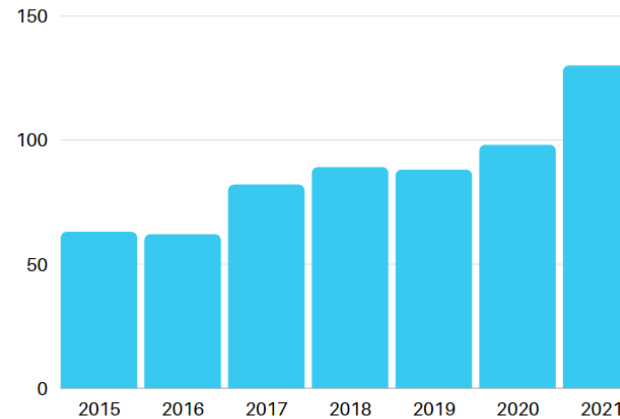


**391**  
Investigadors/es

- R4**
- R3**
- R2**
- R1**
- Technicians**
- Research support**
- Collaborators**
- Platforms**
- Administration**

	♂ 152 39 %	239 61 % ♀	TOTAL	
<b>R4</b>	20	1	21	5 %
<b>R3</b>	18	15	33	8 %
<b>R2</b>	10	29	39	10 %
<b>R1</b>	22	36	58	15 %
<b>Technicians</b>	12	28	40	10 %
<b>Research support</b>	5	17	22	6 %
<b>Collaborators</b>	56	89	145	37 %
<b>Platforms</b>	2	5	7	2 %
<b>Administration</b>	7	19	26	7 %

