Human Resources Strategy for Researchers (HRS4R). Fundación de Investigación Biomédica del Hospital Universitario 12 de Octubre (FIBH12O – I+12)

HRS4R ACTION PLAN

Introduction

The Human Resources Strategy for Researchers (HRS4R) emerges with the aim of making the research career more attractive for researchers and intends to give them the same rights and obligations in any European Union Member State, independently of the country they live in. The HRS4R is based in the principles stablished through the European Charter for Researchers, the Code of Conduct for the Recruitment of Researchers and the Open, Transparent and Merit-based Recruitment policy recommended by the European Commission.

Entities adhering to this strategy receive the recognition of HR Excellence in Research. Fundación para la Investigación Biomédica del Hospital Universitario 12 de Octubre welcomes the initiative of the European Commission and the recommendations in the frame of the strategy. Thus, in June 2019, Fundación para la Investigación Biomédica del Hospital Universitario 12 de Octubre signed the declaration of commitment to the principles of the Charter & Code, expressing the interest and commitment to initiate the process in the framework of the HRS4R.

The process to obtain the recognition is a value tool for carrying a self-assessment of the current departments and services of the institution in human resources area, to improve the working conditions for research, making the institution an attractive place to develop a research of excellence. As a first stage in the process, the institution analyzed the strengths and weaknesses of the current practice about the thematic of the Charter and Code and has developed a specific action plan which contains feasible measures towards the implementation of the strategy.

Strengths and weaknesses of the current practice

From an internal analysis of the current practice, the institution provides the following overview in terms of the current strengths and weaknesses under the four thematic headings of the Charter and Code:

Thematic heading of the Charter and Code	**STRENGTHS and WEAKNESSES**
Ethical and professional aspects	**STRENGTHS** - **Legislation allows freedom** of thought and expression for institutional researchers. - The **Manual of Ethical and Good Research Practices**, the **Ethic Committee for Research with medicinal products (CEIm),** the **Committee on Animal Ethics and Welfare (CEBA)** and the **Research Committee** of FIBH12O – I+12 ensures freedom in research, guaranteeing ethics principles. - The committees **ensure compliance with ethical and methodological requirements**, as well as compliance with management regulations and

applicable laws. Scientists freedom of thought or expression is thus granted.

- The FIBH12O – I+12 focuses especially on the **professional attitude in clinical trials and/or in public funding** projects.

- The researchers are fully informed of the **ethical procedures** they must comply and about the regulations, processes and approval requeriments from the committees.

- The **Innovation Support Unit** and the **Quality and Strategic Planning Unit** support researchers on the specific requirements of the sponsors, open calls of public funding and application procedures for patents. The Units also inform to the researchers about IPR and knowledge transfer. Through its **Quality and Improvement Plan**, the FIBH12O – I+12 enforces quality procedures to ensure good research practices.

- FIBH12O – I+12 provide **communication channels** to increase society awareness on the institution results. The communication tools and procedures are defined in the Communication Plan of the institution.

WEAKNESSES

Following principles were prioritized in the GAP analysis as the main weaknesses at the institution:

5. Contractual and legal obligations (-/+)

- The establishment of a proper orientation is pending for FIBH12O – I+12. A fix date for briefing all new hires while handling the compiled documentation about regulation and contractual and legal obligations is needed.
- A lack of acknowledgment of the importance of the IPR for a further exploitation or publication of result has been identified in the researcher's cohort.

7. Good practice in research (+/-)

- Clinical researchers find unsatisfactory current limitations of the procedures related to data protection that conflict with standard clinical research.

9. Public engagement (-/+)

- Researchers currently don´t seem to appreciate enough institutional support towards the dissemination of research activities to the general public.

11. Evaluation / appraisal systems (-/+)

- Currently, there is not a homogeneous and standard procedure to carry out evaluation of the research activities.

Recruitment and selection	**STRENGTHS** - **HR Manual of FIBH12O – I+12** and **internal procedures for recruitment and selection**. - FIBH12O – I+12 adequately describes the positions, requirements and functions of the recruitment and the open calls. All calls are **disseminated appropriately** (web, emailing, etc.). - For internal calls, a **selection committee** is designed for the evaluation of the candidates. The selection committee evaluates the merits and career highlights of each candidate and carries out a personal interview to gather information on suitability and motivation of each candidate. - **Public resolutions** of the calls in the website. In addition, all candidates interviewed are informed by mail about the resolution. FIBH12O – I+12 offers support to candidates to solve any question. **WEAKNESSES** Following principles were prioritized in the GAP analysis as the main weaknesses at the institution: **12. Recruitment of Early Stage Researchers (-/+)** - The access for researchers returning to a research career depends mostly on the availability of economic resources of individual components and not the FIBH12O – I+12. - In case of availability of funds, the principal investigator applies his/her own criteria for the recruitment of early stage researchers, instead of using a harmonized institutional procedure. **13. Recruitment (-/+)** - Currently there is a lack for standard recruitment within FIBH12O – I+12. Thus, researchers access depends on the availability of particular funds and falls under the skew criteria of each principal investigator. **21. Postdoctoral appointments (-/+)** - In FIBH12O – I+12 there are not specific rules or guidelines for recruiting and appointing postdoctoral profiles, apart from those specific for national postdoctoral calls. - Postdoctoral recruitment is currently being supported on available calls, or directly from research funds from individual groups. Postdoctoral appointments depend on the feasibility of devoting funds for personnel and/or the existence of specific calls.

