

# HRS4R IrsiCaixa: Human Resources Strategy for Researches at IrsiCaixa

## Action Plan

## INTRODUCTION

The **Institute of Research on AIDS (IrsiCaixa)** is an international landmark and leading centre for research into the eradication of HIV/AIDS and related diseases. IrsiCaixa researchers also tackle other biomedical challenges, such as those associated with the microbiome and emerging infectious diseases.

IrsiCaixa was created as a private non-profit foundation in 1995 with the support of Obra Social “la Caixa” and the Department of Health of the Generalitat of Catalonia.

Its director is Dr. Bonaventura Clotet, who is also president of the Fight AIDS Foundation and head of the Infectious Diseases Unit of the Germans Trias i Pujol University Hospital.

IrsiCaixa is located in the **Germans Trias i Pujol University Hospital**, next to the Fight AIDS Foundation, which makes for a unique model of collaboration between researchers, healthcare professionals, patients and community representatives. This transfer of knowledge between key stakeholders makes for novel solutions that facilitate progress towards eradication of HIV infection.

The HRS4R emerges with the aim of making the research career more attractive, and intends to give all researchers in any European Union Member State the same rights and obligations, independently of the country they live in. Entities adhering to the strategy receive the recognition of HR Excellence in Research.

In this sense, in May 2017, IrsiCaixa signed the declaration of **commitment to the principles of the Charter and Code**, with the aim to improve their working conditions for research, making the institution more attractive place to develop a research of excellence. Thus, IrsiCaixa expresses their interest in the framework of the HRS4R strategy as a tool for self-assessment of the current departments and services of IrsiCaixa in human resources area.

In August 2018, IrsiCaixa obtained the accreditation of the **Human Resources Strategy for Research (HRS4R)** granted by the European Commission (EC).

The present document describes the **Action Plan of IrsiCaixa** to know the identification of areas of improvement that increase the attractiveness of the institution for researchers, guaranteeing the most favorable conditions as possible for the development of their scientific career.

## ACTION PLAN

The working group evaluated the results of the Internal GAP Analysis, considering the main aspects to work on in the Action Plan of the IrsiCaixa HRS4R. The **16 prioritized principles** were selected as **initial points for improvement**.

Thus, the Action Plan was focused on the following key aspects:

KEY ASPECTS FOR THE ACTION PLAN	
ETHICAL AND PROFESSIONAL ASPECTS	Research freedom
	Professional responsibility
RECRUITMENT AND SELECTION	Recruitment of early stage researchers
	Recruitment
	Selection
	Transparency
	Judging merit
WORKING CONDITIONS AND SOCIAL SECURITY	Research environment
	Working conditions
	Gender balance
	Career development
	Value of mobility
	Access to career advice
	Complains/appeals
TRAINING AND DEVELOPMENT	Participation in decision-making bodies
	Access to research training and continuous development
OPEN, TRANSPARENT AND MERIT-BASED RECRUITMENT OF RESEARCHERS	Define and establish a standard and transparent procedure to recruit and select new researchers based on OTM-R

## ETHICAL AND PROFESSIONAL ASPECTS

### ACTION 1. Organizing a Welcome Day for new staff recruited at IrsiCaixa

#### CHARTER & CODE PRINCIPLE

- 1. Research freedom
- 3. Professional responsibility

#### ACTIVITIES

- Reviewing a complete Welcome Pack to unify documentation of interest for new staff.
- Organizing a Welcome Day to deliver the documentation to new staff.

#### DELIVERABLES (D) - KEY PERFORMING INDICATORS (KPIs)

- D 1.1: IrsiCaixa Welcome Pack revision
- KPI 1.1: Number of Welcome Days organized (annual measure)
- KPI 1.2: Number of Welcome packs delivered (annual measure)

#### WHO

- Lab Manager

#### WHEN

- From Q4 2018 to Q4 2023  
(Q4 2018-2023 annual review of the Welcome Pack)

**ACTION 2. Promoting the diffusion, compliance and commitment of regulations relating with intellectual property rights, research practices, ethics, confidentiality, data protection, etc.**

#### CHARTER & CODE PRINCIPLE

1. Research freedom
3. Professional responsibility

#### ACTIVITIES

- Intranet creation.
- Compiling the relevant regulations on the website.
- Communicating the information to researchers through the usual channels.
- Organizing training activities relating with intellectual property rights, research practices, ethics, confidentiality, data protection, safety procedures, etc.