## IDIBGI workers:



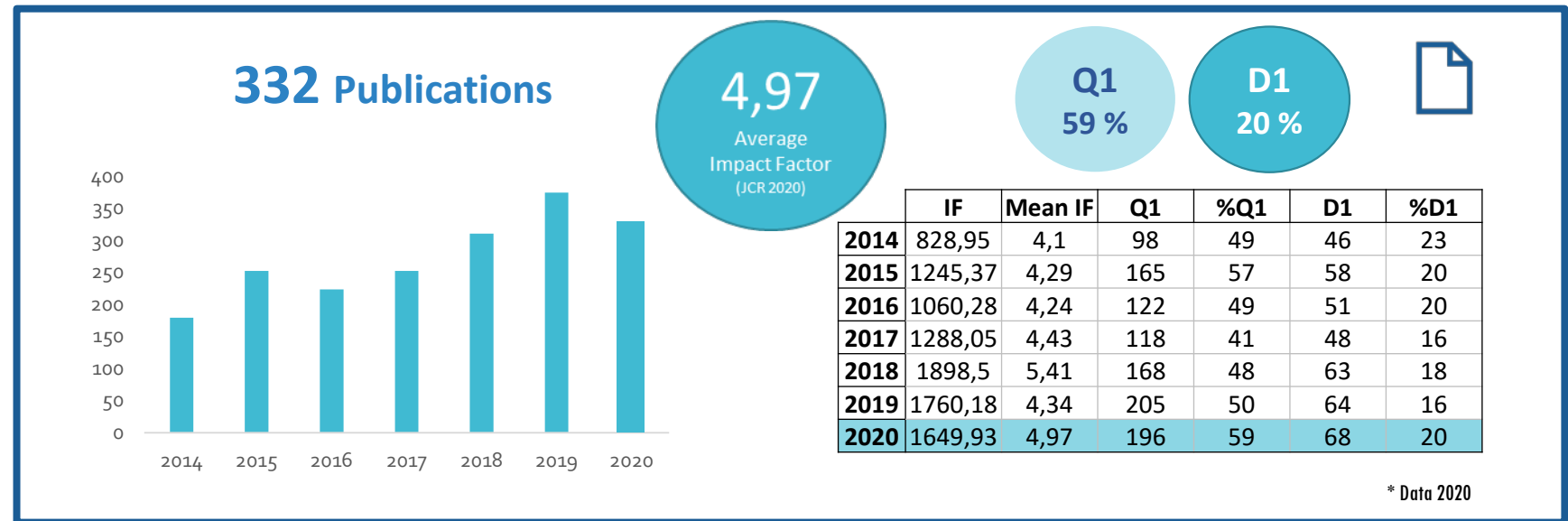
♂ 30  
26 %      86  
74 % ♀



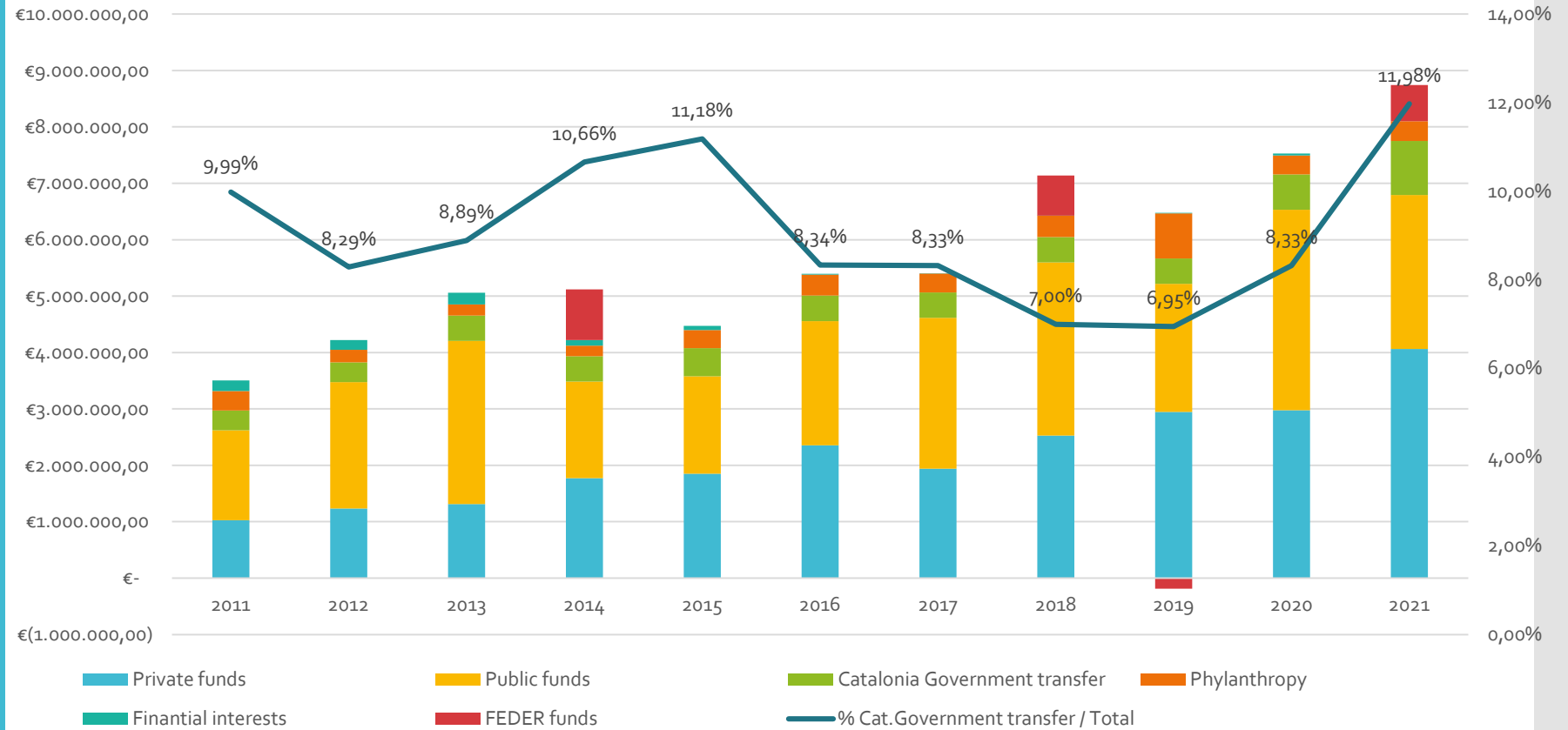
# IDIBGI IN NUMBERS



**274 active Clinical Trials**



# IDIBGI IN NUMBERS



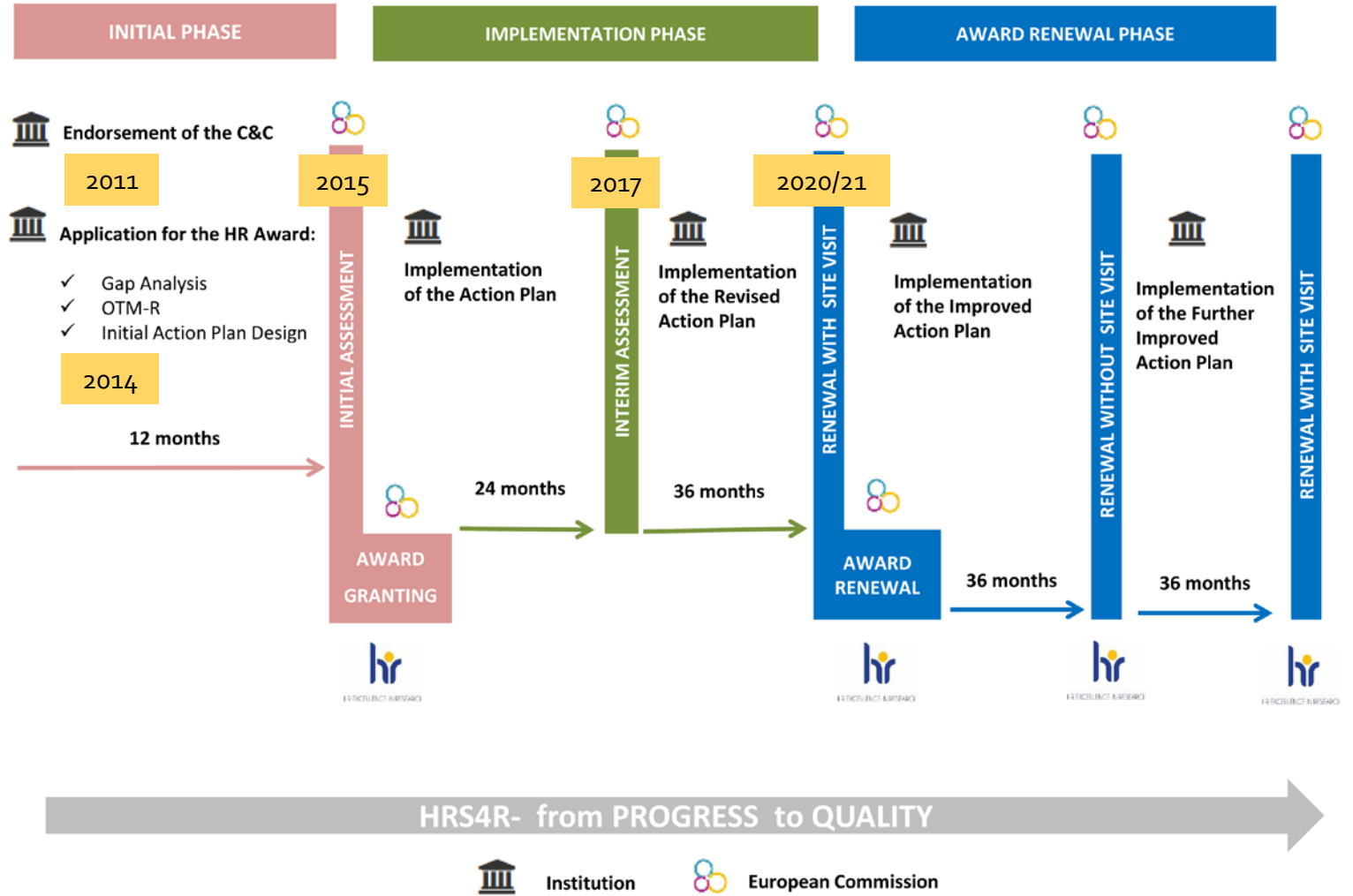


# INTRODUCTION

## 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

# HRS<sub>4</sub>R PHASES



# HRS<sub>4</sub>R 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

# KEY FOR HRS<sub>4</sub>R IMPLEMENTATI ON

- **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 HRS<sub>4</sub>R Committee.**
- **Institutional Headquarters opening in 2015 , a booster for the institution.**

# ACTIONS - ETHICAL AND PROFESSIONAL ASPECTS

Year	IDIBGI Action nr. and description		Charter & Code Principle	
2015	3	<b>Gender Equality Plan (GEP) (2014-2018)</b>	10	Non discrimination
2016	1	IDIBGI Code of Good Scientific Practice	1	Research freedom
2018	2	Adhesion to the CERCA Code of Conduct	2	Ethical principles
2018	3	Renewal of the Gender Equality Plan (GEP) (2018-2022)	10	Non discrimination
2019	2	IDIBGI Ethical Code and Conduct	2	Ethical principles

Year	Other actions not included in the action plan		Charter & Code Principle	
2018	ISO 9001/2015 Certification			