Working conditions	**STRENGTHS** - FIBH12O – I+12 follows the employment procedures regulated by **Spain Laws on public employment**, ensuring the research environment follows the regulations in terms of **workplace health and safety**. FIBH12O – I+12 actively participates with the **regional governing bodies** in the development of a professional career for all stage researchers and in a regional working agreement for researchers. - FIBH12O – I+12 recruits and selects candidates by their quality and competence, **without gender discrimination**. - FIBH12O – I+12 tries to **promote the career development** offering to researchers grants, awards and other recognitions. - Currently, the career advice is sustained by the Scientific Management Area under researchers request. In adittion, the **research group leaders act as mentors**, providing career advice to researchers in all career stages. - The **Innovation Support Unit** and the **Quality and Strategic Planning Unit** offer advice to researchers on IPR. - FIBH12O – I+12 frequently organizes **internal meetings**, promoting the collaboration among researchers. - Teaching is an intrinsic activity in the institution. The **Training Unit** is responsible for managing the institution's **Training Plan**. - The **Quality Plan** includes specific tools for the identification and handling of claims. The Quality Plan establishes the procedures to carry out improvement actions. - The **decision-making bodies** are elected using a transparent open election procedure. This is oversight and approved by the Government Board. The permanence of decision-making bodies is always temporary. **WEAKNESSES** Following principles were prioritized in the GAP analysis as the main weaknesses at the institution: **23. Research environment (-/+)** - The improvement of the facilities and infrastructures depends on the availability of resources in FIBH12O – I+12 and/or external calls. - FIBH12O – I+12 should promote an international research environment, making the institution an attractive centre for world-class researchers. **24. Working conditions (-/+)** - Until now, the institution has been limited by regional regulations in the implementation of some of the recommendations of the principle in terms of

	flexibility and work-life balance policies. **28. Career development (-/+)** - Currently, the measures promoted by FIBH12O – I+12 for the recognition of the research career are dependent on the availability of funds in the institution. - This limitation means that an adequate professional development is not achieved by all researchers. **30. Access to career advice (-/+)** - Currently, there is not a standard procedure that defines the figure of mentors with a senior profile to provide support and guidance for researchers. - Currently, there is not regulated training for mentors and mentees. **31. Intellectual Property Rights (-/+)** - The importance of the IPR for a further exploitation or transfer of results is not fully acknowledge by researchers. **32. Co-authorship (-/+)** - There is a lack of understanding of the importance of co-authorship among the researchers in the institution. **34. Complains/appeals (-/+)** - Currently there is a need for an impartial and standard procedure to handle the complains and appeals from researchers. **35. Participation in decision-making bodies (-/+)** - The participation of young researchers and post-doctoral positions are not contemplated in the composition of decision-making bodies.
Training and development	**STRENGTHS** - FIBH12O – I+12 has a scientific structure composed by Scientific Director, Research Area Coordinators and research group leaders. The research group leaders supervise the work progress and research findings of the research scientists. - The continuing professional development is overseen by the **Training Unit**. - There is a **wide training offer** in the institution that contributes to improve capabilities and professional development of the researchers. - Periodically, FIBH12O – I+12 organizes **internal seminars** for the researchers, promoting their continuous professional development. - The **Annual Training Plan** compiles a training offer for researchers in all

	career stages. - Annually, FIBH12O – I+12 identifies through surveys the **training needs** of all personnel. **WEAKNESSES** Following principles were prioritized in the GAP analysis as the main weaknesses at the institution: **37. Supervision and managerial duties (-/+)** - In the research groups the supervision and managerial duties are done by the research group leader, assuming a huge bureaucratic burden. **39. Access to research training and continuous development (-/+)** - Usually, the professional development of the researchers is widely heterogeneous and depends on initiatives from their own group leaders.

Action plan

The institution has developed a specific action plan which contains feasible measures towards the implementation of the strategy.

Proposed ACTIONS	***GAP Principle(s) and/or OTM-R Checklist scope***	***Timing (at least by year's quarter/semester)***	***Responsible Unit***	***Indicator(s) / Target(s)***
	Retrieved from the GAP Analysis and OTM-R checklist			*M (Milestone) KPI (Key Performance Indicator)*
1. To increase the visibility of FIBH12O-I+12 activities through external communication channels: - To update frequently the contents of the website. - To promote the use of scientific dissemination platforms by FIBH12O-I+12 personnel.	9. Public engagement (-/+)	From Q1 to Q8 Annual KPIs measure: Q4 and Q8 *See the schedule*	Technical Unit Researcher representatives	KPI 1.1: Number of followers from scientific dissemination platforms KPI 1.2: Number of visits to the website KPI 1.3: Number of news about FIBH12O-I+12 activities published on the media

2. To disseminate FIBH12O-I+12 results to society and patients through organized activities: - To promote social participation in divulgation activities (science week, etc.). - To promote dedicated seminars and other activities for society and patients.	9. Public engagement (-/+)	From Q1 to Q8 Annual KPIs measure: Q4 and Q8 *See the schedule*	Technical Unit Researcher representatives Scientific Director	KPI 2.1: Number of dissemination activities organized for society and patients (seminars, open doors day, meetings with patient associations, etc.)
3. To promote the diffusion, compliance and commitment of regulations relating with research practices, ethics, confidentiality, data protection, IPR, etc.: - To compile all relevant regulations on the internet. - To communicate the information to researchers through the standard channels. - To organize training/refresher activities featuring research practices, ethics, confidentiality, data protection, safety procedures, etc. - To increase IPR knowledge through the organization specific workshops about IPR for researchers.	5. Contractual and legal obligations (-/+) 7. Good practice in research (+/-) 31. Intellectual Property Rights (-/+)	From Q2 to Q8 Annual KPIs measure: Q4 and Q8 Milestone: Q2 *See the schedule*	Technical Unit Researcher representatives Scientific Director	M 3.1: Compilation of regulations on the intranet KPI 3.1: Number of training activities organized, including IPR workshops.
4. To implement a standard evaluation system to measure the level of achievement of the research groups: - To consider incentive criteria for emergent groups. - To stablish a periodic evaluation system for research groups.	11. Evaluation / appraisal systems (-/+)	From Q2 to Q8 Annual KPIs measure: Q4 and Q8 *See the schedule*	Human Resources Unit Scientific Director	KPI 4.1: Number of conducted evaluations KPI 4.2: Number of conducted evaluations to emergent groups
5. To implement a standardized and transparent recruitment procedure for the selection of new researchers based on the Open, Transparent and Merit-based Recruitment of Researchers Policy: - To appoint an internal working group in FIBH12O-I+12 responsible for developing the new procedure.	12. Recruitment of early stage researchers (-/+) 13. Recruitment (-/+) 21. Postdoctoral appointments (-/+)	Milestone: Q1 *See the schedule*	Human Resources Unit Management Director Scientific Director	M 5.1: New published procedure to recruit and select based on the OTM-R policy