#### DELIVERABLES (D) - KEY PERFORMING INDICATORS (KPIs)

- D 2.1: Intranet creation
- D 2.2: New IrsiCaixa regulation compilation on the intranet
- KPI 2.1: Number of training activities organized including safety procedures (annual measure)

#### WHO

- Management Unit
- Lab Manager

#### WHEN

- From Q4 2018 to Q4 2023  
(Q4 2018 intranet creation)  
(Q4 2019-2023 annual compiling of the relevant regulations on the intranet)

## RECRUITMENT AND SELECTION

**ACTION 3. Defining and establishing a standard and transparent procedure to recruit and select new researchers based on the Open, Transparent and Merit-based Recruitment of Researchers Policy.**

### CHARTER & CODE PRINCIPLE

- 13. Recruitment
- 14. Selection
- 15. Transparency
- 16. Judging merit

### ACTIVITIES

- Appointing an internal working group in IrsiCaixa responsible for developing the new procedure.
- Defining a new procedure to recruit and select, based on the acknowledgement of merits and professional career of researchers.
- Publishing a version of the procedure online, both in Spanish and English.

### DELIVERABLES (D) - KEY PERFORMING INDICATORS (KPIs)

- D 3.1: New procedure to recruit and select based on the OTM-R policy

### WHO

- Management Unit
- Scientific Director

### WHEN

- Q4 2018 IrsiCaixa OTM-procedure

**ACTION 4. Defining specific rules and explicit guidelines for recruiting early stage researchers.**

**CHARTER & CODE PRINCIPLE**

- 12. Recruitment of early stage researchers
- 13. Recruitment
- 16. Judging merit
- 28. Career development

**ACTIVITIES**

- Considering an early stage research as a transition profile, defining a maximum duration and specific objectives of such appointments.
- Stablishing additional professional development opportunities for an early stage research in the context of a long-term professional career.

**DELIVERABLES (D) - KEY PERFORMING INDICATORS (KPIs)**

- D 4.1: Guideline for recruiting early stage researchers including in IrsiCaixa OTM-R procedure.
- KPI 4.1: Number of early stage researcher recruited (annual measure)
- KPI 4.2: Number of early stage researchers with a postdoctoral opportunity in the institution (annual measure)

**WHO**

- Management Unit
- Scientific Director

**WHEN**

- From Q4 2018 to Q4 2023  
(Q4 2018 Guideline for recruiting early stage researchers including in IrsiCaixa OTM-R procedure)

## ACTION 5. Designing and starting up a selection committee in IrsiCaixa.

### CHARTER & CODE PRINCIPLE

- 14. Selection
- 15. Transparency
- 16. Judging merit
- 27. Gender balance

### ACTIVITIES

- Defining clear rules concerning the composition of selection committee guaranteeing a sufficiently gender balance.
- Defining the functions and operations of the selection committee with clear guidelines for selection based in judging merit.
- Designing the members of the selection committee responsible for the selection of new staff.

### DELIVERABLES (D) - KEY PERFORMING INDICATORS (KPIs)

- D 5.1: Selection committee procedure and rules
- KPI 5.1: Number of selection processes and personal interviews with candidates in which the committee participates (annual measure)

### WHO

- Management Unit
- Scientific Director

### WHEN

- From Q4 2018 to Q4 2023  
(Q4 2018 Selection committee procedure and rules)



## WORKING CONDITIONS AND SOCIAL SECURITY

### ACTION 6. Providing an international and friendly research environment

#### CHARTER & CODE PRINCIPLE

- 23. Research environment
- 30. Access to career device

#### ACTIVITIES

- Having IrsiCaixa information to researchers available in English.

#### DELIVERABLES (D) - KEY PERFORMING INDICATORS (KPIs)

- D 6.1: English versions of Welcome Pack, OTM-R and other relevant documentation
- KPI 6.1: Number of foreign researchers recruited per year (annual measure)

#### WHO

- Lab Manager

#### WHEN

- From Q4 2018 to Q4 2023  
(Q4 2018 English Welcome Pack, OTM-R, etc.)

**OTM-R 7. Assuring the implementation of a complaints and appeals procedure for researchers (ACTION 11 of the Action Plan).**

**CHARTER & CODE PRINCIPLE / OTM-R SCOPE**

34. Complaints/appeals  
OTM-R Appointment phase (Having an appropriate appeals mechanism in place)

**ACTIVITIES**

- Defining a complaints and appeals procedure for researchers.
- Compiling the complaints and appeals procedure in the Welcome Pack.
- Having a suggestion box for compilation on the intranet for compilation of complaints and appeals by researchers.

