

Human Resources Excellence in Research



Internal Gap Analysis and Action Plan for the period 2014 – 2016

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1. Introduction

The Biomedical Research Institute of Lleida (IRBLLEIDA) (<http://www.irblleida.org/en/>) is a CERCA centre (<http://cerca.cat/en/>) that was created to boost synergies between the basic research, the clinical research and the epidemiological research carried out in the region of Lleida with the aim of improving clinical practice for the benefit of the entire population. In 2004, a collaboration agreement between the Catalan Health Institute (ICS), The Foundation Dr. Pifarré and the University of Lleida (UdL) is signed in order to start IRBLleida project. Since the agreement signature, the Institute has been gradually recognized as the reference entity in health research in the region of Lleida due to the integration of researchers from the Faculty of Medicine of UdL, the University Hospital Arnau de Vilanova (HUAV), Regional Services of the Ministry of Health-ICS Lleida, and the Hospital of Santa Maria (HSM) in a single research institution. Medical assistance covers an area of 450,000 habitants and two hospitals with 650 beds.

IRBLleida reflects the concept of bringing basic research to clinical research, by establishing synergies between basic research (in the laboratories of the UdL), clinical research (in the hospital) and translational research, with the aim of improving quality of care.

IRBLleida also collaborates with the *Parc Científic i Tecnològic Agroalimentari de Lleida* (PCTiAL) and *AgroTecnio* research centre so, interacts with agro-food partners, for transfer of knowledge in areas such as the impact of diet on health and nutrition. IRBLleida has enough critical mass and environment interactions that make it attractive to companies in the biomedical, pharmaceutical and food sector.

The mission of IRBLLEIDA is to promote Biomedical Research in Lleida, integrating the fields of basic, applied and translational research. To perform this, IRBLLEIDA defines goals and preferences that enable quality research and a significant increase in the quality of care in their own areas, to provide better services to the population.

Nowadays, IRBLleida is composed by up to 300 researchers, 70 of them have an employment contract with the Institute and the rest are affiliated with IRBLLEIDA. Those professionals also offer expert teaching in Medicine, Nursing, Biomedicine, Human Nutrition and Dietetics and Biotechnology in UdL or clinical assistance. In IRBLleida, researchers are organized into different research groups in 5 major research

areas, which cover basic research, clinical practice and also clinical trials. The Government of Catalonia distinguished 11 research groups according to the quality of their research, thus endorsing IRBLleida strategic research areas. Moreover, IRBLleida participates, through its research groups, in 9 different national research reference networks in cancer, kidney diseases, respiratory diseases, oxidative stress and aging, among others.

IRBLleida consolidates its leading research capacity in the biomedical field. During the period 2011-2013, 41 new research projects have been awarded and globally, have been provided with an overall budget around 4.4 M €. It is noteworthy the talent of our researchers to spread research results by publishing more than 300 scientific papers in indexed journals of international impact – a high quality indicator set above 1.000 points in 2013- , therefore increasing the cumulative impact factor of our institution annually.

In 2011 the construction of the first research building IRBLleida, Biomedicine I (4,000 sqm) was finally concluded. The University of Lleida promoted the construction of this research building, in an area close to HUAV, with FEDER and Scientific Park public funds. At the very beginning of 2012, researchers coming from the Faculty of Medicine, University of Lleida, clinical research groups and scientific and technical services providing transversal scientific support were established in this brand new building. A second research building of 4,000 sqm is also under construction, as well as another research facility close to the Swine Research Center of Torrelameu, Lleida. This new building will be fully equipped with two surgery room and one physiology room to promote the specialized training in new surgical techniques as well as biomedical research projects using swine preclinical models.

The ultimate goal of IRBLLEIDA is to do the best quality science. This can be realized by attracting ambitious and motivated scientists both from abroad. That is why one of the most important aims of IRBLLEIDA is to increase its attractiveness to researchers and provide them with a favorable working environment, high-quality research and innovation, international mobility, and a friendly and international atmosphere.