- To define a standard procedure to recruit and select, including an open, efficient, transparent, supportive and internationally comparable criteria of recruitment. - To publish a version of the procedure online, both in Spanish and English.	OTM- R System: Having internal guides in OTM-R procedures and practices (-/+); Publishing an OTM-R policy version online (-/+); policy in line to attract underrepresented groups (-/-)			
6. To promote the recruitment of early stage researchers based in the OTM-R policy: - To consider an early stage research as a transition profile, defining a maximum duration and specific objectives of such appointments.	12. Recruitment of early stage researchers (-/+) 13. Recruitment (-/+) OTM- R System: Having internal guides in OTM-R procedures and practices (-/+)	From Q2 to Q8 Annual KPIs measure: Q4 and Q8 *See the schedule*	Human Resources Unit Scientific Director	KPI 6.1: Number of early stage researchers recruited
7. To promote the recruitment and postdoctoral appointments based in the OTM-R policy: - To consider postdoctoral profiles as talent joining the institution, promoting their recruitment and appointment.	13. Recruitment (-/+) 21. Postdoctoral appointments (-/+) OTM- R System: Having internal guides in OTM-R procedures and practices (-/+)	From Q2 to Q8 Annual KPIs measure: Q4 and Q8 *See the schedule*	Human Resources Unit Scientific Director	KPI 7.1: Number of postdoctoral researchers recruited
8. To promote internal actions to provide to researches optimal working conditions: - To promote standard and optimal working conditions for all the employees and professional categories. - To stablish specific technical resources for spaces, equipment and infrastructures.	23. Research environment (-/+) 24. Working conditions (-/+)	From Q3 to Q8 Annual KPIs measure: Q4 and Q8 Milestones: Q3 *See the schedule*	Human Resources Unit Management Director	M 8.1: Collective Agreement of the Foundations of Biomedical Research implementation KPI 8.1: Specific budget for spaces, equipment and

				infrastructures KPI 8.2: New spaces, equipment and/or infrastructure enabled for research KPI 8.3: Number of attended petitions about occupational hazards
9. To provide an international and friendly research environment: - To have relevant information available in English to assist and provide advice to foreign researchers. - To encourage foreign researchers to apply to FIBH12O – I+12 positions in line with the new OTM-R policy developed.	23. Research environment (-/+) 24. Working conditions (-/+) 30. Access to career advice (-/+) OTM-R System: OTM-R in line with policies to attract researchers from abroad (-/+); and providing attractive working conditions (-/+)	From Q1 to Q8 Annual KPIs measure: Q4 and Q8 Milestone: Q1 *See the schedule*	Human Resources Unit Technical Unit	M 9.1: English versions of relevant documentation KPI 9.1: Number of foreign visitor researchers KPI 9.2: Number of international projects conducted
10. To define a professional career for researchers at all stages of their career: - To contribute to define the professional career for researchers in the frame of Community of Madrid policies. - To appoint mentors by a standard procedure to provide career advice to researchers. - To disseminate career advice and professional opportunities from EURAXESS and FECYT, among others.	28. Career development (-/+) 30. Access to career advice (-/+)	From Q3 to Q8 Annual KPIs measure: Q4 and Q8 Milestone: Q3 *See the schedule*	Human Resources Unit Management Director Scientific Director	M 10.1: Collective Agreement of the Foundations of Biomedical Research implementation KPI 10.1: Number of appointed mentors KPI 10.2: Number of mentees

11. To promote and recognize the importance of the co-authorship among researchers: - To consolidate frequent meetings between research groups to promote the co-authorship and the collaborative research.	32. Co-authorship (-/+)	From Q1 to Q8 Annual KPIs measure: Q4 and Q8 *See the schedule*	Technical Unit Researcher representatives	KPI 11.1: Number of publications with co-authorship between FIBH12O – I+12 research groups KPI 11.2: Number of internal meetings between research groups
12. To implement a procedure for handling suggestion from researchers at FIBH12O – I+12: - To define a standard procedure for handling suggestions. - To promote the contribution of suggestions in the annual satisfaction survey to researchers. - To implement a suggestion box for the compilation of suggestions from researchers. - To inform about the suggestion box and promote its use among researchers.	34. Complains/ appeals (-/+) OTM-R Appointment phase: Having an appropriate appeals mechanism in place (-/+)	From Q3 to Q8 Annual KPIs measure: Q4 and Q8 Milestones: Q3 *See the schedule*	Technical Unit Researcher representatives	M 12.1: Procedure for handling suggestions M 12.2: Suggestion box implementation KPI 12.1: Number of collected suggestions KPI 12.2: Number of resolved suggestions
13. To increase the participation of young researchers in the internal scientific committees: - To define a rotating system for the participation of young researchers in the Research Committee of FIBH12O – I+12.	35. Participation in decision-making bodies (-/+)	From Q3 to Q8 Annual KPIs measure: Q4 and Q8 *See the schedule*	Scientific Director Researcher representatives	KPI 13.1: Number of young researchers in the Research Committee.
14. To support research leaders in the supervision and managerial duties from FIBH12O – I+12: - To stablish a standard procedure to assist research leaders in supervision	37. Supervision and managerial duties (-/+)	From Q3 to Q8 Annual KPIs measure: Q4 and Q8	Management Director Researcher representatives	M 14.1: Assisted standard procedure for supervision and managerial

and managerial duties.		Milestone: Q3 *See the schedule*		duties KPI 14.1: Number of economic research memories
15. To improve the FIBH12O – I+12 Training Plan to develop a research career: - To identify training needs from researchers according to the career development. - To improve the multidisciplinary and transversal training together with non-scientific complementary skills. - To communicate the Training Plan among researchers.	28. Career development (-/+) 39. Access to research training and continuous development (-/+)	From Q2 to Q8 Annual KPIs measure: Q4 and Q8 Milestone: Q2 *See the schedule*	Technical Unit Human Resources Unit	M 15.1: Survey to personnel asking the training needs KPI 15.1: Number of training curses organized by FIBH12O – I+12 KPI 15.2: Number of attendees to training courses

OTM-R action plan

The establishment of an Open, Transparent and Merit-based Recruitment of Researcher (OTM-R) policy is a key element in the HRS4R Strategy. FIBH12O – I+12 will support in the OTM-R Package for Research Performing Organizations (RPOs) to implement OTM-R practices in the institution.

