

## ACTION PLAN BIODONOSTIA HRI

### 1 OUR INSTITUTION

Biodonostia HRI has been the first Health Research Institute accredited by the Ministry of Science and Innovation (2011). The mission of the Biodonostia Health Research Institute, is to become the R+D+i centre of reference for the Public Health System in Gipuzkoa and to lead the way in developing scientific and innovative translational activities of excellence with strong repercussion in the Basque Country, generating synergies with its business environment for paving the way to tackling projects of added value whose results are given back to patients and society.

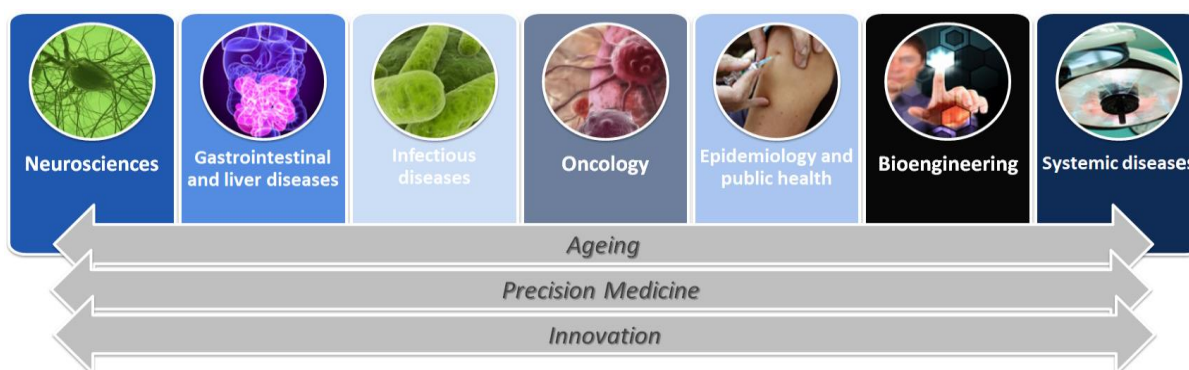
#### 1.- Partners making up the Biodonostia HRI



The Biodonostia HRI is scientifically configured into 3 Cross-cutting Research Areas and 7 Vertical Research Areas.

**Vertical Research Areas:** Neurosciences, Gastrointestinal and Liver Diseases, Infectious Diseases, Oncology, Systemic Diseases, Epidemiology and Public Health and Bioengineering

**Cross-cutting Research Areas:** Ageing, Precision Medicine and Innovation



### Biodonostia HRI in numbers

STAFF & STUDENTS	FTE
Total researchers	358
Of whom are international	57
Of whom are externally funded	250

<i>Of whom are women</i>	211
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, Principal Investigator or Professor.</i>	77
<i>Of whom are stage R2 = Postdoctoral level</i>	237
<i>Of whom are stage R1 = Doctoral level</i>	44
<i>Total number of staff</i>	403
<b>RESEARCH FUNDING</b>	<b>€ (2016)</b>
<i>Total annual organisational budget</i>	5.166.218,93
<i>Annual competitive government-sourced funding</i>	2.710.046,01

## 2 OUR STRENGTHS AND WEAKNESSES

The **strengths** of the Biodonostia HRI in relation to each of the **thematic blocks of the C&C**.

Indicate first that Biodonostia HRI has a resolute commitment in the fulfilment of the principles of the C&C. Its strategic plan (available on the Institute's website) envisages the development of the HRS4R strategy of the Institute.

Biodonostia HRI is a Health Research Institute accredited by the Ministry of Science and Innovation, with a solid background and a powerful critical research mass.

### *Ethical and Professional Aspects*

It has an Ethical Clinical Research Committee and an Animal Experimentation Committee that guarantee the fulfilment of the ethical and scientific good practice principles set out in the state regulations and international regulations and agreements.

It raises awareness of its activity in society through its website and the annual scientific report it publishes.