In early 2014, the Institute has started the *IRBLleida International Postdoctoral Programme*. This programme will be partially funded by the European Union through a Marie Curie COFUND grant. Our objective is to incorporate highly talented postdoctoral researchers from abroad. The programme is directed to promote trans-national mobility, which is a requirement for eligibility, as a mechanism to attract the most talented international postdoctoral researchers and to promote the Institute internationalization

IRBLLEIDA recognizes the value of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (Charter and Code), but it wishes to enter into the official path of adopting the Charter and Code. Detailed scrutiny of European standards, analysis of our practices compared with European practices, and the identification and elimination of shortcomings will allow IRBLLEIDA to upgrade and strengthen its recruitment practices and employment conditions. This adjustment process will be highly beneficial for both scientists who work and wish to work at IRBLLEIDA, for which the logo "HR Excellence in Research," beyond other positive factors, will constitute a prestigious advance. By implementing the Charter and Code, IRBLLEIDA intends to foster international collaboration and contribute to the development of an open and attractive European labor market for researchers.

2. Internal Gap Analysis

In 2011, IRBLLEIDA signed the Declaration of Commitment to adopt the European Charter and Code of Conduct for the Recruitment of Researchers. This was the first step taken by the Institute to apply for the HR Excellence in Human Resources logo.

The next step was to establish the HR Working Group and its members. To engage different groups of employees in this process, the HR Working Group consisted of IRBLLEIDA staff members, representing scientists, management, and administration. The following people were selected: Dr. Elias Daura (IRBLLEIDA's Managing Director, representing Direction), Dr. José Manuel Valdivielso (representing Principal Investigators), Dr. Vicky Arcidiacono (representing Postdoctoral Fellows), Núria Alcubierre (representing PhD Students), Sónia Fernández and Anna Jiménez (from the Human Resources Unit), and Dr. Núria Brunet (Head of International Projects Unit).

The HR Working Group has elaborated a strategy for conducting internal gap analysis and developed an action plan in response to the gaps identified.

2.1 Process description and methodology

On April 1st, 2014, at IRBLLEIDA, the HR Working Group organized an open meeting on Human Resources Excellence in Research. All of the scientists who work at IRBLLEIDA were invited, including Professors, Group Leaders, Postdoctoral Fellows, PhD Students, and Research Technicians. The meeting consisted of three parts.

First, the participants were informed that the policy of IRBLleida for the recruitment of research staff (senior Group Leaders, junior Group Leaders and postdoctoral researchers) is based on the criteria of scientific excellence with internationalization being also a key asset.

Senior Group Leaders' selection is based on scientific excellence, leadership in their research fields and proven capacity to plan and execute research projects. Junior Group Leaders' selection is based on scientific excellence and independent research leadership potential.

Group Leader's openings, are widely advertised in prestigious international scientific journals in the area of health, in a number of international mobility web portals and in the Institute web page, in order to attract the most talented researchers internationally. Group Leader positions are open to researchers of any nationality or background, academic or industrial.

All the scientific activities at IRBLleida are conducted exclusively in English. This favors internationalization and facilitates the incorporation and integration of researchers from abroad. Moreover, IRBLleida has a management and administrative structure designed to be able to cope efficiently and smoothly with the incorporation of researchers from international and diverse origin, and to help them to rapidly integrate with the Institute's scientific life and Catalonia. In all recruiting activities, the Institute follows a gender equal opportunity policy and a non-discrimination policy on the basis of age, ethnic, national or social origin, religion or belief, sexual orientation, language disability, political opinion or economic condition.

Second, the participants were informed that IRBLLEIDA 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 organizers of the meeting also explained that the main reason for all actions that seek to obtain the HR Excellence Research logo is the improvement of working conditions for IRBLLEIDA's researchers, those already working at our Institute and future colleagues. The participants were then asked to complete an anonymous questionnaire, in which they evaluated the level of implementation at IRBLLEIDA of the 40 rules included in the Charter and Code. They were also encouraged to express their opinions and suggestions on actions to be taken.

Of the total IRBLLEIDA researchers invited to the meeting, the 40% were present and took part in the survey. The participants were grouped into six professional categories: Directors, Senior Scientists, Postdoctoral Fellows, PhD Students and Research Technicians. For each of the 40 items, the participants were asked to evaluate the level of implementation at IRBLLEIDA for an individual. The possible scores were 0-5 points, with 5 meaning excellent. Moreover, participants had the possibility to include free text to express their opinions and suggestions on actions to be taken.