The first step for a proper implementation of OTM-R practices was done by an initial review of the current system. The Working Group used the checklist provided by OTM-R Package as a self-assessment tool to determinate the alignment to current practices and identify the GAP and improvement actions. The self-assessment provided the basis for establishing specific actions to OTM-R implementation. Although, there may be some overlap with some of the actions described above, new actions were defined. All the actions defined for the improvement of OTM-R policy are then compiled, as list below:

Proposed OTM-R ACTIONS	*GAP Principle(s) and OTM-R Checklist scope*	*Timing (at least by year's quarter/semester)*	*Responsible Unit*	*Indicator(s) / Target(s)*
	Retrieved from the GAP and OTM-R checklist			*M (Milestone) KPI (Key Performance Indicator)*
OTM-R 1. To implement a standardized and transparent recruitment procedure for the selection of new researchers based on the Open, Transparent and Merit-based Recruitment of Researchers Policy (OVERLAP WITH ACTION 5): - To appoint an internal working group in FIBH12O-I+12 responsible for developing the new procedure. - To define a standard procedure to recruit and select, including an open, efficient, transparent, supportive and internationally comparable criteria of recruitment. - To publish a version of the procedure online, both in Spanish and English.	12. Recruitment of early stage researchers (-/+) 13. Recruitment (-/+) 21. Postdoctoral appointments (-/+) OTM- R System: Having internal guides in OTM-R procedures and practices (-/+); Publishing an OTM-R policy version online (-/+); policy in line to attract underrepresented groups (-/-)	Milestone: Q1 *See the schedule*	Human Resources Unit Management Director Scientific Director	M 5.1: New published procedure to recruit and select based on the OTM-R policy
OTM-R 2. To promote the recruitment of early stage researchers based in the OTM-R policy (OVERLAP WITH ACTION 6): - To consider an early stage research as a transition profile, defining a maximum duration and specific objectives of such appointments.	12. Recruitment of early stage researchers (-/+) 13. Recruitment (-/+) OTM- R System: Having internal guides in OTM-R procedures and practices (-/+)	From Q2 to Q8 Annual KPIs measure: Q4 and Q8 *See the schedule*	Human Resources Unit Scientific Director	KPI 6.1: Number of early stage researchers recruited
OTM-R 3. To promote the recruitment and postdoctoral appointments based in the OTM-R policy (OVERLAP WITH ACTION 7): - To consider postdoctoral profiles as talent joining the institution,	13. Recruitment (-/+) 21. Postdoctoral appointments (-/+) OTM- R System: Having internal	From Q2 to Q8 Annual KPIs measure:	Human Resources Unit Scientific Director	KPI 8.1: Number of postdoctoral researchers recruited

promoting their recruitment and appointment.	guides in OTM-R procedures and practices (-/+)	Q4 and Q8 *See the schedule*		
OTM-R 4. To provide an international and friendly research environment (OVERLAP WITH ACTION 9): - To have relevant information available in English to assist and provide advice to foreign researchers. - To encourage foreign researchers to apply to FIBH12O – I+12 positions in line with the new OTM-R policy developed.	23. Research environment (-/+) 24. Working conditions (-/+) 30. Access to career advice (-/+) OTM-R System: OTM-R in line with policies to attract researchers from abroad (-/+); and providing attractive working conditions (-/+)	From Q1 to Q8 Annual KPIs measure: Q4 and Q8 Milestone: Q1 *See the schedule*	Human Resources Unit Technical Unit	M 9.1: English versions of relevant documentation KPI 9.1: Number of foreign visitor researcher KPI 9.2: Number of international projects conducted
OTM-R 5. To implement a procedure for handling suggestion from researchers at FIBH12O – I+12 (OVERLAP WITH ACTION 12): - To define a standard procedure for handling suggestions. - To promote the contribution of suggestions in the annual satisfaction survey to researchers. - To implement a suggestion box for the compilation of suggestions from researchers. - To inform about the suggestion box and promote its use among researcher.	34. Complains/ appeals (-/+) OTM-R Appointment phase: Having an appropriate appeals mechanism in place (-/+)	From Q3 to Q8 Annual KPIs measure: Q4 and Q8 Milestone: Q3 *See the schedule*	Technical Unit Researcher representatives	M 12.1: Procedure for handling suggestions M 12.2: Suggestion box implementation KPI 12.1: Number of collected suggestions KPI 12.2: Number of resolved suggestions
OTM-R 6. To develop a quality control system for measuring and monitoring the OTM-R process: - To develop mechanisms to monitor the value of applicants, implementing frequent checks of candidatures.	OTM-R System and Overall assessment: Have a quality control system (-/-); Mechanism for monitoring the most suitable applications	From Q3 to Q8 Annual KPIs measure: Q4 and Q8	Human Resources Unit Technical Unit	M OTMR-6: OTM-R Quality Control System KPI OTM-R 6: Annual measure of

