

## TEMPLATE 3: INTERNAL REVIEW

**Name Organisation under review:** Institut de Recerca Biomèdica de Lleida- Fundació Dr. Pifarré (IRB LLEIDA)

**Organisation's contact details:**

Postal address: Av. Rovira Roure, 80 – 25198 LLEIDA-

Email: [emoscatel@irbllleida.cat](mailto:emoscatel@irbllleida.cat)

**Web-link to published version of organisation's HR Strategy and Action Plan:**

[http://www.irbllleida.cat/fitxers/hr\\_excellence/946-action\\_plan2014-2016.pdf](http://www.irbllleida.cat/fitxers/hr_excellence/946-action_plan2014-2016.pdf)

**Web link to organizational recruitment policy (OTM-R principles):**

[http://www.irbllleida.cat/fitxers/hr\\_excellence/160-otm-r-finaldoc\\_0.pdf](http://www.irbllleida.cat/fitxers/hr_excellence/160-otm-r-finaldoc_0.pdf)

### 1. Organisational Information

| STAFF&STUDENTS  | FTE          |
|---|--------------|
| Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research                            | 80,93        |
| Of whom are international (i.e. foreign nationality)  | 8,13         |
| Of whom are externally funded (i.e. for whom the organisation is host organisation)   | 35.43        |
| Of whom are women   | 56.43        |
| Of whom are stage R3 or R4 <sup>1</sup> = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. | 5,80         |
| Of whom are stage R2 = in most organisations corresponding with postdoctoral level  | 21.13        |
| Of whom are stage R1 = in most organisations corresponding with doctoral level  | 18.38        |
| Total number of staff (including management, administrative, teaching and research staff)   | 95.93        |
| RESEARCH FUNDING (figures for most recent fiscal year)  | €            |
| Total annual organisational budget  | 4.993.941,25 |
| Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,...)  | 1.010.208.73 |
| Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)            | 1.489.893,27 |
| Annual funding from private, non-government sources, designated for research  | 2.493.839,25 |

<sup>1</sup>

[http://ec.europa.eu/euraxess/pdf/research\\_policies/Towards\\_a\\_European\\_Framework\\_for\\_Research\\_Careers\\_final.pdf](http://ec.europa.eu/euraxess/pdf/research_policies/Towards_a_European_Framework_for_Research_Careers_final.pdf)

## ORGANISATIONAL PROFILE

The Biomedical Research Institute of Lleida (IRBLLEIDA) is the health research institute that brings together all the biomedical research that is carried out in Lleida, both the Lleida University (UDL) and the health system in the region. It includes researchers from the faculties of medicine, nursing and physiotherapy of the Lleida University, the University Arnau de Vilanova Hospital (HUAV), Regional Services of the Ministry of Health-ICS Lleida, and the University Santa Maria Hospital (HUSM). In addition, it collaborates with the Parc Científic i Tecnològic Agroalimentari de Lleida (PCTiAL) and AgroTecnio research centre so, interacts with agro-foods partners, for transfer of knowledge in areas such as the impact of diet on health and nutrition.

## 2. IRBLleida HR Strategy for Researchers. Introduction

On December 17, 2014, the IRBLleida received the “HR Excellence in Research” award from the European Commission. This is a recognition of the institute’s commitment to continuously improve our human resources’ policies in line with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, and to achieve fair and transparent recruitment and appraisal procedures.

An Action Plan was designed for the 2014-2016 period with the involvement of a Working Group consisted of IRBLleida staff members, representing scientists, management and administration.

The original Action Plan is on the IRBLleida website at:

[http://www.irblleida.cat/fixers/hr\\_excellence/946-action\\_plan2014-2016.pdf](http://www.irblleida.cat/fixers/hr_excellence/946-action_plan2014-2016.pdf)

The 2017-2020 Strategic Plan is the main instrument for the lines of action that will drive IRBLleida in the coming years. For the preparation of this Strategic Plan a very participatory methodology was followed: personal interviews were conducted with key regulatory agencies and agents, in order to hear their opinions and recommendations:

- Ad Hoc Committee of Senior Researchers
- Ad Hoc Committee of Young Researchers
- Internal Scientific Committee – CCI
- External Scientific Committee – CCE
- Managers and/or researchers
- Catalan and Spanish research managers

With the Internal Scientific Committee and the Management Team, workshops have been conducted to define the mission, vision and values of IRBLleida; set targets and identify the main lines of the 2017-2020 Strategic Plan.

With all this, we have identified operational objectives and actions to be carried out in order to improve our human resources' policies and adapt them to the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

The priority actions for promoting excellence in Human Resources are the following:

- Detection and mentoring of emerging researchers.
- Attract talent with a welcome package that includes a competitive salary and offices.
- Implementation of the procedures set out in HRS4R for the recruitment and professional career management of scientific personnel.
- Design a career plan to standardize professional categories and create a culture centred on IRB Lleida as a central organization.
- Consolidate the current lines of research, identifying and promoting emerging groups, encouraging synergies with consolidated groups.

Based on these lines of action we have updated our Action Plan.

