

# Human Resources Excellence in Research



## Action Plan for the period 2014 – 2016

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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><b>Ethical principles</b>            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.  <b>Who:</b> Quality Committee  <b>When:</b> Q4 2015  <b>Indicator:</b> Documentation (<i>IRBLLEIDA's Code of Ethics and Good Scientific Practices</i>) &amp; Dissemination</p>
<p><b>Professional attitude</b>            Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek</p>	<p>Dissatisfied respondents think that researchers at the IRBLLEIDA are not familiar with the strategic goals governing their research environment and funding</p>	<p>Integrate HR Strategy into IRBLLEIDA's Strategic Plan.  <b>Who:</b> Direction Committee  <b>When:</b> Q4 2014  <b>Indicator:</b> Documentation (<i>IRBLLEIDA's Strategic Plan</i>)</p>

<p>all necessary approvals before 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>mechanisms.</p>	<p>&amp; Dissemination</p>
<p><b>Contractual and legal obligations</b></p> <p>Researchers at all levels must be familiar with the national or institutional regulations governing training and/or working conditions.</p> <p>This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract.</p> <p>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</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 &amp; institutional regulations governing training and/or working conditions.</p> <p><b>Who:</b> HR</p> <p><b>When:</b> Q3 2015</p> <p><b>Indicator:</b> Dissemination. Num. of meetings realized.</p>

document.		
<p><b>Non-discrimination</b></p> <p>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.</p> <p><b>Who:</b> HR</p> <p><b>When:</b> Q4 2014</p> <p><b>Indicator:</b> Documentation (<i>IRBLLEIDA's equal opportunities and diversity management Plan</i>) &amp; Dissemination</p>
<p><b>Evaluation/appraisal systems</b></p> <p>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</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.</p> <p><b>Who:</b> Director</p> <p><b>When:</b> Q2 2015</p> <p><b>Indicator:</b> Documentation (<i>IRBLLEIDA's initiatives to support IRBLLEIDA research groups Plan</i>) &amp; Dissemination</p>

<p>research,teaching/lecturing, 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><b>Recruitment</b> Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning at 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>IRBLLLEIDA 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&amp;C principles.</p>	<p>Develop a Policy on Recruitment and Selection of IRBLLLEIDA personnel according C&amp;C principles. <b>Who:</b> HR <b>When:</b> Q1 2016 <b>Indicator:</b> Documentation (<i>Policy on Recruitment and Selection of IRBLLLEIDA personnel</i>) &amp; Dissemination</p>
<p><b>Career development</b> Employers and/or funders of researchers should draw up,</p>	<p>The major part of researchers disagree with the statement that the IRBLLLEIDA</p>	<p>Develop the IRBLLLEIDA's researcher's career development Plan.</p>

<p>preferably within the 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>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.</p>	<p>Who: HR When: Q2 2016 Indicator: Documentation (<i>IRBLLEIDA's researcher's career development Plan</i>) &amp; Dissemination</p>
<p><b>Access to research training and continuous development</b> 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</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</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 &amp; people trained. Participant's feedback.</p>

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