

3-year IDIBAPS HRS4R Action Plan:

I. Ethical and professional aspects			
1. Professional attitude			
<p><u>Classification:</u> The European Charter for Researchers: General Principles and Requirements applicable to Researchers.</p>			
<p><u>Current status:</u> The institution has not established a systematic protocol for welcoming new employees.</p> <p>IDIBAPS is a complex institution because it is a consortium. As the results of a survey launched in 2013 shown, sometimes new employees and even experienced staff members are not well informed about the internal organisation of IDIBAPS or its strategic goals. It seems necessary to communicate key information to the new employees.</p>			
<p><u>Goal:</u> Introduce IDIBAPS to the new employees when they become members of the IDIBAPS research community (all professional categories).</p>			
<p><u>Expected impact:</u> These actions will allow new employees being adapted to the working environment at IDIBAPS soon. From the first day, they will be introduced to:</p> <ul style="list-style-type: none"> - The institute's scientific structure to collaborate and share interests with other IDIBAPS researchers. - The core facilities and other kind of technical support units to let them achieve optimal scientific results. - The administrative support units to facilitate their paper work. 			
Actions (A)	From	Deliverables (D) / Key Performing Indicators (KPIs)	Who
A1. Prepare the "IDIBAPS Welcome pack"	2015.Q4	D 1.1 IDIBAPS Welcome pack	Human Resources Department
A2. Design and organize the "IDIBAPS Welcome day"	2015.Q4	D 2.1 Event programme and speakers	
A3. Deliver the "IDIBAPS Welcome pack"	2016. Q2	KPI 3.1 Number of packs delivered	
A4. Run periodically the "IDIBAPS Welcome day"	2016. Q2	D 4.1 Satisfaction survey D 4.2 Up-date of the event programme and speakers (if necessary) KPI 4.1 Number of attendants at the welcome day versus number of new employees KPI 4.2 Level of attendants' satisfaction	

2. Periodical evaluation/appraisal system

Classification: The European Charter for Researchers: General Principles and Requirements applicable to Employers and Funders.

Current status: The document "Research Career at IDIBAPS" presents the career path, the promotion opportunities and also the methodology and criteria that will be followed in the researchers' evaluations. At this stage, it seems necessary to standardize the process related to the professional promotions.

In line with this, IDIBAPS is already offering to the researchers in tenure-track the IDIBAPS Mentoring Committee. This committee mentors the researchers that are facing a breaking point in their career. IDIBAPS supports them because they should be evaluated in brief to promote to the following career step.

Goal: Assess researcher's professional development on a regular basis and in a transparent manner (R2B and R3B researchers)

Expected impact: The researchers who should be evaluated for a promotion within the institution have the evaluation criteria summarized in the document "Research Career at IDIBAPS". Thanks to the HRS4R, the implementation of the promotion evaluation process will be systematized. This will facilitate the process for both the researcher and the institution.

Actions (A)	From	Deliverables (D) / Key Performing Indicators (KPIs)	Who
A5. Establish the standard process to implement during the promotion evaluations	2016. Q2	D 5.1 Protocol	Research Career Unit
A6. Design the templates required to implement the standard process	2016. Q2	D 6.1 Template used for informing the candidates about the process D 6.2 Template to prepare the written final report (feedback)	
A7. Run researchers' evaluations according to the new process	Q3. 2016	KPI 7.1 Number of evaluations KPI 7.2 Number of final written reports delivered	

II. Recruitment

1. Recruitment, transparency, selection and judging merits

Classification: General Principles and Requirements for the Code of Conduct.

Current status: The processes followed for the recruitment of new staff are not well standardized. The researchers or support units aiming to recruit new staff at IDIBAPS have not clear guidelines about the process that should be run. This also makes difficult to provide the applicant with clear information and transparent feedback related to the selection process.