**DELIVERABLES (D) - KEY PERFORMING INDICATORS (KPIs)**

- D 11.1: Procedure for handling complaints and appeals
- KPI 11.1: Number of collected complaints and/or appeals (annual measure)
- KPI 11.2: Number of resolved complaints and/or appeals (annual measure)

**WHO**

- Management Unit
- Lab Manager

**WHEN**

- From Q2 2019 to Q4 2023  
(Q2 2019 procedure for handling complaints and appeals)

**OTM-R 8. Establishing a specific training in OTM-R.**

**CHARTER & CODE PRINCIPLE / OTM-R SCOPE**

OTM-R System (Staff involved in the process is sufficiently trained in OTM-R)

**ACTIVITIES**

- Organizing periodic OTM-R courses for IrsiCaixa staff.

**DELIVERABLES (D) - KEY PERFORMING INDICATORS (KPIs)**

- KPI OTM-R 8: Number of specific courses about OTM-R organized (annual measure)

**WHO**

- Management Unit
- Lab Manager

**WHEN**

- From Q4 2019 to Q4 2023

**OTM-R 9. Supporting in EURAXESS services to increase the visibility of the calls.**

**CHARTER & CODE PRINCIPLE / OTM-R SCOPE**

OTM-R Advertising and application phase (Using EURAXESS tools to ensure the research vacancies a wider audience)

**ACTIVITIES**

- Publishing periodically the job adverts in EURAXESS portal web.

**DELIVERABLES (D) - KEY PERFORMING INDICATORS (KPIs)**

- KPI OTM-R 9: Number of IrsiCaixa job adverts published in EURAXESS portal web (annual measure)

**WHO**

- Lab Manager

**WHEN**

- From Q4 2018 to Q4 2023

**ACTION 10. Promoting internal funds or external funding opportunities to provide to researches optimal working conditions**

**CHARTER & CODE PRINCIPLE**

- 23. Research environment
- 24. Working conditions

**ACTIVITIES**

- Establishing a specific budget for spaces, equipment and infrastructures.
- Promoting the participation in public or private calls for stabilization of researchers.
- Co-financing for recruiting or stabilizing researchers with salaries according to their career and qualification.

**DELIVERABLES (D) - KEY PERFORMING INDICATORS (KPIs)**

- D 10.1: Specific budget for spaces, equipment and infrastructures.
- KPI 10.1: New spaces, equipment and/or infrastructure enabled for research (annual measure)
- KPI 10.2: Number of researchers intensified or stabilized in IrsiCaixa (annual measure)
- KPI 10.3: Number of researches recruited by co-financing (annual measure)

**WHO**

- Management Unit

**WHEN**

- From Q4 2018 to Q4 2023  
(Q4 2018-2023 specific annual budget for spaces, equipment and infrastructures)

**ACTION 11. Assuring the implementation of a complaints and appeals procedure for researchers.**

**CHARTER & CODE PRINCIPLE**

34. Complaints/appeals

**ACTIVITIES**

- Defining a complaints and appeals procedure for researchers.
- Compiling the complaints and appeals procedure in the Welcome Pack.
- Having a suggestion box for on the intranet for compilation of complaints and appeals by researchers.

**DELIVERABLES (D) - KEY PERFORMING INDICATORS (KPIs)**

- D 11.1: Procedure for handling complaints and appeals
- KPI 11.1: Number of collected complaints and/or appeals (annual measure)
- KPI 11.2: Number of resolved complaints and/or appeals (annual measure)

**WHO**

- Management Unit
- Lab Manager

**WHEN**

- From Q2 2019 to Q4 2023  
(Q2 2019 procedure for handling complaints and appeals)

**ACTION 12. Increasing the participation of young researchers and post-doctoral positions in the internal scientific committees.**

**CHARTER & CODE PRINCIPLE**

- 27. Gender balance
- 35. Participation in decision-making bodies

**ACTIVITIES**

- Defining a rule procedure for the Internal Organizing Lab Committee of IrsiCaixa to guarantee the participation of young researchers and post-doctoral positions.
- Procuring, as far as possible, a sufficiently gender balance in scientific committees.