### 3. 2017-2019 Action Plan

The HR Department has revised with the coordination and the support of the HR Working Group and the Managing Director, the progress of the initial Action Plan in order to develop a new version.

The actions proposed in the updated version of the Action Plan have been grouped under the four thematic areas of the European Code and Charter: Ethical and Professional Aspects, Recruitment, Working Conditions and Social Security and Training and Career Development.

| Ethical and Professional Aspects  |                     |  |            |   |   |
|---|---------------------|--|------------|---|---|
| Action  | Responsible         | New Action or Continuation             | Time Frame | Indicator                                 | Current status  |
| Revise the new Guia de bona pràctica en la recerca en ciències de la Salut de l'ICS and elaborate the IRB Lleida's Code of Ethics and Good Scientific Practices. Define actions for its implementation. | Quality Committee   | Continuation of Action Plan 2014-2016  | Q1'18      | Documentation & Dissemination             | In preparation  |
| Integrate HR Strategy into IRB Lleida's Strategic Plan.   | Direction Committee | Continuation of Action Plan 2014-2016. | Q4'14      | Documentation & Dissemination             | Completed.<br><a href="http://www.irbllleida.cat/ca/index.php?p=webs/fundacio/plaEstrategic.php">http://www.irbllleida.cat/ca/index.php?p=webs/fundacio/plaEstrategic.php</a> |
| Raise awareness among students/researchers about national & institutional regulations governing training and/or   | HR                  | Continuation of Action Plan 2014-2016. | Q3'18      | Dissemination. Num. of meetings realized. | In preparation. Some actions such as giving information when signing  |

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|--|--------------------|---|-------------------|---|--|
| working conditions.  |                    |   |                   |   | the contract, surveys and conferences have been conducted.   |
| Develop the IRBLeida's equal opportunities and diversity management Plan   | HR                 | Continuation of Action Plan 2014-2016.      | Q1'19             | Documentation & Dissemination                             | In preparation.  |
| Develop the IRBLeida's initiatives to support IRBLeida research groups Plan.   | Director           | Continuation of Action Plan 2014-2016.      | Q2'18             | Documentation & Dissemination                             | In preparation. We have already included this action in the strategic plan of the Institute.         |
| <b>Recruitment</b>   |                    |   |                   |   |  |
| <b>Action</b>  | <b>Responsible</b> | <b>New Action or Continuation</b>           | <b>Time Frame</b> | <b>Indicator</b>  | <b>Current status</b>  |
| Develop a Policy on Recruitment and Selection of IRBLeida personnel according C&C principles.                        | HR                 | Continuation of Action Plan 2014-2016.      | Q1'19             | Documentation & Dissemination                             | In preparation. We are currently developing an Open, Transparent and Merit-Based Recruitment Policy. |
| Implementation of Immigration guidelines   | HR                 | New action of updated Action Plan 2017-2019 | Q2'19             | Documentation & Dissemination                             | In preparation   |
| <b>Working Conditions and Social Security</b>  |                    |   |                   |   |  |
| <b>Action</b>  | <b>Responsible</b> | <b>New Action or Continuation</b>           | <b>Time Frame</b> | <b>Indicator</b>  | <b>Current status</b>  |
| Develop the IRBLeida's researcher's career development Plan.   | HR                 | Continuation of Action Plan 2014-2016.      | Q4'18             | Documentation & Dissemination                             | In preparation   |
| <b>Training and Career Development</b>   |                    |   |                   |   |  |
| <b>Action</b>  | <b>Responsible</b> | <b>New Action or Continuation</b>           | <b>Time Frame</b> | <b>Indicator</b>  | <b>Current status</b>  |
| Provide training and talks in complementary skills: tech transfer, EU project and IP management, communication, etc. | Training committee | Continuation of Action Plan 2014-2016.      | Q4'15             | Num. of courses & people trained. Participant's feedback. | Completed  |

**Comment on the implementation of Open, Transparent, Merit-Based Recruitment principles:**

As the establishment of an Open Recruitment Policy is a key element in the HRS4R strategy, our organisation is developing an Open, Transparent and Merit-Based Recruitment Policy.

We are implementing its principles in the recruitment procedure. For this reason, the publication of a position includes information about the position, academic and other requirements and career development prospects. We are working towards to ensure gender equality at all professional levels, aligned with national and European policies and regulations.

# Open, Transparent and Merit-based Recruitment of Researchers

OTM-R

## Checklist for Institutions

|  | Open | Transparent | Merit-based | Answer:<br>Yes completely<br>Substantially/Yes<br>Partially/No | Suggested indicators (or form of measurement)   |
|--|------|-------------|-------------|--|---|
| <b>OTM-R system</b>  |      |             |             |  |   |
| 1. Have we published a version of our OTM-R policy online (in the national language and in English)?         | x    | x           | x           | Yes completely   | <a href="http://www.irbllleida.cat/fitxers/hr_excellence/160-otm-r-finaldoc_0.pdf">http://www.irbllleida.cat/fitxers/hr_excellence/160-otm-r-finaldoc_0.pdf</a> |
| 2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions? | x    | x           | x           | Yes Partially  | The internal guide is in the process of review.   |
| 3. Is everyone involved in the process sufficiently trained in the area of OTM-R?                            | x    | x           | x           | Yes Partially  | The Institute has disseminated a video about "Recruitment Bias in Research Institutes" among RRHH staff.  |