### *Recruitment and Selection*

Biodonostia HRI has a standardised and integrated selection and hiring procedure in the framework its own quality management system. This system envisages the publication of job offers, which are subsequently assessed following criteria of merits and capacity.

It has an experienced HR Department, which has the necessary resources for its operation, including a specific space on the website for the dissemination of job announcements.

### *Working Conditions and Social Security*

Biodonostia HRI strengthens traditional and collaborative research, acting as a link between businesses, other public research and training centres, and care centres.

It respects the Spanish labour regulations and has its own building dedicated to R&D&I in health, with platforms and support services that facilitate the work of the researcher/innovator, some of

them integrated in national networks. Additionally, it maintains flexible working conditions, giving freedom to the groups for their application.

Biodonostia HRI promotes participation in projects, research networks and other centres or collaborative initiatives.

It has a specific support plan for emerging groups and researchers in the early stages of their development.

### *Training and Development*

Biodonostia HRI promotes training and constant development through its Training Plan.

The following **gaps in the fulfilment of the principles of the C&C** have been identified.

### *Ethical and Professional Aspects*

Lack of knowledge of the ethical and good professional practice principles outlined by the C&C and adopted by Biodonostia HRI by all the researchers and staff of Biodonostia HRI.

Area for improvement in the knowledge of the good practices in research by the Biodonostia HRI staff, particularly in relation to occupational risk prevention, health protection and safety.

Improvement of the communication of contractual and legal obligations to the staff

Improve the interaction with society, leading to greater knowledge of the Biodonostia HRI.

Lack of performance assessment systems linked to professional career elements.

### *Recruitment and Selection*

Area for improvement in the current staff selection procedure, with a vocation to achieve the total fulfilment of the recommendations to implement an OTM-R policy. In particular, after analysing each OTM-R policy requirement in detail in accordance with the template contained in the guidelines for the development of the HRS4R strategy, the following **gaps** are identified:

- Lack of a **multilingual and public OTM-R** policy and of a **training** strategy in this area (1 and 3).
- Need to **incorporate in the Quality Management System** of Biodonostia HRI the procedures linked to the selection and hiring of staff, to verify their results and incorporate the necessary improvements (5, 10, 22 and 23).
- Need for **improvement of the process for the selection** of candidates (2). In particular:
  - o Lack of adequacy of the content and formats of the announcement in view of the European requirements (6, 7 and 12).
  - o Possibility of improvement in the dissemination of the announcements, particularly the international media (6,7 and 13).
  - o Lack of regulation by selection committees, particularly in relevant positions (16, 17, 18 and 10).
- Lack of **tools to promote the hiring** of staff from underprivileged groups (8).

- Improvement of **official mechanisms for giving adequate feedback** to the candidates who reach the final stages in selection processes. At least those who reach the interview stage (21).
- Possibility of **improving the IIB Biodonostia HRI attraction mechanisms** (9).

## *Working Conditions and Social Security*

Need to improve the attractiveness of the Biodonostia HRI with regard to remuneration of researchers and their professional stability.

Lack of professional career elements assessing the teaching and training activity and mobility.

Possibility of improving guidance with regards to professional development opportunities for researchers.

Lack of knowledge of the regulation and intellectual property rights

Lack of effectiveness of the mechanisms for the mediation of conflicts and the receipt of complaints and suggestions in relation to the HR function.

Need to improve the communication and participation of the research community in the decision-making process.

Area for improvement in the gender balance in positions of responsibility

Improvement of the general use equipment and spaces, generating a better research environment.

## *Training and Development*

Possibility of improving the knowledge of the training opportunities of the staff for professional development.