2.2 Results

The results of the questionnaire were analyzed by the HR Working Group. Moreover, HR Working Group participants evaluated both the level of implementation at IRBLLEIDA and the importance of each item. The possible scores were 0-5 points, with 5 meaning excellent.

The Group identified two categories of results: strengths of IRBLLEIDA rules and practices with regard to Charter and Code principles and challenges that require corrective actions. The analysis of the questionnaire outcomes is presented in the graph below.

The most highlighted items for which the level of implementation at IRBLLEIDA was higher than 4.5, were identified as strengths. On the other hand, items for which the level of implementation at IRBLLEIDA were ≤ 4 and the level of importance were ≥ 3 , were evaluated as Challenges.

It's important to notice that the HR Working Group doesn't forget items for which the level of implementation at IRBLLEIDA is ≤ 4 and the level of importance is < 3 . From

2017 on future actions will be implemented in the next action plan in order to increase its level of implementation.

AREAS	CHARTERS & CODE	LEVEL OF IMPLEMENTATION	IMPORTANCE PERCEIVED	REQUIRES ACTION?
Ethical and professional aspects	1 Research freedom	5	5	NO
	2 Ethical principles	2	5	YES
	3 Professional responsibility	4	5	NO
	4 Professional attitude	3	5	YES
	5 Contractual and legal obligations	2	4	YES
	6 Accountability	5	4	NO
	7 Good practice in research	4	4	NO
	8 Dissemination, exploitation of results	5	4	NO
	9 Public engagement	4	3	NO
	10 Non discrimination	3	5	YES
	11 Evaluation/ appraisal systems	1	4	YES
Recruitment	12 Recruitment	2	4	YES
	13 Recruitment (Code)	2	4	YES
	14 Selection (Code)	3	3	NO
	15 Transparency (Code)	3	3	NO
	16 Judging merit (Code)	4	4	NO
	17 Variations in the chronological order of CVs (Code)	5	3	NO
	18 Recognition of mobility experience (Code)	4	3	NO
	19 Recognition of qualifications (Code)	4	3	NO
	20 Seniority (Code)	4	4	NO
	21 Postdoctoral appointments (Code)	3	2	NO
	Working conditions and social security	22 Recognition of the profession	5	3
23 Research environment		5	4	NO
24 Working conditions		4	5	NO
25 Stability and permanence of employment		3	3	NO
26 Funding and salaries		4	5	NO
27 Gender balance		4	3	NO
28 Career development		2	5	YES
29 Value of mobility		4	3	NO
30 Access to career advice		3	3	NO
31 Intellectual Property Rights		5	3	NO
32 Co-authorship		5	4	NO
33 Teaching		5	4	NO
34 Complains/ appeals		3	2	NO
35 Participation in decision-making bodies		4	4	NO
Training		36 Relation with supervisors	4	3
	37 Supervision and managerial duties	4	3	NO
	38 Continuing Professional Development	5	2	NO
	39 Access to research training and continuous development	2	5	YES
	40 Supervision	4	3	NO

2.2.1 Strengths

The most highlighted items for which the level of implementation at IRBLLLEIDA was higher than 4.5 and that were identified as strengths included the following:

Ethical and Professional Aspects

Principle 1, 6 and 8. IRBLLLEIDA's regulations are summarized in the "Manual d'acollida" which is distributed to every new personnel. This document contains researcher's main

rights & obligations (teaching, training & discipline). It also contains information regarding the freedom of research, IRBLLEIDA's facilities & services.

IRBLLEIDA Intellectual Property law is based on the goal of producing and disseminating knowledge for the benefit of society. The distribution of knowledge is determined by its creators. Academic freedom is of the highest priority. Protection of knowledge is essential for the best interests of the IRBLLEIDA and its employees, as well as for achieving greater public benefit.

IRBLLEIDA's management is committed to provide employees, technical and administrative staff a safe workplace and healthy environment.

