

## TEMPLATE 4: ACTION PLAN

Case number: 2018ES358745

Name organisation under review: **Josep Carreras Leukaemia Research Institute (IJC)**

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### ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

\*URL:

[http://www.carrerasresearch.org/es/hr-excellence\\_94734](http://www.carrerasresearch.org/es/hr-excellence_94734)

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

<b>Proposed ACTIONS</b>	<b>GAP Principle(s)</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
<b>Disseminate C&amp;C and OTM-R principles to all the staff</b>	<i>All</i>	<i>Second quarter 2019 to second quarter 2024</i>	<i>CEO</i>	<ul style="list-style-type: none"> <li>• <i>Perform yearly seminars on C&amp;C and OTM-R principles.</i></li> <li>• <i>Five seminars performed</i></li> </ul>
<b>Writing and dissemination of good research practices guide.</b>  For this purpose, IJC plans to Include	<i>32. Co-authorship 7. Good practice in research</i>	<i>Second quarter 2019</i>	<i>IWG Director</i>	<ul style="list-style-type: none"> <li>• <i>Meeting for the enumeration of issues that should be included</i></li> <li>• <i>Fix who is responsible for writing the document</i></li> <li>• <i>Publish the manual</i></li> </ul>

information about several issues such as co-authorship or IT security etc.				<p>online.</p> <ul style="list-style-type: none"> <li>• Number of downloads</li> </ul>
<p><b>Writing of a welcome manual.</b></p> <p>An welcome manual written in English will include extensive information about issues such as intellectual property rules and labour conditions, mobility contractual and legal obligations, complaints mechanisms and the ombudsman.</p>	<p>29. Value of mobility</p> <p>5. Contractual and legal obligations</p> <p>31. Intellectual property rights</p> <p>24. Working conditions</p> <p>34. Complains/ appeals</p>	First quarter 2020	TS, WT	<ul style="list-style-type: none"> <li>• Meeting for the listing of issues that should be included</li> <li>• Publish the manual online</li> <li>• Number of downloads</li> </ul>
<p><b>Analysis and validation of the current infrastructures and services.</b></p> <p>Performing an initial survey after the construction works have ended to identify the degree of satisfaction with the new facilities and thereafter, performing yearly surveys to improve the performance of facilities and services.</p>	<p>7. Good practice in research</p> <p>23. Research environment</p>	Fourth quarter 2020	IWG	<ul style="list-style-type: none"> <li>• Design a survey to address the researcher satisfaction with the services and infrastructures</li> <li>• Carry out yearly consultations</li> <li>• Five surveys performed</li> </ul>
<p><b>Creation of a research personnel evaluation system.</b></p> <p>Creation of evaluation process and criteria,</p>	<p>11. Evaluation/ appraisal systems</p>	Fourth quarter 2020	Director and TS	<ul style="list-style-type: none"> <li>• Brainstorming meeting for defining evaluation criteria and procedures</li> <li>• Writing an evaluation protocol</li> <li>• Set up an</li> </ul>