|  |   |   |   |                |  |
|--|---|---|---|----------------|--|
| 4. Do we make (sufficient) use of e-recruitment tools?   | x | x | x | Yes Partially  | IRBLeida website and email communications  |
| 5. Do we have a quality control system for OTM-R in place?   | x | x | x | No             |  |
| 6. Does our current OTM-R policy encourage external candidates to apply?                                       | x | x | x | Yes Completely | Trend in the share of applicants from outside the institution  |
| 7. Is our current OTM-R policy in line with policies to attract researchers from abroad?                       | x | x | x | Yes Partially  | We have specific financial support granted in accordance with a competitive procedure, focused on attracting researchers from abroad |
| 8. Is our current OTM-R policy in line with policies to attract underrepresented groups?                       | x | x | x | Yes completely | Trend in the share of applicants among underrepresented groups (frequently women)  |
| 9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers? | x | x | x | Yes completely | More flexibility in working conditions in accordance with the needs of the researchers   |
| 10. Do we have means to monitor whether the most suitable researchers apply?                                   |   |   |   | No             |  |

| Advertising and application phase   |                                     |                                     |  |                          |   |
|---|-------------------------------------|-------------------------------------|--|--------------------------|---|
| 11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?  | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |  | <u>Yes completely</u>    |   |
| 12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? [see Chapter 4.4.1 a)] | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |  | <u>Yes partially</u>     | The job advertisement includes a concise description of requirements and information on organization and recruiting unit, job title, specifications and starting date, selection criteria distinguishing the “required” and “desirable” competencies, number of available positions, workplace, entitlements, type of contract, deadline and contact details. |
| 13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?  | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |  | <u>Yes partially</u>     | We make use of EURAXESS to reach a wider audience for specific calls.   |
| 14. Do we make use of other job advertising tools?  | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |  | <u>Yes substantially</u> | The Institute uses other applications such as Twitter, LinkedIn in order to promote job vacancies   |
| 15. Do we keep the administrative burden to a minimum for the candidate? [see Chapter 4.4.1 b)]   | <input checked="" type="checkbox"/> |                                     |  | <u>Yes completely</u>    | When applying for the job, candidates are just required to provide their CV   |

| Selection and evaluation phase |  |  |  |  |  |
|--------------------------------|--|--|--|--|--|
|--------------------------------|--|--|--|--|--|



|  |  |          |          |                       |  |
|--|--|----------|----------|-----------------------|--|
| 16. Do we have clear rules governing the appointment of selection committees? [see Chapter 4.4.2 a)]   |  | <u>x</u> | <u>x</u> | <u>Yes partially</u>  | Selection committees are composed of a minimum of 3 members and are established for all profiles (R1-R4)                             |
| 17. Do we have clear rules concerning the composition of selection committees?   |  |          |          |                       |  |
| 18. Are the committees sufficiently gender-balanced?   |  | <u>x</u> | <u>x</u> | <u>Yes completely</u> | Selection committees are made up of: the Director or the manager of the Institute, the responsible researcher and the HR responsible |
| 19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected? |  |          | <u>x</u> | <u>Yes partially</u>  | The Institute has disseminated a video about "Recruitment Bias in Research Institutes" among RRHH staff.                             |

| <b>Appointment phase</b>   |  |          |  |                       |  |
|--|--|----------|--|-----------------------|--|
| 20. Do we inform all applicants at the end of the selection process? |  | <u>x</u> |  | <u>Yes completely</u> |  |
| 21. Do we provide adequate feedback to interviewees?                 |  | <u>x</u> |  | <u>No</u>             |  |
| 22. Do we have an appropriate complaints mechanism in place?         |  | <u>x</u> |  | <u>No</u>             |  |

| Overall assessment   |  |          |  |           |  |
|--|--|----------|--|-----------|--|
| 23. Do we have a system in place to assess whether OTM-R delivers on its objectives? |  | <u>x</u> |  | <u>No</u> |  |

## 4. Implementation

IRBLeida has engaged different groups of employees in preparing the internal review. The Working Group includes IRBLeida staff members, representing scientists, management and administration.

Several meetings have been conducted to analyse the current situation and to assess the progress made in implementing the Action Plan.

The HRS4R is recognized in the organisation's research strategy. The strategic Plan arises having mind the mission and vision that ultimately reflect a commitment to Excellence in Research, Excellence in Human Resources and Management Excellence.

We plan on addressing excellence in research by strengthening an Open Recruitment Policy as a key element in the HRS4R strategy.

To involve the research community in the implementation process we are informing them that IRBLeida has adopted a Human Resources Strategy developed by the European Commission to encourage research institutions to implement the European Charter and Code of Conduct for the Recruitment of Researchers. The HR Department is monitoring progress and reviewing the pending actions to ensure they are carried out.