- To develop a command tool for annual assessment of the overall process.	(-/+); System to assess the delivery of the objectives (-/+)	Milestone: Q3 *See the schedule*		the Quality Control System command tool
OTM-R 7. To provide complete information about OTM-R policies and tools in job advertisement: - To include references/links to the OTM-R guidelines and policy in the job adverts.	OTM-R Advertising and application phase: To include reference/links of interest in job adverts (-/-)	From Q1 to Q8 Annual KPIs measure: Q4 and Q8 *See the schedule*	Human Resources Unit Technical Unit	KPI OTM-R 7: Number of job adverts published providing references/links to the policies
OTM-R 8. To support in EURAXESS services to increase the visibility of the job adverts: - To publish periodically the job adverts of FIBH12O – I+12 in EURAXESS portal web.	OTM-R Advertising and application phase: To use EURAXESS tools to ensure the research vacancies a wider audience (-/-)	From Q1 to Q8 Annual KPIs measure: Q4 and Q8 *See the schedule*	Human Resources Unit Technical Unit	KPI OTM-R 8: Number of FIBH12O – I+12 job adverts published in EURAXESS portal web
OTM-R 9. To define internal rules for the appointment of selection committees based in OTM-R recommendations: - To consider an adequate gender balance in the appointment and composition of selection committees.	OTM-R Selection and evaluation phase: Committees sufficiently gender-balanced (-/-)	From Q1 to Q8 Annual KPIs measure: Q4 and Q8 *See the schedule*	Human Resources Unit Technical Unit	KPI OTM-R 9: % of women in the selection committees
OTM-R 10. To provide an adequate feedback to interviewees: - To stablish a procedure by email/phone to get feedback to interviewees during the appointment phase.	OTM-R: Appointment phase: To provide feedback to interviewees (-/+)	From Q1 to Q8 Annual KPIs measure: Q4 and Q8 *See the schedule*	Human Resources Unit Technical Unit	KPI OTM-R 10: Number of interviewees contacted by email/phone during the appointment phase

Implementation

A **Technical Team** has been created for a proper implementation of the process. The team will be responsible for implementing and monitoring the HRS4R action plan. This team will be composed by the following profiles from the Working Group involved in the process:

- Representative of the Human Resources Unit.
- Representative of the Technical Unit.
- Representatives of each of the research categories (Principal Investigator, Senior Postdoctoral, Junior Postdoctoral and Predoctoral).

The Technical Team will be involved in all phases derived from the implementation and monitoring of the HRS4R action plan in the institution. To implement the different actions defined, the following tools will be used:

- Periodic meetings
- Approaching to research community
- Networking
- Analytical techniques
- Benchmarking

The implementation of the HRS4R action plan requires: the annual measure of the KPIs; and the achievement of the defined milestone. The proper annual measurement of the KPIs and the timely definition and development of the milestones, guarantees an optimal implementation and follow-up of the process (see the schedule in the Annexes).

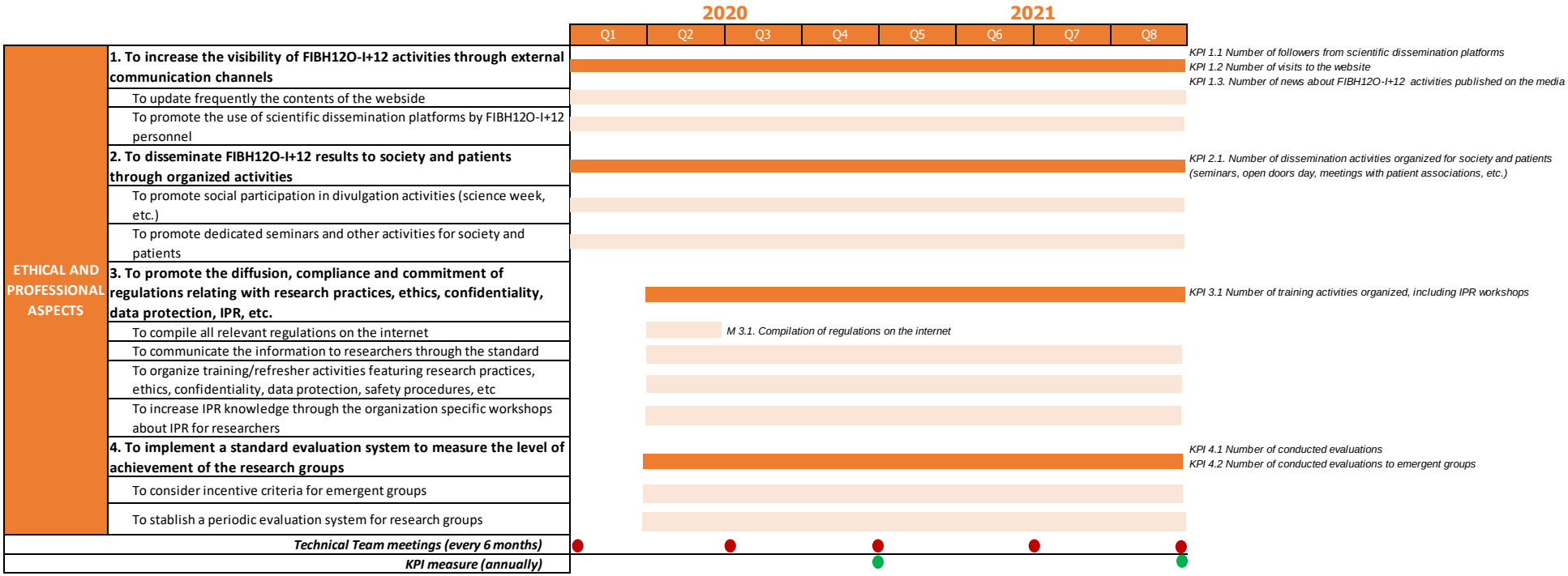
To ensure the proper monitoring and the regular overseeing of the Action Plan a **Steering Committee** has been created. It is formed by the following members also involved in the HRS4R process:

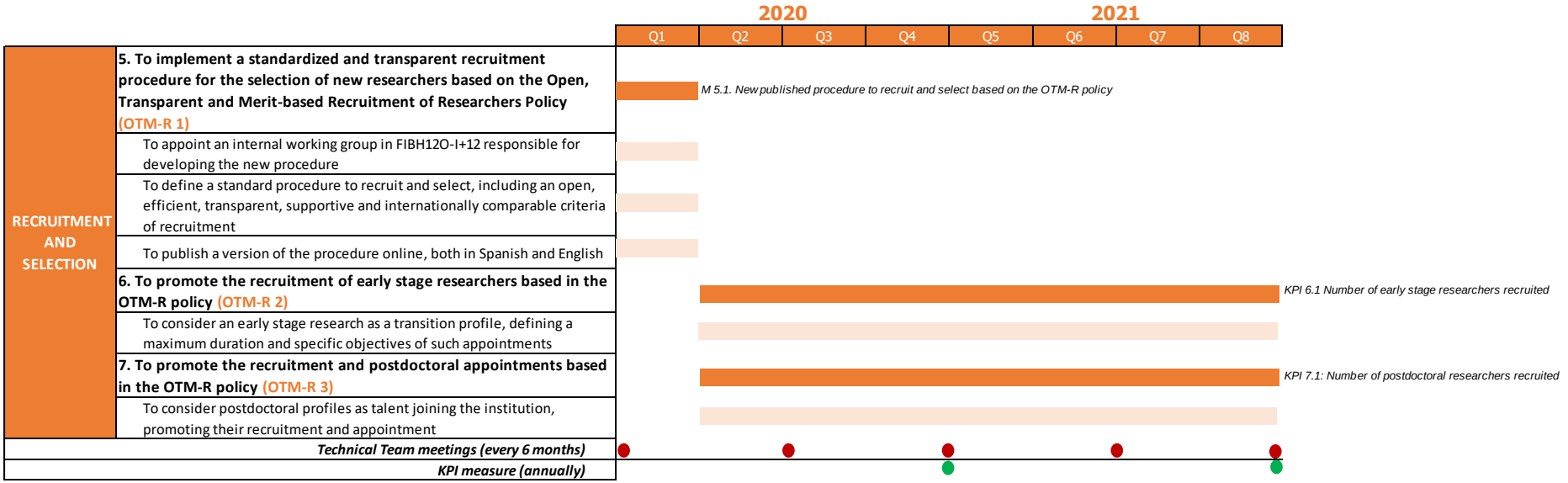
- Management Director of FIBH12O – I+12
- Scientific Director of FIBH12O – I+12
- Representative of the Human Resources Unit

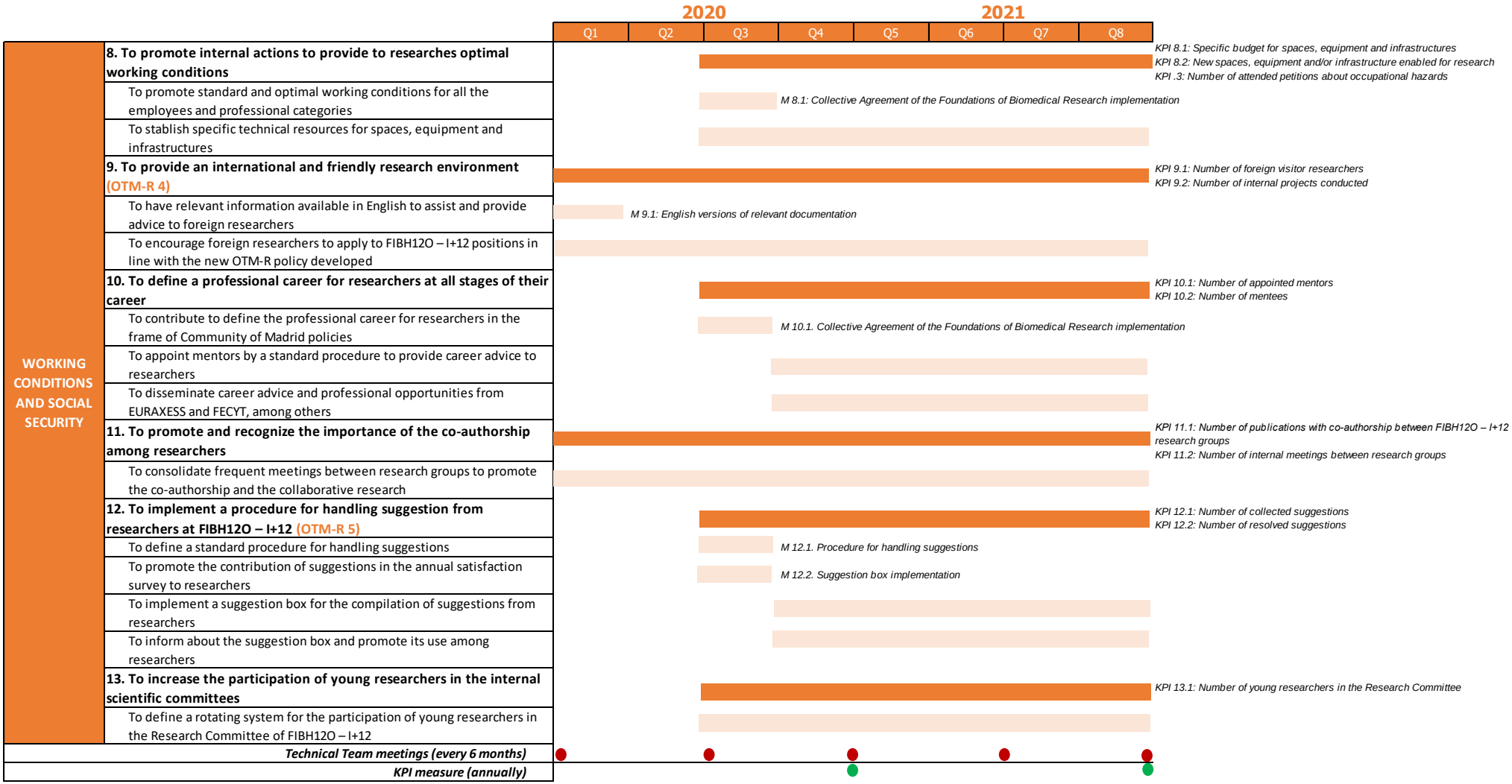
The results of the monitoring by the Technical Team will be annually reported to the HRS4R Steering Committee to analyze possible deviations and to propose corrective improvement actions.