Goal: Ensure to offer open, transparent and merit-based recruitments at IDIBAPS by standardization (all professional categories)

Expected impact: The researchers or support units aiming to recruit new employees will have an institutional support based in the Code of Conduct for the Recruitment of Researchers. In addition, the applicants will have all the information needed to present a competitive application and they will also receive enough feedback to improve in future selection processes they will participate.

Actions (A)	From	Deliverables (D) / Key Performing Indicators (KPIs)	Who
A8. Review the diversified current practices used during the recruitment	2015. Q3	D 8.1 Report	HRS4R Manager
A9. Establish a standard process to recruit new staff based in the Code of Conduct for the Recruitment of Researchers	2015. Q4	D 9.1 Protocol	
A10. Design the templates required to implement the standard process	2015. Q4	D 10.1 Templates (advertisement of the job positions, resolution and others)	
A11. Recruit staff using the new standard process	2016. Q1	D 11.1 Up-date of the protocol and/or the templates (if needed) KPI 11.1 Number of job positions published and managed according to the new protocol KPI 11.2 Researchers' level of satisfaction (researchers who open the job positions)	

III. Working conditions and social security

1. Career development

Classification: The European Charter for Researchers: General Principles and Requirements applicable to Employers and Funders.

Current status: The document "Research Career at IDIBAPS" has been both presented and disseminated at IDIBAPS through some events and meetings recently. The "Research Career at IDIBAPS" is a dynamic document that has to be enriched and disseminated to the whole research community continuously.

Goal: Spread the "Research Career at IDIBAPS" to the whole IDIBAPS research community (all professional categories)

Expected impact: Because of the support received, the researchers will be every time more capable to design and follow their own career development strategy.

Actions (A)	From	Deliverables (D) / Key Performing Indicators (KPIs)	Who
A12. Design a table with the salary ranges	2015. Q3	D 12.1 Table	A12: Human Resources Department A13/A14: Research Career Unit
A13. Up-date of the document	2016.Q1	D 13.1 Document up-dated KPI 13.1 Number of changes introduced	
A14. Disseminate the document "Research Career at IDIBAPS" up-dated	2016. Q1	KPI 14.1 Number of dissemination actions KPI 14.2 Visits to the section "Research Career at IDIBAPS" in the IDIBAPS website or newsletter	

2. Complains/appeals

Classification: The European Charter for Researchers: General Principles and Requirements applicable to Employers and Funders.

Current status: IDIBAPS has not a formal way to mediate when there is a professional conflict between predoctoral or postdoctoral researchers and their supervisors.

Goal: Mediate the differences arisen between the predoctoral and postdoctoral researchers and their mentors with the aim to promote an optimal working environment (R1 and R2 researchers).

Expected impact: The predoctoral and postdoctoral researchers will be more supported and protected by the institution.

Actions (A)	From	Deliverables (D) / Key Performing Indicators (KPIs)	Who
A15. Create a committee and its action protocol to manage researchers' complains/appeals	2016. Q3	D 15.1 List of members composing the committee D 15.2 Action protocol	Research Career Unit
A16. Run committee's meetings	2017. Q1	KPI 16.1 Number of conflicts reviewed KPI 16.2 Level of satisfaction of the predoctoral and postdoctoral researchers	

3. Participation in decision-making bodies

Classification: The European Charter for Researchers: General Principles and Requirements applicable to Employers and Funders.

Current status: There is the Director's Advisory Committee providing advice for the institutional relevant issues. This organism joins: 1) R4 representatives from the Direction Committee; 2) Both R3A and R4 researchers representing the areas of research, and the different institutions composing the consortium; and, 3) Other guest members.

The institute is also doing efforts to organise the research areas internally and give them more autonomy in order to have a more participative and committed research community.

Goal: Promote the participation of the research community in the decision-making process (all professional categories).

Expected impact: It is expected that the whole research community, including different professional categories, will be more involved with the governance of the institution. This will help increasing the sense of belonging of the employees to IDIBAPS.