Working Condition and Social Security

Principle 22, 23, 31, 32 and 33. The project Management Unit serves as the administrative and financial framework for research activities carried out by IRBLLEIDA staff. The missions of this unit are:

- Location, collection, processing and distribution of information concerning local and international research funding.
- Assistance in locating appropriate funding sources for IRBLLEIDA researchers.
- Guidance and administrative services for IRBLLEIDA researchers in submitting research proposals to granting agencies.
- Management of contractual engagements with granting agencies and business entities.
- Contractual and budgetary administration of research grants and other accounts.

International Projects Office promotes applicable research activities among the IRBLLEIDA researchers, in collaboration with industry & other strategic partners. Its team has a one-on-one advice meeting with each researcher regarding funding opportunities. Information regarding funding opportunities, R&D Programs, Industry-Academic cooperation & Mobility is available on the IRBLLEIDA portal.

IRBLleida has set-up a Research Support Area which provides all the scientific instrumentation needed to perform the research at the Institute. It also provides technical and scientific support on applications of these instruments to the research projects. These facilities are divided in the following units:

(1) The Biobank is a platform to support biomedical research with the aim of ensuring a safe and effective treatment of biological samples and associated data. The three main activities are devoted to store biological samples obtained from those volunteer patients involved in research projects in accordance with the current law; to establish standards of performance and agile have an adequate infrastructure to service users; to process the samples using the most innovative techniques; to provide advice to researchers on issues related to sample processing and storage. This service is fully equipped with a pre-processing area and several -80°C freezers to preserve biological samples.

(2) The Cytometry and Microscopy Service offer in-house cell biology services to all IRBLleida researchers. This service has a digital analyzer cytometer FACS-Canto II (Becton Dickinson) with 3 lasers with the 4-2-2 configuration and therefore can analyze up to 8 colors. The cytometer is fully equipped with a specific computer and a software analysis FACS Diva v. 6.1.1. The service has also available to research users aiming to identify, i.e., sub cellular locations of specific proteins, a confocal Olympus FV500 microscope in 4 lasers (405 nm, 488nm, 543 nm, 633 nm) with 4 objectives (10x, 20x, 40x and 60x). This equipment is also coupled to a computer containing image capture software, Fluoview 500. A Zeiss Axios Observer Z1 microscope with a wide range of wavelengths useful for time-lapse studies is also available.

(3) The Immunohistochemistry and Molecular Pathology Service have two Immunostainers (Autostainer Link 48, and Dako Autostainer Plus, Dako) able to perform simultaneous processing of up to 48 preparations. The service also provides an apparatus for image analysis (ACIS[®] III instrument, Dako) with the corresponding ACIS[®] III software, a tool for building Tissue Micro Arrays tissue (Beecher Instruments TMA apparatus) a thermo stable bath, and two devices (PT Link, Dako) for pre-treatment of samples in addition to a biological safety extraction hood, a light microscope, two refrigerator-freezer, a set of pipettes, etc.

(4) Metabolomics Service offers personalized support to researchers for the determination metabolites available in a particular condition (diseases, physiological and nutritional changes, changes induced by drugs intake, surgery, and other therapeutic interventions) and in any kind of organism, tissue or sample.

(5) The Service of Biostatistics and Methodological support (UBSM) provides expert advice methodology in all fields of statistics for researchers IRBLleida upon request. This service also programs training courses in statistics and update for its researchers, in the context of the training plan IRBLleida.

Each Research Support Unit is managed by a highly experienced and specialized technician, who besides guaranteeing the correct performance of the instrumentation Finally, IRBLleida researchers have online access to bibliography data bases (Web of Science, Scopus) and to the vast majority of scientific journals relevant for their research.

Welcome day for new researchers takes place annually in April. These Welcome days are designed to familiarize new researchers with the range of funding opportunities and training available.

Training

Principle 38. Outstanding graduate students from all over the world are given the opportunity to join the IRBLLEIDA training and research programme. This allows them to enroll in the UdL/IRBLLEIDA MSc Biotechnology in Health Sciences, and to pursue afterwards doctoral studies. IRBLLEIDA doctoral researchers also hold other competitive fellowships from the Spanish Government programs: FPI, FPU and FI.