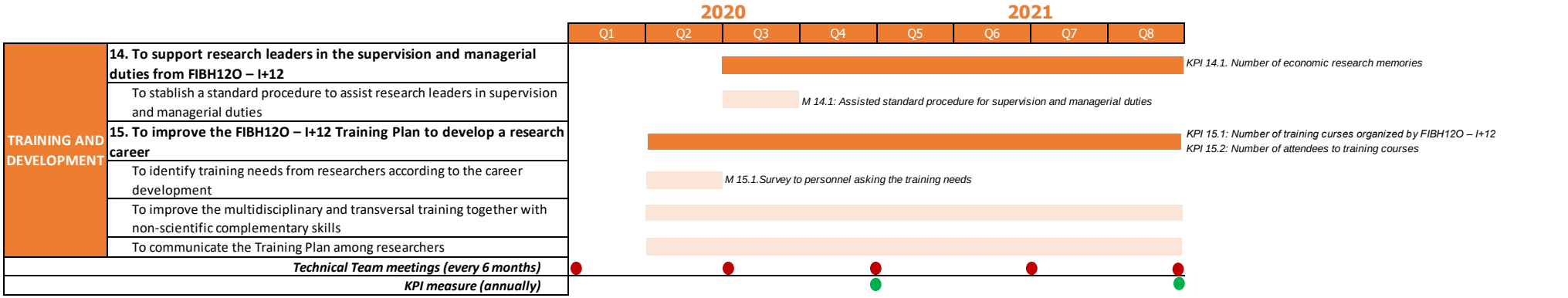
Two years after the implementation of the action plan the Technical Team, supervised by Steering Committee, will carry out a self-assessment of the HRS4R following the European Commission recommendations. The Technical Team will review the results of the action plan and the OTM-R policy and will consider possible adaptations in case of some deviations from the objectives.

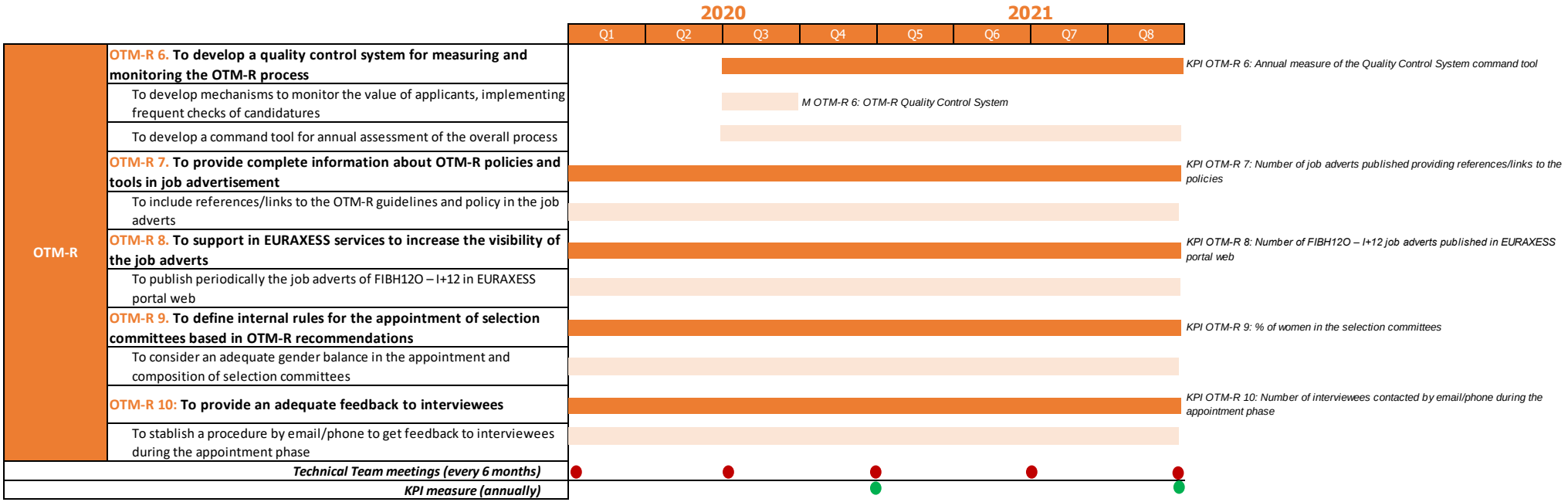
Schedule


2020
2021
Q1
Q2
Q3
Q4
Q5
Q6
Q7
Q8
ETHICAL AND PROFESSIONAL ASPECTS
1. To increase the visibility of FIBH12O-I+12 activities through external communication channels
To update frequently the contents of the webside
To promote the use of scientific dissemination platforms by FIBH12O-I+12 personnel
2. To disseminate FIBH12O-I+12 results to society and patients through organized activities
To promote social participation in divulgation activities (science week, etc.)
To promote dedicated seminars and other activities for society and patients
3. To promote the diffusion, compliance and commitment of regulations relating with research practices, ethics, confidentiality, data protection, IPR, etc.
To compile all relevant regulations on the internet
To communicate the information to researchers through the standard
To organize training/refresher activities featuring research practices, ethics, confidentiality, data protection, safety procedures, etc
To increase IPR knowledge through the organization specific workshops about IPR for researchers
4. To implement a standard evaluation system to measure the level of achievement of the research groups
To consider incentive criteria for emergent groups
To stablish a periodic evaluation system for research groups
Technical Team meetings (every 6 months)
KPI measure (annually)
KPI 1.1 Number of followers from scientific dissemination platforms
KPI 1.2 Number of visits to the website
KPI 1.3. Number of news about FIBH12O-I+12 activities published on the media
KPI 2.1. Number of dissemination activities organized for society and patients (seminars, open doors day, meetings with patient associations, etc.)
KPI 3.1 Number of training activities organized, including IPR workshops
M 3.1. Compilation of regulations on the internet
KPI 4.1 Number of conducted evaluations
KPI 4.2 Number of conducted evaluations to emergent groups