**DELIVERABLES (D) - KEY PERFORMING INDICATORS (KPIs)**

- KPI 12.1: Number of young researchers and/or post-doctoral positions in the IrsiCaixa committees (annual measure)

**WHO**

- Management Unit
- Scientific Director

**WHEN**

- From Q4 2018 to Q4 2023

## TRAINING AND DEVELOPMENT

**ACTION 13. Improving the IrsiCaixa Training Plan to develop a research career.**

### CHARTER & CODE PRINCIPLE

- 28. Career development
- 39. Access to research training and continuous development

### ACTIVITIES

- Identifying of training needs according to career development.
- Defining a new Training Plan based on the needs identified.
- Improving multidisciplinary and transversal training.
- Promoting a training program based in non-scientific complementary skills.
- Recognizing of training attendance for career development merits.
- Communicating the Training Plan to the researchers.

### DELIVERABLES (D) - KEY PERFORMING INDICATORS (KPIs)

- D 13.1: Survey asking the training needs
- D 13.2: New Training Plan
- KPI 13.1: Number of organized training curses (annual measure)
- KPI 13.2: Number of attendees (annual measure)

### WHO

- Management Unit
- Lab Manager

### WHEN

- From Q2 2019 to Q4 2023  
(Q2 2019 survey and new Training Plan)



## OPEN, TRANSPARENT AND MERIT-BASED RECRUITMENT OF RESEARCHERS (OTM-R ACTIONS)

**OTM-R 1. Defining and establishing a standard and transparent procedure to recruit and select new researchers based on the Open, Transparent and Merit-based Recruitment of Researchers Policy (ACTION 3 of the Action Plan).**

### CHARTER & CODE PRINCIPLE / OTM-R SCOPE

- 13. Recruitment
- 14. Selection
- 15. Transparency
- 16. Judging merit
- OTM- R System (Having internal guides in OTM-R procedures and practices; Publishing an OTM-R policy version on line)

### ACTIVITIES

- Appointing an internal working group in IrsiCaixa responsible for developing the new procedure.
- Defining a new procedure to recruit and select, based on the acknowledgement of merits and professional career of researchers.
- Publishing a version of the procedure online, both in Spanish and English.

### DELIVERABLES (D) - KEY PERFORMING INDICATORS (KPIs)

- D 3.1: New procedure to recruit and select based on the OTM-R policy

### WHO

- Management Unit
- Scientific Director

### WHEN

- Q4 2018 IrsiCaixa OTM-procedure

**OTM-R 2. Defining specific rules and explicit guidelines for recruiting early stage researchers (ACTION 4 of the Action Plan).**

**CHARTER & CODE PRINCIPLE / OTM-R SCOPE**

12. Recruitment of early stage researchers  
13. Recruitment  
16. Judging merit  
28. Career development  
OTM- R System (Having internal guides in OTM-R procedures and practices)

**ACTIVITIES**

- Considering an early stage research as a transition profile, defining a maximum duration and specific objectives of such appointments.
- Stablishing additional professional development opportunities for an early stage research in the context of a long-term professional career.

**DELIVERABLES (D) - KEY PERFORMING INDICATORS (KPIs)**

- D 4.1: Guideline for recruiting early stage researchers including in IrsiCaixa OTM-R procedure.
- KPI 4.1: Number of early stage researcher recruited (annual measures)
- KPI 4.2: Number of early stage researchers with a postdoctoral opportunity in the institution (annual measure)

**WHO**

- Management Unit
- Scientific Director

**WHEN**

- From Q4 2018 to Q4 2023  
(Q4 2018 Guideline for recruiting early stage researchers including in IrsiCaixa OTM-R procedure)

**OTM-R 3. Designing and starting up a selection committee in IrsiCaixa (ACTION 5. of the Action Plan).**

**CHARTER & CODE PRINCIPLE / OTM-R SCOPE**

14. Selection  
15. Transparency  
16. Judging merit  
27. Gender balance  
OTM-R Selection and evaluation phase (Rules concerning selection committees)

**ACTIVITIES**

- Defining clear rules concerning the composition of selection committee guaranteeing a sufficiently gender balance.
- Defining the functions and operations of the selection committee with clear guidelines for selection based in judging merit.
- Designing the members of the selection committee responsible for the selection of new staff.

**DELIVERABLES (D) - KEY PERFORMING INDICATORS (KPIs)**

- D 5.1: Selection committee procedure and rules
- KPI 5.1: Number of selection processes and personal interviews with candidates in which the committee participates (annual measure)

**WHO**

- Management Unit
- Scientific Director

**WHEN**

- From Q4 2018 to Q4 2023  
(Q4 2018 Selection committee procedure and rules)

**OTM-R 4. Providing an international and friendly research environment  
(ACTION 6 of the Action Plan)**

**CHARTER & CODE PRINCIPLE / OTM-R SCOPE**

23. Research environment  
30. Access to career device  
OTM-R System (Having policies to attract researchers from abroad)

**ACTIVITIES**

- Having IrsiCaixa information to researchers available in English.