Area for improvement in the Biodonostia HRI training strategy

## 3 OUR ACTIONS

							Timeframe												
ID	C&C	OTM-R	Priority	Weakness	Title	Responsible	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Y3	Y4	Y5	Indicator	Target
001	1-10, 32, 34		1 (1-10), 3 (32)  2 (34)	1. Lack of knowledge of the ethical and good professional practice principles listed in the C&C by all the researchers and staff of the Biodonostia HRI.  7. Lack of effectiveness of the mechanisms for the mediation of conflicts and the receipt of complaints and suggestions in relation to the HR function.	Creation of the Biodonostia HRI Good Practices Committee.	Biodonostia HRI’s Scientific Director (R), Good Practices Committee (P)	○											Appointment of the Good Practices Committee	
002	1-10, 32		1 (1-10), 3 (32)	1. Lack of knowledge of the ethical and good professional practice principles listed in the C&C by all the researchers and staff of the Biodonostia HRI.	Updating and dissemination of Biodonostia HRI's commitment to the fulfilment of the ethical and moral principles in R&D&I.	Good Practices Committee (R), Human Resources Manager (P)	○	○										Updated EGSPC (Yes/No). Procedures available (Yes/No). Procedure disseminated on the website (Yes/No). Updated welcome manual (Yes/No). Number of complaints received.	% complaints analysed =100% % complaints resolved ≥80%

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ID	C&C	OTM-R	Priority	Weakness	Title	Responsible	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Y3	Y4	Y5	Indicator	Target	
003	14, 16, 21 12, 13, 15, 17, 18, 19, 20	1, 2, 5, 6, 7, 8, 9, 10, 12, 16, 17, 18, 21, 22, 23	1 (14, 16, 21) 3 (12, 13, 15, 17, 18, 19, 20)	3. Need to establish an OTM-R policy in accordance with the requirements set out in the tool kit published by Euraxess, improving the selection and merits assessment procedure currently in force. Lack of a post-doctoral staff selection and hiring procedure (with attention distinguished from the research and technical staff).	Adaptation for the improvement of the Biodonostia HRI selection and hiring processes, incorporating the differential of the C&C and the OTM-R policy not envisaged.	Human Resources Manager (R)	○	○	○	○								Updated OTM-R policy. Disseminated OTM-R policy. % vacancies. % external applicants.	% of reported applicants =100% % complaints analysed =100% % complaints resolved ≥80%	
004	14	3, 19	1	3. Need to establish an OTM-R policy in accordance with the requirements set out in the tool kit published by Euraxess, improving the selection and merits assessment procedure currently in force. Lack of a post-doctoral staff selection and hiring procedure (with attention distinguished from the research and technical staff).	Training for the members of the staff selection committees	Human Resources Manager (R)			○	○								Designed training content (Yes/No).	% of members of the committees who have completed the training =100% % of non-conformities received =0%	
005	14, 16, 21 12, 13, 15, 17, 18, 19, 20	5, 10, 23	1 (14, 16, 21) 3 (12, 13, 15, 17, 18, 19, 20)	3. Need to establish an OTM-R policy in accordance with the requirements set out in the tool kit published by Euraxess, improving the selection and merits assessment procedure currently in force. Lack of a post-doctoral staff selection and hiring procedure (with attention distinguished from the research and technical staff).	Annual selection procedure and hiring audits	Evaluation-Quality Manager(R)								○	○	○	○	Annual internal audit conducted (Yes/No). Non-conformities found. % post-doctoral technical staff non-conformities. % post-doctoral research staff non-conformities.		