2020
2021
Q1
Q2
Q3
Q4
Q5
Q6
Q7
Q8
RECRUITMENT AND SELECTION
5. To implement a standardized and transparent recruitment procedure for the selection of new researchers based on the Open, Transparent and Merit-based Recruitment of Researchers Policy (OTM-R 1)
M 5.1. New published procedure to recruit and select based on the OTM-R policy
To appoint an internal working group in FIBH12O-I+12 responsible for developing the new procedure
To define a standard procedure to recruit and select, including an open, efficient, transparent, supportive and internationally comparable criteria of recruitment
To publish a version of the procedure online, both in Spanish and English
6. To promote the recruitment of early stage researchers based in the OTM-R policy (OTM-R 2)
KPI 6.1 Number of early stage researchers recruited
To consider an early stage research as a transition profile, defining a maximum duration and specific objectives of such appointments
7. To promote the recruitment and postdoctoral appointments based in the OTM-R policy (OTM-R 3)
KPI 7.1: Number of postdoctoral researchers recruited
To consider postdoctoral profiles as talent joining the institution, promoting their recruitment and appointment
Technical Team meetings (every 6 months)
KPI measure (annually)


2020
2021
Q1
Q2
Q3
Q4
Q5
Q6
Q7
Q8
WORKING CONDITIONS AND SOCIAL SECURITY
8. To promote internal actions to provide to researches optimal working conditions
To promote standard and optimal working conditions for all the employees and professional categories
To stablish specific technical resources for spaces, equipment and infrastructures
9. To provide an international and friendly research environment (OTM-R 4)
To have relevant information available in English to assist and provide advice to foreign researchers
To encourage foreign researchers to apply to FIBH12O – I+12 positions in line with the new OTM-R policy developed
10. To define a professional career for researchers at all stages of their career
To contribute to define the professional career for researchers in the frame of Community of Madrid policies
To appoint mentors by a standard procedure to provide career advice to researchers
To disseminate career advice and professional opportunities from EURAXESS and FECYT, among others
11. To promote and recognize the importance of the co-authorship among researchers
To consolidate frequent meetings between research groups to promote the co-authorship and the collaborative research
12. To implement a procedure for handling suggestion from researchers at FIBH12O – I+12 (OTM-R 5)
To define a standard procedure for handling suggestions
To promote the contribution of suggestions in the annual satisfaction survey to researchers
To implement a suggestion box for the compilation of suggestions from researchers
To inform about the suggestion box and promote its use among researchers
13. To increase the participation of young researchers in the internal scientific committees
To define a rotating system for the participation of young researchers in the Research Committee of FIBH12O – I+12
Technical Team meetings (every 6 months)
KPI measure (annually)
KPI 8.1: Specific budget for spaces, equipment and infrastructures
KPI 8.2: New spaces, equipment and/or infrastructure enabled for research
KPI .3: Number of attended petitions about occupational hazards
M 8.1: Collective Agreement of the Foundations of Biomedical Research implementation
KPI 9.1: Number of foreign visitor researchers
KPI 9.2: Number of internal projects conducted
M 9.1: English versions of relevant documentation
KPI 10.1: Number of appointed mentors
KPI 10.2: Number of mentees
M 10.1. Collective Agreement of the Foundations of Biomedical Research implementation
KPI 11.1: Number of publications with co-authorship between FIBH12O – I+12 research groups
KPI 11.2: Number of internal meetings between research groups
KPI 12.1: Number of collected suggestions
KPI 12.2: Number of resolved suggestions
M 12.1. Procedure for handling suggestions
M 12.2. Suggestion box implementation
KPI 13.1: Number of young researchers in the Research Committee


2020
2021
Q1
Q2
Q3
Q4
Q5
Q6
Q7
Q8
TRAINING AND DEVELOPMENT
14. To support research leaders in the supervision and managerial duties from FIBH12O – I+12
To stablish a standard procedure to assist research leaders in supervision and managerial duties
15. To improve the FIBH12O – I+12 Training Plan to develop a research career
To identify training needs from researchers according to the career development
To improve the multidisciplinary and transversal training together with non-scientific complementary skills
To communicate the Training Plan among researchers
Technical Team meetings (every 6 months)
KPI measure (annually)
KPI 14.1. Number of economic research memories
M 14.1: Assisted standard procedure for supervision and managerial duties
KPI 15.1: Number of training curses organized by FIBH12O – I+12
KPI 15.2: Number of attendees to training courses
M 15.1.Survey to personnel asking the training needs


2020
2021
Q1
Q2
Q3
Q4
Q5
Q6
Q7
Q8
OTM-R
OTM-R 6. To develop a quality control system for measuring and monitoring the OTM-R process
To develop mechanisms to monitor the value of applicants, implementing frequent checks of candidatures
To develop a command tool for annual assessment of the overall process
OTM-R 7. To provide complete information about OTM-R policies and tools in job advertisement
To include references/links to the OTM-R guidelines and policy in the job adverts
OTM-R 8. To support in EURAXESS services to increase the visibility of the job adverts
To publish periodically the job adverts of FIBH12O – I+12 in EURAXESS portal web
OTM-R 9. To define internal rules for the appointment of selection committees based in OTM-R recommendations
To consider an adequate gender balance in the appointment and composition of selection committees
OTM-R 10: To provide an adequate feedback to interviewees
To stablish a procedure by email/phone to get feedback to interviewees during the appointment phase
Technical Team meetings (every 6 months)
KPI measure (annually)
KPI OTM-R 6: Annual measure of the Quality Control System command tool
M OTM-R 6: OTM-R Quality Control System
KPI OTM-R 7: Number of job adverts published providing references/links to the policies
KPI OTM-R 8: Number of FIBH12O – I+12 job adverts published in EURAXESS portal web
KPI OTM-R 9: % of women in the selection committees
KPI OTM-R 10: Number of interviewees contacted by email/phone during the appointment phase