Outstanding undergraduate students with a background in biomedicine or related studies are welcome to spend some months paid internship in one of the IRBLLEIDA's research groups during their Practicum, through the Premis Practicum IRBLLEIDA programme. This is a great opportunity for undergraduates to have an insight on the Institute research activities and to enjoy IRBLLEIDA's state-of-the-art facilities and scientific life. The programme had its first call in 2012, and will have annual calls in the following years with 5 scholarships per year.

Furthermore, IRBLLEIDA researchers' have intensive exposure to research led by scientists around the world through the IRBLLEIDA Seminar Programme. The IRBLLEIDA Seminar programme started in 2008 and brings 20-25 recognized speakers every year. Moreover, every year IRBLLEIDA organizes an own Research Formation Course. The purpose of this activity is educational and informative. This course ensures that the PhD students, at the end of their thesis' periods, are able to structure a scientific speech and have acquired critical capacity. Apart from that, it allows interaction between IRBLLEIDA groups and serves as a platform to update their latest scientific advances. All seminars are conducted in English over 30-40 minutes and 10-15 minutes of discussion. This design allows researchers and students having enough to present and discuss new results and doesn't involve excessive workload.

2.2.2. Challenges

The most challenging items identified were the following: (2.) Ethical principles, (4.) Professional attitude, 5. Contractual and legal obligations, (10.) Non discrimination, (11.) Evaluation/appraisal systems, (12. 13) Recruitment, (28.) Career development and (39.) Access to continuous development.

2. Ethical principles

Dissatisfied respondents think that IRBLLEIDA have to define a Code of Ethics and Good Scientific Practices. Respondents consider that the *Guia de bona pràctica en la recerca en ciències de la Salut de l'ICS* would be a good reference document to do that.

4. Professional attitude

Dissatisfied respondents think that researchers at the IRBLLEIDA are not familiar with the strategic goals governing their research environment and funding mechanisms.

5. Contractual and legal obligations

Dissatisfied respondents think that researchers at the IRBLLEIDA at all levels are not familiar with the national or institutional regulations governing training and/or working conditions.

10. Non discrimination

IRBLleida management should foster and ensure gender equality at all professional levels, aligned with the mission of this Institute and national and European policies and regulations.

11. Evaluation/appraisal systems

IRB Lleida should define a methodology and a protocol to deal with those researchers that have repeatedly failed in the periodic evaluation. The rules should be clear and known by all the members of the Institute. On the one hand, IRBLLEIDA should support as much as possible the selected group of researchers who are currently publishing in top journals and, on the other hand, should help the rest of researchers to try to catch up this leading group.

12, 13. Recruitment

IRBLLEIDA as an employer has established selection and recruitment procedures which are open, efficient and transparent, but these procedures must be reviewed in order to include all C&C principles.

28. Career development

The major part of researchers disagree with the statement that the IRBLLEIDA as employer of researcher's draws up a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts.

39. Access to continuous development

There is increased availability of different types of education in practice, although it should be more intense. In order to face successfully the future challenges of the Institute, IRBLleida should reinforce its life-long learning targeted to research and managerial staff so that they may acquire new skills and competences.

3. Actions to be carried out

As described above, based on the outcome of the gap analysis, the members of the HR Working Group selected principles that require support and improvement at the institutional level. For each such principle, they outlined the current situation at IRBLLEIDA, proposed relevant corrective actions, appointed responsible personnel, and settled on a timeframe for implementation of these improvements. This Action Plan is presented in the table below:

Principle	Gap Analysis	Action Plan
<p>Ethical principles</p> <p>Researchers should adhere to the recognized ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics.</p>	<p>Dissatisfied respondents think that IRBLLEIDA have to define a Code of Ethics and Good Scientific Practices based on the <i>Guia de bona pràctica en la recerca en ciències de la Salut de l'ICS</i>.</p>	<p>Revise the new <i>Guia de bona pràctica en la recerca en ciències de la Salut de l'ICS</i> and elaborate the IRBLLEIDA's Code of Ethics and Good Scientific Practices. Define actions for its implementation at the IRBLLEIDA.</p> <p>Who: Quality Committee When: Q4 2015 Indicator: Documentation (<i>IRBLLEIDA's Code of Ethics and Good Scientific Practices</i>) & Dissemination</p>
<p>Professional attitude</p> <p>Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before</p>	<p>Dissatisfied respondents think that researchers at the IRBLLEIDA are not familiar with the strategic goals governing their research environment and funding mechanisms.</p>	<p>Integrate HR Strategy into IRBLLEIDA's Strategic Plan.</p> <p>Who: Direction Committee When: Q4 2014 Indicator: Documentation (<i>IRBLLEIDA's Strategic Plan</i>) & Dissemination</p>

<p>starting their research or accessing the resources provided. They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be terminated earlier or suspended for whatever reason.</p>		
<p>Contractual and legal obligations Researchers at all levels must be familiar with the national or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc) as set out in the terms and conditions of the contract or equivalent document.</p>	<p>Dissatisfied respondents think that researchers at the IRBLLEIDA at all levels are not familiar with the national or institutional regulations governing training and/or working conditions.</p>	<p>Raise awareness among students/researchers about national & institutional regulations governing training and/or working conditions. Who: HR When: Q3 2015 Indicator: Dissemination. Num. of meetings realized.</p>

<p>Non-discrimination Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.</p>	<p>IRBLLEIDA management should foster and ensure gender equality at all professional levels, aligned with the mission of this Institute and national and European policies and regulations.</p>	<p>Develop the IRBLLEIDA's equal opportunities and diversity management Plan. Who: HR When: Q4 2014 Indicator: Documentation (<i>IRBLLEIDA's equal opportunities and diversity management Plan</i>) & Dissemination</p>
<p>Evaluation/appraisal systems Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee. Such evaluation and appraisal procedures should take due account of their overall research creativity and research results, e.g. publications, patents, management of research, teaching/lecturing,</p>	<p>IRBLLEIDA should support as much as possible the selected group of researchers who are currently publishing in top journals and, on the other hand, should help the rest of researchers to try to catch up this leading group.</p>	<p>Develop the IRBLLEIDA's initiatives to support IRBLLEIDA research groups Plan. Who: Director When: Q2 2015 Indicator: Documentation (<i>IRBLLEIDA's initiatives to support IRBLLEIDA research groups Plan</i>) & Dissemination</p>

<p>supervision, mentoring, national or international collaboration, administrative duties, public awareness activities and mobility, and should be taken into consideration in the context of career progression.</p>		
<p>Recruitment Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning of their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.</p>	<p>IRBLLEIDA as an employer has established selection and recruitment procedures which are open, efficient and transparent, but these procedures must be reviewed in order to include all C&C principles.</p>	<p>Develop a Policy on Recruitment and Selection of IRBLLEIDA personnel according to C&C principles. Who: HR When: Q1 2016 Indicator: Documentation (<i>Policy on Recruitment and Selection of IRBLLEIDA personnel</i>) & Dissemination</p>
<p>Career development Employers and/or funders of researchers should draw up, preferably within the</p>	<p>The major part of researchers disagree with the statement that the IRBLLEIDA as employer of researcher's</p>	<p>Develop the IRBLLEIDA's researcher's career development Plan. Who: HR</p>

<p>framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.</p>	<p>draws up a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts.</p>	<p>When: Q2 2016 Indicator: Documentation (<i>IRBLLEIDA's researcher's career development Plan</i>) & Dissemination</p>
<p>Access to research training and continuous development Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of</p>	<p>There is increased availability of different types of education in practice, although it should be more intense. In order to face successfully the future challenges of the Institute, IRBLleida should reinforce its life-long learning targeted to research and managerial staff so that they may acquire new skills and competences.</p>	<p>Provide training and talks in complementary skills: tech transfer, EU project and IP management, communication, etc. Who: Training Committee When: Q4 2015 Indicator: Num. of courses & people trained. Participant's feedback.</p>

skills and competencies. Such measures should be regularly assessed for their accessibility, take up and effectiveness in improving competencies, skills and employability.		
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