**DELIVERABLES (D) - KEY PERFORMING INDICATORS (KPIs)**

- D 6.1: English versions of Welcome Pack, OTM-R and other relevant documentation
- KPI 6.1: Number of foreign researchers recruited per year (annual measure)

**WHO**

- Lab Manager

**WHEN**

- From Q4 2018 to Q4 2023  
(Q4 2018 English Welcome Pack, OTM-R, etc.)

**OTM-R 5. Considering and using mobility as a favorable condition in the career development (ACTION 8 of the Action Plan).**

**CHARTER & CODE PRINCIPLE / OTM-R SCOPE**

16. Judging merit  
28. Career development  
29. Value of mobility  
OTM-R System (Having policies to attract researchers from abroad)

**ACTIVITIES**

- Establishing parameters to recognize mobility in the career development.

**DELIVERABLES (D) - KEY PERFORMING INDICATORS (KPIs)**

- KPI 8.1: Number of international meetings and workshops (annual measure)
- KPI 8.2: Number of international training activities attended (annual measure)
- KPI 8.3: Number of stays in collaborating centers (annual measure)

**WHO**

- Management Unit
- Scientific Director

**WHEN**

- From Q1 2019 to Q4 2023

**OTM-R 6. Promoting strategic alliances with foreign partners to stimulate researcher mobility (ACTION 9 of the Action Plan).**

**CHARTER & CODE PRINCIPLE / OTM-R SCOPE**

29. Value of mobility  
OTM-R System (Having policies to attract researchers from abroad)

**ACTIVITIES**

- Strengthening relationships with foreign partners.
- Promoting actions for research mobility between centers.

**DELIVERABLES (D) - KEY PERFORMING INDICATORS (KPIs)**

- KPI 9.1: Number of strategic alliance with foreign partners (annual measure)
- KPI 9.2: Number of researchers in other centers (annual measure)

**WHO**

- Management Unit
- Scientific Director

**WHEN**

- From Q4 2018 to Q4 2023

**OTM-R 7. Assuring the implementation of a complaints and appeals procedure for researchers (ACTION 11 of the Action Plan).**

**CHARTER & CODE PRINCIPLE / OTM-R SCOPE**

34. Complaints/appeals  
OTM-R Appointment phase (Having an appropriate appeals mechanism in place)

**ACTIVITIES**

- Defining a complaints and appeals procedure for researchers.
- Compiling the complaints and appeals procedure in the Welcome Pack.
- Having a suggestion box for compilation on the intranet for compilation of complaints and appeals by researchers.

**DELIVERABLES (D) - KEY PERFORMING INDICATORS (KPIs)**

- D 11.1: Procedure for handling complaints and appeals
- KPI 11.1: Number of collected complaints and/or appeals (annual measure)
- KPI 11.2: Number of resolved complaints and/or appeals (annual measure)

**WHO**

- Management Unit
- Lab Manager

**WHEN**

- From Q2 2019 to Q4 2023  
(Q2 2019 procedure for handling complaints and appeals)



**OTM-R 8. Establishing a specific training in OTM-R.**

**CHARTER & CODE PRINCIPLE / OTM-R SCOPE**

OTM-R System (Staff involved in the process is sufficiently trained in OTM-R)

**ACTIVITIES**

- Organizing periodic OTM-R courses for IrsiCaixa staff.

**DELIVERABLES (D) - KEY PERFORMING INDICATORS (KPIs)**

- KPI OTM-R 8: Number of specific courses about OTM-R organized (annual measure)

**WHO**

- Management Unit
- Lab Manager

**WHEN**

- From Q4 2019 to Q4 2023



**OTM-R 9. Supporting in EURAXESS services to increase the visibility of the calls.**

**CHARTER & CODE PRINCIPLE / OTM-R SCOPE**

OTM-R Advertising and application phase (Using EURAXESS tools to ensure the research vacancies a wider audience)

**ACTIVITIES**

- Publishing periodically the job adverts in EURAXESS portal web.

**DELIVERABLES (D) - KEY PERFORMING INDICATORS (KPIs)**

- KPI OTM-R 9: Number of IrsiCaixa job adverts published in EURAXESS portal web (annual measure)

**WHO**

- Lab Manager

**WHEN**

- From Q4 2018 to Q4 2023