# 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:
  - Implementation of good practices at work. Certification in 2019.
  - 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**

# ACTIONS - RECRUITMENT

Year	Action		Charter & Code Principle	
2017	4	<b>Staff Recruitment Manual and Templates</b>	12	Recruitment
	5		13	Recruitment (Code)
	6		14	Selection
	7		15	Transparency (Code)
	9		16	Judging merit (Code)
	10		17	Variations in the chronological order of CVs (Code)
	11		18	Recognition of mobility experience (Code)
	12			
2017	7	Training course on gender perspective in health research	14	Selection
2017	8	Training course on selection procedures to principal investigators	14	Selection
2017	4	Job Descriptions	12	Recruitment
	6		13	Recruitment (Code)
2018	6	Job Offers	13	Recruitment (Code)
2017	4	<b>Scientific Career Plan</b>	12	Recruitment
	10		16	Judging merit (Code)
	11		17	Variations in the chronological order of CVs (Code)
	12		18	Recognition of mobility experience (Code)

# IMPACT- RECRUITMENT

- **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.

# FUTURE FOCUS- RECRUITMENT

- **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

Year	Action		Charter & Code Principle	
2014	19	Gender Equality Plan (GEP) (2014-2018)	27	Gender balance
2017	21	<b>Staff Recruitment Manual</b>	29	Value of mobility
	18		25	Stability and permanence of employment
2017	22	<b>Scientific Career Plan</b>	29	Value of mobility
	17		25	Stability and permanence of employment
	20		28	Career development
2017	15	Training course on time management	24	Working conditions
2018	14	Work-life balance internal policy	24	Working conditions
2018	19	Renewal of the Gender Equality Plan (GEP) (2018-2022)	27	Gender balance
2018	22	Grants and mobility offers - Internal communication policy	29	Value of mobility
2019	16	<b>Database with the employee's main information</b>	25	Stability and permanence of employment
2019	16	<b>Job Category Inventory (RLT)</b>	25	Stability and permanence of employment
2020	15	Training course on emotions management	24	Working conditions

# ACTIONS - WORKING CONDITIONS

## Research Environment

Year	Action		Charter & Code Principle	
2015	13	New lab and office facilities	23	Research environment
2018	13	Creation of the Health and Safety Committee	23	Research environment
2020	13	Recruitment of a Laboratory Manager	23	Research environment
2020	13	IDIBGI's Biosafety Manual	23	Research environment
2020	13	Labour Risks Documentation and Plan	23	Research environment

## Co-authorship and complains/appeals

Year	Action		Charter & Code Principle	
2016	23	IDIBGI Code of Good Scientific Practice	32	Co-authorship
	24		34	Complains/appeals
2018	23	Research signature and communications - Internal policy	32	Co-authorship
2018	24	Adhesion to the CERCA Code of Conduct	34	Complains/appeals

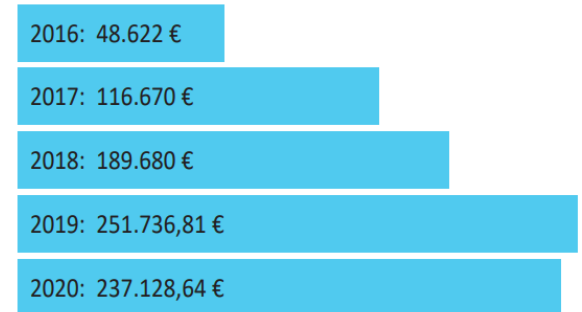
# IMPACT - WORKING CONDITIONS

- **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



- IDIBGI Career Plan: Framework for R1-R4 categories.
- 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.**

# ACTIONS - TRAINING AND DEVELOPMENT

Year	Action		Charter & Code Principe	
2016	25	Survey on training needs	38	Continuing Professional Development
2017	26	Training courses - Internal communication policy	38	Continuing Professional Development
2017	27	Scientific Career Plan	38	Access to research training and continuous development
2018	26	<b>Training Management Plan</b>	38	Continuing Professional Development
	27		39	Access to research training and continuous development
2019	27	<b>Scientific Career Plan - implementation</b>	39	Access to research training and continuous development
2020	25	Survey on training needs	38	Continuing Professional Development

# IMPACT – TRAINING AND DEVELOPMENT

- **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.

# FUTURE FOCUS – TRAINING AND DEVELOPMENT

- **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”



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