



ACTION PLAN

HRS4R - HUMAN RESOURCES STRATEGY FOR RESEARCHERS

June 2019

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1. Organisational Information

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	147
Of whom are international (i.e. foreign nationality)	4
Of whom are externally funded (i.e. for whom the organisation is host organisation)	
Of whom are women	67
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	130
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	5
Of whom are stage R1 = in most organisations corresponding with doctoral level	12
Total number of students (if relevant)	0
Total number of staff (including management, administrative, teaching and research staff)	4
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	7.059.888,92 €
Annual organisational direct government funding (designated for research)	807.380,00 €
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	2.674.233,70 €
Annual funding from private, non-government sources, designated for research	1.308.184,15 €
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>The Institute for Biomedical Research of Salamanca (IBSAL) was established to create an environment for multidisciplinary and translational biomedical research focusing on the patient, with the University Hospital of Salamanca at its core.</p> <p>It should be noted that the creation of the Institute is based on a history of interdisciplinary and institutional collaboration, aimed at enhancing the quality of research and, as a result, of the biomedical care and teaching in Salamanca, while optimising material and human resources. Being a healthcare research institute implies a qualitative leap in the organisation and management of research, with the aim of maximising the quality of all research carried out, the impact of its results and, above all, its social return.</p>	

2. Actions

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

*URL: <http://ibsal.es/es/component/content/article?id=1393>

Proposed ACTIONS	GAP Principle(s)	Timing (quarter)	Responsible Unit	Indicator(s) / Target(s)
<p>1. LAUNCH THE DATA PROTECTION UNIT.</p> <p>i) Launch the data protection unit to ensure that data can be treated for scientific purposes, following the new specific national and European norms. Appoint a Data Protection Unit supervisor and establish procedures and workflow.</p> <p>ii) Include information about the procedures of data recovery in the Welcome Manual and intra/extra net.</p>	7. Good practice in research	Q1 2020-Q2 2020	Management	<ul style="list-style-type: none"> Data protection unit working
<p>2. UPDATE THE SELECTION AND RECRUITING PROCEDURE FOLLOWING C&C AND OTM-R CRITERIA. WRITE THE SELECTION AND RECRUITING MANUAL.</p> <p>For this, IBSAL proposes to:</p> <p>i) Update the recruitment procedure, including all the OTM-R and C&C criteria not previously included.</p> <p>ii) Define more detailed scales, including those defined in the Charter and Code which are not currently collected (e.g. creativity, independence, variations in the chronology of CV, mobility between sectors).</p> <p>iii) Improve the advertisement of job offers: publish job offers in English in international scientific portals and journals.</p> <p>iv) Formalise the composition of the Selection Committee, following</p>	<p>13. Recruitment (Code)</p> <p>14. Selection (Code)</p> <p>16. Judging merit (Code)</p> <p>17. Variations in the chronological order of CVs (Code)</p> <p>18. Recognition of</p>	Q1 2020-Q4 2022	Human Resources Department	<ul style="list-style-type: none"> 100% of selection and contracting procedures follows new procedures 100% of offers posted on international portals 100% of lists of candidates with scores published All researchers, especially those responsible for research recruitment, and all human resources personnel are informed about relevant information Every newcomer researcher is

<p>OTM-R and C&C criteria, increasing diversity.</p> <p>v) Write the “Selection and recruiting manual” including templates if necessary.</p> <p>vi) Elaborate training material and organise training sessions.</p>	<p>mobility experience (Code)</p>		<p>provided with the manual</p> <ul style="list-style-type: none"> • 100% compliance with the OTMR guidelines for every recruiting process
<p>3. DESIGN AN EVALUATION SYSTEM FOR RESEARCHERS FUNDED BY RESEARCH PROJECTS.</p> <p>Define an evaluation system for postdoctoral researchers funded by research projects, annually, or at the end of the contract. The evaluation will constitute an official certificate that can be presented to accreditation bodies (e.g. ANECA) and will mention the tasks performed during their contract.</p>	<p>8. Dissemination, exploitation of results</p> <p>31. Intellectual Property Rights</p>	<p>Q3 2020-Q4 2020</p> <p>Human Resources Department</p>	<ul style="list-style-type: none"> • Write and approve the procedure • 100% of postdoctoral researchers funded by research projects receive certificates
<p>4. WRITE THE IBSAL GENDER PLAN.</p> <p>The plan will consider IBSAL’s initiatives aiming to stimulate gender equality and provoke a structural change, considering best European practices (e.g. LIBRA, EGERA, etc.).</p> <p>Approximately half of Ph.D. researchers are women, however, the percentage of women scientists starts to decrease at the postdoctoral level and drops dramatically in leadership positions. Evidence suggests that historical barriers and unconscious biases can account for much of that decline. Recognising that IBSAL need all talents, these personal biases and institutional barriers need to be identified and addressed. Gender inequality also impacts research content: failure to consider the difference in biochemistry between sexes has led to a biased</p>	<p>10. Non-discrimination</p> <p>27. Gender balance</p>	<p>Q1 2021-Q2 2021</p> <p>Human Resources Department</p>	<ul style="list-style-type: none"> • Gender plan published • Gender plan implemented following its work plan