							Timeframe													
ID	C&C	OTM-R	Priority	Weakness	Title	Responsible	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Y3	Y4	Y5	Indicator	Target	
006	14, 16, 21 12, 13, 15, 17, 18, 19, 20	6, 9, 13	1 (14, 16, 21) 3 (12, 13, 15, 17, 18, 19, 20)	3. Need to establish an OTM-R policy in accordance with the requirements set out in the tool kit published by Euraxess, improving the selection and merits assessment procedure currently in force. Lack of a post-doctoral staff selection and hiring procedure (with attention distinguished from the research and technical staff).	Publication of offers on the Jobs portal (Euraxess).	Human Resources Manager (R)									○	○	○	○	No. job announcements published. % external applicants.	
007	11, 24, 25, 26, 28, 29, 33	9	1 (11, 24, 25, 26, 28, 29, 33)	2. Generation of performance assessment systems linked to the development of professional career elements. 5. Lack of professional career elements assessing the teaching and training activity and mobility. 4. Need to improve the attractiveness of the Biodonostia HRI with regard to remuneration of researchers and their professional stability.	Biodonostia HRI hiring and professional development policy.	Management (R), Research and Innovation Management of the Department of Health of The Basque Government (R), Human Resources Manager (P)				○	○	○	○					Approved professional career of Biodonostia HRI (Yes/No). Approved work-life balance policy of Biodonostia HRI (Yes/No).		
008	30, 38, 39		1(30, 38, 39)	6. Possibility of improving guidance with regards to professional development of the research staff.	Creation of the role of researcher's professional advisor.	Manager (R), Human Resources Manager (R), Project Manager (C)				○	○	○	○	○				% meetings held compared with contracts ended. No. queries resolved.	% non-conformities on the advisory procedure analysed/received=100%	
009	35		2	8. Need to improve the communication and participation of the research community in the decision-making process.	Improving the strategic communication of Biodonostia HRI	Biodonostia HRI's Scientific Director (R), Communication Manager (R)					○				○	○	○	Strategic workday held (Yes/No).		

							Timeframe													
ID	C&C	OTM-R	Priority	Weakness	Title	Responsible	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Y3	Y4	Y5	Indicator	Target	
010	35		2	8. Need to improve the communication and participation of the research community in the decision-making process.	Biodonostia HRI Newsletter as a strategic communication tool and ally for the fulfilment of the principles of the C&C.	Manager(R), Communication Manager (R), HRS4R Coordinators (P)			○	○	○	○	○	○				Number of Newsletters with disseminated strategic content.	Number of C&C principles disseminated in the Newsletter=40	
011	35		2	8. Need to improve the communication and participation of the research community in the decision-making process.	Dissemination of the suggestions inbox as a tool for the participation of all the staff in the activity of Biodonostia HRI.	Communication Manager (R)			○	○	○	○	○	○				Number of suggestions received		
012	38		2	9. Need for improvement in the Biodonostia HRI training strategy	Strengthening of the Biodonostia HRI training plan	Head of Training (R), Biodonostia HRI’s Scientific Director (P)					○	○	○	○				Annually reformulated Training Plan. % staff satisfaction.		
013	7		3	10. Knowledge of the good practices in research (especially those related to safety and protection of health) by the researchers.	Increased knowledge of the occupational risk prevention policies and plans	Manager (R), Head of Risk Prevention (R), Occupational Risk Prevention Department (P)	○	○	○	○	○	○	○	○				Number of work-related accidents. % of knowledge of the occupational risk prevention regulations and practices.		
014	31		3	11. Lack of knowledge of the regulation and intellectual property rights	Intellectual property training	Manager(R), Innovation Manager (P), Head of Training (P)					○	○	○	○				Training actions performed. % researchers advised.		



							Timeframe													
ID	C&C	OTM-R	Priority	Weakness	Title	Responsible	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Y3	Y4	Y5	Indicator	Target	
015	27		3	12. Improvement in the gender balance in positions of responsibility	Establishment of the Biodonostia HRI equality plan	Equality Plan Group (R)								○				Equality plan established (Yes/No).		
016	5		3	13. Improvement of the communication of contractual and legal obligations to the staff	Improvement of the hiring and welcome procedure	Human Resources Manager (R)								○				Updated Welcome Manual (Yes/No). Modification of the professional hiring procedures and models (Yes/No).		
017	23		3	14. Improvement of the general use equipment and spaces, generating a better research environment	General use equipment and spaces improvement plan	Management (P), Head of Platforms (C)								○	○			Equipment and spaces improvement plan developed. Measurement of staff satisfaction through the annual survey.		
018	8		3	15. Improve the interaction with society, leading to greater knowledge of the Biodonostia HRI.	Communication with and for society	Project Manager (P), Communication Manager (C)					○	○	○	○	○			Annual workday held (Yes/No).	% occupation >= 75%	