Actions (A)	From	Deliverables (D) / Key Performing Indicators (KPIs)	Who
A17. Create a working group and its action protocol	2017. Q1	D 17.1 List of the working group members D 17.2 Action protocol	Managing Director
A18. Design a proposal to increase the research areas' contribution to the decision-making	2017. Q2	D 18.1 Proposal approved by the IDIBAPS Board of Governors	

<p>A19. Implement the proposal approved</p>	<p>2017. Q4</p>	<p>D 19.1 Satisfaction survey KPI 19.1 Level of satisfaction per professional category and area</p>	
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IV. Supervision

1. Access to continuing professional development

Classification: The European Charter for Researchers: General Principles and Requirements applicable to Researchers.

Current status: IDIBAPS helps researchers being up-dated through scientific events. However, at the moment, the researchers are not supported by the institution for acquiring non-scientific complementary skills also necessary for their professional development.

Goal: Offer training to predoctoral and postdoctoral researchers about aspects not included in the official training programmes such as non-scientific complementary skills to allow them develop successfully their career (R1 and R2 researchers).

Expected impact: The predoctoral and postdoctoral researchers will have the possibility to be trained in different skills that will enrich their professional profile and promote their career development. This action will be a programme that will be used as a reference to offer support to other professional categories with the same purpose.

Actions (A)	From	Deliverables (D) / Key Performing Indicators (KPIs)	Who
A20. Create a training committee and its action protocol	2015. Q3	D 20.1 List of members D 20.2 Action protocol	Research Career Unit
A21. Gap analysis of the training needs of the research community	2015. Q4	D 21.1 Survey asking about the training needs KPI 21.1 Rate of participation KPI 21.2 Number and description of the training subjects proposed	
A22. Design a training programme based in non-scientific complementary skills	2016. Q2	D 22.1 Training programme	
A23. Implement the training programme proposed	2016. Q4	D 23.1 Satisfaction survey KPI 23.1 Number of training events organized KPI 23.2 Number of attendants in each event KPI 23.3 Level of satisfaction about the training offered (R1 and R2 researchers; supervisors)	

2. Supervision			
<p><u>Classification:</u> The European Charter for Researchers: General Principles and Requirements applicable to Employers and Funders.</p>			
<p><u>Current status:</u> IDIBAPS has experience mentoring researchers through the Mentoring Committee directed to researchers in tenure-track (R2B and R3B). This committee guides and advises the mentees according to their research career. At this stage, there is not a programme directed to R1 researchers.</p> <p>The institute wants to guide and advice the R1 researchers that are facing a breaking point in their career. The IDIBAPS research community has close to 400 predoctoral fellows that sometimes are contracted by other institutions of the consortium.</p>			
<p><u>Goal:</u> Facilitate the successful achievement of the PhD degree in a reasonable time (R1 researchers)</p>			
<p><u>Expected impact:</u> The R1 researches will be supported and guided institutionally hoping to help them:</p> <ul style="list-style-type: none"> - Complete their PhD in a reasonable time, - Be prepared for the future steps of the career path, - Enhance their career development, and, - Avoid the withdrawal of the PhD programme before its ending. 			
Actions (A)	From	Deliverables (D) / Key Performing Indicators (KPIs)	Who
A24. Create and maintain the database of R1 researchers	2016. Q1	D 24.1 Database of R1 researchers KPI 24.1 Number of R1 researchers	A24: Human Resources Department A25/A26/ A27: Research Career Unit
A25. Create a working group to design a mentoring programme	2016. Q2	D 25.1 List of the working group members D 25.2 Action protocol	
A26. Design a mentoring programme for R1 researchers	2016. Q3	D 26.1 Proposal of R1 mentoring programme	
A27. Run the mentoring programme for R1 researchers	2017. Q1	KPI 27.1 Number of R1 researchers mentored KPI 27.2 Level of satisfaction of the researchers mentored	