understanding of human health.				
<p>5. IMPROVE THE INTERNAL COMMUNICATION OF THE INITIATIVES AND WORKING PROGRESS OF IBSAL'S MANAGEMENT.</p> <p>The objective is to increase researchers' engagement, build stronger teams and enhance the competitiveness of IBSAL.</p> <p>IBSAL will programme informal meetings, seminars, etc. so that effective internal communication practices will help to increase the implication of researchers with this institute.</p>	28. Career development	Q1 2022-Q2 2022	Human Resources Department	<ul style="list-style-type: none"> • 100% of communication events programmed • Number of attendants
<p>6. IMPROVE THE ACCESS TO TRAINING VIA STREAMING.</p> <p>Improve the access to seminars and courses with streaming, coordinating the formative offering with FICUA and USAL..</p>	39. Access to research training and continuous development	Q1 2020-Q2 2020	Training Commission	<ul style="list-style-type: none"> • Number of seminars available on streaming • Number of attendances to courses available on streaming
<p>7. ESTABLISH A CAREER DEVELOPMENT FRAMEWORK.</p> <p>This framework will be aligned with the definition of professional career provided by Instituto de Salud Carlos III, of the Spanish national government.</p> <p>i) Defining and homogenising the professional categories of the researchers and translating them into the professional categories of the European Union (in line with what is established in the Guide for the Accreditation of Institutes of Health Research of IS Carlos III).</p>	<p>21. Postdoctoral appointments (Code)</p> <p>25. Stability and permanence of employment</p>	Q2 2020-Q4 2020	Management / Human Resources Department	<ul style="list-style-type: none"> • Meeting with the management to discuss professional career options at IBSAL • New professional categories defined • Design of a professional career framework • Approval of the framework of

<p>ii) Defining and formalising a professional career framework and a professional development strategy.</p> <p>iii) Design advisory programme on professional careers.</p> <p>iv) Coordinate activities with FICUS and USAL.</p>	<p>30. Access to career advice</p>		<p>professional career</p>
<p>8. PROVIDE JUNIOR RESEARCHERS WITH COMPULSORY INFORMATION ABOUT INTELLECTUAL PROPERTY PROTECTION OF RESEARCH RESULTS.</p> <p>This will be done by improving the communication about IP issues through initial training courses and by integrating this in resident doctors' training. In addition, this information will be included in the Welcome Manual.</p>	<p>31. Intellectual Property Rights</p>	<p>Q2 2020- Q3 2020</p> <p>Training Commission</p>	<ul style="list-style-type: none"> • Number of training courses performed • Number of attendants • IP contents available in the Welcome Manual
<p>9. CREATE A PILOT MENTORING PROGRAMME FOR R1 AND R2.</p> <p>Design the pilot Mentoring Programme in coordination with FICUS and USAL, taking advantage of experienced researchers at IBSAL. Activities like seminars, focus groups, documents, etc. will be used, for example to:</p> <ul style="list-style-type: none"> • Encourage young scientists to focus on reaching senior level roles • Encourage greater pro-activity about career management • Increase the provision of high-quality feedback • Help individuals to seek support from senior team members 	<p>28. Career development</p> <p>30. Access to career advice</p>	<p>Q3 2020- Q4 2020</p> <p>Training Commission</p>	<ul style="list-style-type: none"> • Mentorship plan approved and published • Number of associated mentors • Number of researchers mentored • Evaluation of the alumni of the mentorship service • At least 60% satisfaction with Mentoring Programme in the second year