## ***Open, Transparent and Merit-Based Recruitment***

Biodonostia HRI currently applies an open, merit-based staff-selection procedure. The said procedure is based on the online publication of all employment offers, with the minimum administrative burden for candidates. The procedure contains all the stages and minimum content of the offers, which are currently published with a minimum application period of 15 days. If the type of job so advises, the offer can be published on other web pages. The head or main investigator of the future employee established, based on the procedure established, the essential and desirable criteria that the researchers applying for the post must meet, taking charge of the subsequent assessment of the candidates. In case of complaints or consultations received by email in the HR Department, these are answered by email.

In order to improve the selection procedure, adapting it to the C&C and the OTM-R Toolkit (see identified weaknesses), the following actions have been envisaged:

003.- Adaptation for the improvement of the Biodonostia HRI selection and hiring processes, incorporating the differential of the C&C and the OTM-R policy not envisaged.

004.- Training for the members of the staff selection committees

005.- Annual selection procedure and hiring audits

006.- Publication of offers on the Jobs portal (EURAXESS).

009.- Biodonostia HRI hiring and professional development policy.

## **4 IMPLEMENTATION**

The implementation and monitoring of the strategy corresponds to the **Biodonostia HRI HRS4R Committee**. The said Committee, led by the Scientific Management and Management, will be coordinated by the heads of HR and Projects. The heads of the Assessment-Quality, Training, Communication and Methodological Support, as well as the Scientific Coordinator of several platforms will also participate. This Committee will meet bi-annually to analyse the progress of the strategy.

Annually, the progressions in the strategy will be reported to the **External Scientific Committee** and the **General Assembly** of the Institute, along with the result of the other action and operational plans of the Institute.

### **Progress-monitoring tool**

The monitoring of the correct development of the actions contained in the Action Plan will be monitored by the **heads of Biodonostia HRI HRS4R Coordination** and the **head of the entity's Assessment-Quality Unit**. They will be responsible for collecting the fulfilment indicators of each

activity in accordance with the established schedule. For the development of this task, they will have the collaboration of the **heads of the corresponding processes**.

Likewise, the Evaluation-Quality Manager of the entity will collect the suggestions and non-conformities received in terms of ethical and professional principles, selection and hiring, working conditions and social security (including the serviced rendered by the platforms and support services of the Institute), training and development and assessment.

Annually, and in order to gauge the opinion of the Biodonostia HRI staff on the progress of the strategy, **all the staff will be consulted**, and the results will be analysed by the Biodonostia HRI HRS4R Committee. In order to strengthen the knowledge of the strategy by the staff joining the Biodonostia HRI, it is planned to hold a **welcome meeting**, particularly for pre-doctoral researchers, in order to inform them of Biodonostia HRI HRS4R.

Two years after the implementation of the Action Plan, the **internal review** of the strategy will take place.

The **Biodonostia HRI HRS4R Committee** will again review the fulfilment of the 40 principles of the C&C detecting possible changes in the priorities, new regulatory or legal conditions or strategic decisions that could affect the strategy. The degree of fulfilment of the scheduled actions, the **possible suggestions or non-conformities** detected and the results of the staff surveys will be reviewed. **Workshops** with representatives of all the groups of the Biodonostia HRI will also be organised to assess the progress in and possible modifications of the Action Plan.

The report will reserve a section for the development of the **OTM-R policy**, and a **summary of the implementation and review process** carried out. Any modification of this process will also be reflected.

The report will be presented to the **External Scientific Committee** and the **General Assembly** of the Biodonostia HRI.

The Human Resources Manager, Coordinator of Biodonostia HRI HRS4R, will be responsible for coordinating the tasks necessary for the external review of the strategy, from the necessary logistical organisation to the sending of documentation to the selected group of experts. They will facilitate all the necessary information and coordinate the panel interviews with the Institute staff (researchers, managers, technicians, etc.).