and to learn what steps to take to best advance their careers				
Perform a biennial assessment of satisfaction with the Mentoring Programme: survey and report the results and recommendations.				
<p>10. IMPROVE THE SUPERVISION PROCEDURES FOR R2.</p> <p>For this purpose, IBSAL plans to:</p> <p>i) Set a procedure to schedule and attend meetings, reporting between senior and junior scientists.</p> <p>ii) Write a document setting the framework of the rights and duties of the R2 and supervisors during their collaboration.</p>	<p>36. Relation with supervisors</p> <p>37. Supervision and managerial duties</p>	<p>Q1 2021- Q2 2021</p>	<p>Innovation Commission</p>	<ul style="list-style-type: none"> • Procedure written • 100% R2 of attends the meeting • 100% R2 has a document signed by the two parties
<p>11. UPDATE THE IBSAL WELCOME MANUAL.</p> <p>i) It will provide new researchers (and already employed researchers) with necessary information, including main policies, to facilitate a proper and quick integration to IBSAL’s work environment.</p> <p>It will collect the most relevant aspects that new IBSAL researchers should know:</p> <ul style="list-style-type: none"> ▪ Good practice in research ▪ Intellectual Property Rights ▪ Co-authorship <p>And will gather all useful information:</p> <ul style="list-style-type: none"> ▪ Recruiting, performance assessment, HRS4R strategy ▪ Participation in decision-making bodies ▪ Complaints mechanism, Ombudsmen 	<p>7. Good practice in research</p> <p>31. Intellectual Property Rights</p> <p>32. Co-authorship</p>	<p>Q4 2019- Q1 2020</p>	<p>Innovation Commission</p>	<ul style="list-style-type: none"> • Manual approved and published online • At least 2 workshops annually for the presentation of the Welcome Manual to newcomers

<ul style="list-style-type: none"> ▪ Ethics ▪ Anti-plagiarism ▪ Supervision practices ▪ Security and risk prevention issues <p>It would also be disseminated among current IBSAL researchers.</p> <p>ii) Present main contents during training courses for newcomers.</p>				
<p>12. CREATE THE OMBUDSPERSON OF THE RESEARCHERS.</p> <p>Create the figure of the ombudsman, either through a person or committee, to resolve and mediate claims.</p> <p>Define the administrative dependence of the IBSAL ombudsman, providing the function of mediation of conflicts between researchers.</p>	34. Complaints/ appeals	Q1 2022 - Q2 2022	Research Commission	<ul style="list-style-type: none"> • Discuss and decide about the scope of the figure of researchers' ombudsmen • Approval of the figure by the management • Diffusion among researchers • Number of cases attended
<p>13. IMPROVE THE PARTICIPATION OF RESEARCHERS IN DECISION-MAKING BODIES.</p> <p>This will be done through the incorporation of junior researchers in the research commission. The scientific director will propose to the delegate commission that R1, R2 and R3 researchers participate in the research commission.</p>	35. Participation in decision- making bodies	Q2 2022 – Q3 2022	Research Commission	<ul style="list-style-type: none"> • Number of R1, R2 and R3 researchers incorporated in the commission • Number of meetings held with the participation of these researchers
<p>14. HRS4R KICK-OFF, AWARENESS AND FOLLOW-UP.</p> <p>An implementation working group will be appointed with the task of</p>	ALL	Q4 2019 – Q4 2024	Management	<ul style="list-style-type: none"> • WG HRS4R constituted • WG OTMR constituted

defining and overseeing most of the actions, made up of people in charge of each topic, representatives of the different specific areas and services, and R1 to R4 researchers. It will insist on the awareness to attain an increasing application of the C&C criteria in the research community and in everyday research practices. The working group will accomplish this by organising seminars, or briefings for departments to influence the dissemination of the C&C key lessons to research staff.

Training session on OTMR from HR personnel will be held.

Training session on C&C criteria for researchers and HHRR personnel will also be held.

- Number of attendants to seminars
- Surveys to address the awareness

IBSAL's goal is to develop and fulfil actions that will enable the institution to follow an OTM-R recruitment policy before the mid term evaluation.

The OTM-R checklist shows some criteria are not fully implemented:

- OTM-R policy is not completely in line with OTM-R Guideline, is not published online, neither in English version.
- Training in the area of OTM-R is needed
- Job advertisement has no links to all the elements foreseen in the toolkit and are not published in Euraxess.
- Rules governing the appointment of selection committees are incomplete, etc.

IBSAL will use the OTMR Toolkit for:

**Action 2. UPDATE THE SELECTION AND CONTRACTING PROCEDURE AND ITS MANUAL.
FOLLOW THE OTM-R GUIDELINE TO:**

- Review current OTM-R policy, practices and procedures:
- Update the Advertising and application phase
- Check the Evaluation and selection phase
- Review the Appointment phase

3. Implementation

The design of this plan has enabled the development of a model of governance, coordination mechanisms and monitoring tools that will accelerate the adoption of new policies and practices of human resources management in research which, in turn, will enable IBSAL to be in line with its European references.

For the above reasons, and regardless of the duration of the evaluation process to obtain the seal, the implementation of the plan will begin in the Q4 2019.

The implementation process will be performed through four different levels of responsibility:

1. Steering Committee on HRS4R (SC), lead by Dr. Rogelio Gonzalez (IBSAL Scientific Director) will be the maximum office and will oversee the implementation process on a regular basis. It will be responsible for coordinating the implementation and the follow-up of the HRS4R-derived measures, being diverse in gender area of research and professional profile. It will also communicate the advances to IBSAL's Consejo Rector.
2. Implementation Working Group (IWG), lead by Cristina and Raquel will be composed of 4-6 members of the Working Group and will invite other research and administrative staff members to participate. It will coordinate the deployment of the HRS4R Action Plan and will also control quality and follow up on indicators.
3. Implementation OTM-R Working Group (OTM-R IWG), lead by Encarna will be composed of Human Resources staff members responsible. It will coordinate the deployment of the specific OTM-R-related actions from the HRS4R Action Plan and will also control quality and follow up on indicators.
4. Technical Secretariat (TS), lead by Raquel and Cristina reporting to the Steering Committee will give support to the IWT and OTM-R IWG for the preparation of deliverables, and will support the SC to follow up on indicators. The TS will also be responsible for a dynamic workflow articulated during the plan: a cloud tool of easy access to information, regular meetings, ad-hoc subcommittees with key people for specific matters depending on the evolution of the process, quality control and international benchmark.

The commitment of IBSAL includes a budgetary allocation, aimed at hiring/designating specialized personnel for the Technical Secretariat to provide methodological support in the design and implementation of the actions.

Checklist	*Detailed description and duly justification
<p>How will the implementation committee and/or steering group regularly oversee progress?</p>	<p>free text 500 words maximum</p> <p>Once the different IWG and OTM-RIWG, members are chosen, a kick off meeting will be held with the TS to assess the different tasks needed for the fulfilment of the action plan.</p> <p>The IWGs will meet on a bi-monthly basis with the TS to report about the progress in the tasks defined and problems encountered.</p> <p>The TS will report and hold bi-monthly meetings with the Steering Committee.</p> <p>The SC will Report to the Board of Directors on a quarterly basis.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>free text 500 words maximum</p> <p>The research community (R1-R4) will be a part of the IWG. They will be involved in the design of the actions, the pilot deployment testing and the periodical surveys developed by the TS.</p> <p>Additionally, surveys (surveys to increase the awareness of the HRS4R criteria, to identify training needs, etc.) will be launched to the research community included in the current quality policy.</p> <p>Communication actions will be designed with the objective of raising awareness in the IBSAL community about the C&C and OTM-R criteria and, also, to report on progress in implementation. The communication actions will include updating of the web contents, creation of content for IBSAL's regular communications, etc.</p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognised in the organisation's research strategy, as the overarching HR policy.</p>	<p>free text 500 words maximum</p> <p>IBSAL has already added a specific action on the current strategic plan to include the HRS4R and OTM-R commitment.</p> <p>The IWG will also be responsible for verifying that IBSAL policies regarding different areas are coherent with the HRS4R and the actions developed within the</p>

	Action Plan.
How will you ensure that the proposed actions are implemented?	<p>free text 500 words maximum</p> <p>The SC will alert from deviations of the timeline to the Board of Directors, that will take the corresponding actions to add more resources to control the deviations of the original plan.</p> <p>Additionally, a quality control will performed be every two years by an external reviewer and international expert on HRS4R issues.</p>
How will you monitor progress (timeline)?	<p>free text 500 words maximum</p> <p>The monitoring and the follow-up of the plan will be continuous, being one of the main functions of the Technical Secretariat. IWG will hold bi-monthly meetings with the TS to review the development of the implementation of the tasks defined for the actions currently in progress.</p>
How will you measure progress (indicators) in view of the next assessment?	<p>free text 500 words maximum</p> <p>The previously detailed indicators will be included in IBSAL's scorecard and will be verified quarterly to find evidence of any deviation from the HRS4R or with organisational policies.</p>

Additional remarks/comments about the proposed implementation process:

IBSAL shares numerous activities, resources and even researchers with other nearby institutions such as the University of Salamanca, CSIC and FICUS. FICUS, USAL and IBSAL have developed the HRS4R throughout 2018-2019, so it is possible that the implementation may also coincide over time. In case it is convenient, some of the actions shared between the organisations, can be implemented in collaboration to gain impact, for example the training courses, mentoring programme, etc.