<p>protocols to perform internal evaluation of staff.</p> <p>In addition the IJC will provide a certification of the evaluation of the non-permanent staff based on the good practices and research activities after the completion of a work contract.</p>				<p><i>evaluation committee</i></p> <ul style="list-style-type: none"> <li>• Perform the evaluation</li> <li>• 100% of the personal evaluated at the end of 2020</li> </ul>
<p><b>Creation of an OTMR selection system.</b></p> <p>Design and implementation of the IJC selection and recruitment procedure based on the criteria established in the OTMR (open, transparent and merit-based recruitment of researchers). Include issues such as the creation of selection committees, transparency rules, and the evaluation of merits such as mobility, changes in the chronological order of CVs, qualifications, etc.</p> <p>In addition, all the research positions will be published on EURAXESS</p>	<p>12. Recruitment</p> <p>13. Recruitment (code)</p> <p>14. Selection (code)</p> <p>15. Transparency (code)</p> <p>16. Judging merit (code)</p> <p>17. Variations in the chronological order of cvs (code)</p> <p>18. Recognition of mobility experience (code)</p> <p>19. Recognition of qualifications (code)</p> <p>20. Seniority (code)</p> <p>21. Postdoctoral appointments (code)</p>	<p>Third quarter 2019</p>	<p>Director, IWG and TS</p>	<ul style="list-style-type: none"> <li>• Brainstorming meeting for defining how to address OTM-R criteria and procedures at the institution</li> <li>• Writing a recruitment and selection protocol</li> <li>• Publish the protocol online</li> <li>• Supervise its application</li> <li>• Include all the research open positions on Euraxess.</li> <li>• Application of the new procedures to the 100% of the job offer calls and candidates in 1<sup>st</sup> quarter 2020</li> </ul>
<p><b>Update the staff</b></p>	<p>22. Recognition</p>	<p>Fourth quarter of 2019</p>	<p>Communication Unit and WT</p>	<ul style="list-style-type: none"> <li>• Stablish the equivalence</li> </ul>

<p><b>details on the web/intranet.</b> To achieve this action, first, a clear equivalence between the current research levels of the institute, and the European R1 to R4 scale. The Research level attributed to the researchers will be published on the institute website.</p>	<p>of the profession</p>			<p>between the positions with the European scale.</p> <ul style="list-style-type: none"> <li>• Include the researchers scale in the Institutions website</li> </ul>
<p><b>Improve and disseminate rules for working at the IJC</b></p> <p>To achieve this action, first, the IJC will establish a rule setting the minimum wage rates for working categories of staff to be employed by the institution. In addition, all the labour conditions will be written and approved, and communicated to all the staff. Any exception to these conditions will be justified and authorized by the management</p>	<p>24. Working conditions 26. Funding and salaries</p>	<p>Fourth quarter 2019</p>	<p>Company Workers Committee, Director and TS</p>	<ul style="list-style-type: none"> <li>• Write a memorandum of the rules for working at the IJC and include it in the welcome manual</li> <li>• Explain the information to researchers.</li> <li>• All the researchers should sign a template when attending the course.</li> <li>• All IJC has signed the template at 4 quarter 2019.</li> </ul>
<p><b>Develop and implement equal opportunities plan.</b></p> <p>Identifying the current</p>	<p>27. Gender balance</p>	<p>First quarter 2020</p>	<p>WT and TS</p>	<ul style="list-style-type: none"> <li>• Nominate a committee for equality issues</li> <li>• Analyse the current equality situation</li> <li>• Perform a survey with at least the</li> </ul>

equality GAPS at the institute, and writing an equality plan				<p>80% of participation.</p> <ul style="list-style-type: none"> <li>• Select those issues that should be covered at the IJC</li> <li>• Write the procedures for the plan</li> <li>• Publish the plan online</li> <li>• Number of downloads</li> </ul>
<p><b>Elaborate and disseminate an integral training plan for researchers</b></p> <p>Elaboration of a transversal training plan and a communication plan for training activities. In addition, surveys on the activity performed will be developed.</p>	<p>38. Continuing professional development 39. Access to research training and continuous development 28. Career development</p>	Second quarter 2019	TS and Council workers	<ul style="list-style-type: none"> <li>• Set up a committee to study training needs, with the participation of researchers from each scale</li> <li>• Analyse the current situation, and the current training needs</li> <li>• Write a training action plan</li> <li>• Implement the action plan</li> </ul>
<p><b>Promote mobility targeted actions.</b></p> <p>As no IJC budget for mobility is foreseen, some mobility targeted measures could be performed, such as the promotion of the use of English as the main communication language within the institute, or the dissemination of all Catalan, Spanish or European mobility grants.</p>	29. Value of mobility	Fourth quarter 2023	Communication office and IWT	<ul style="list-style-type: none"> <li>• Promote the use of English as the main communication language</li> <li>• All the documents and webpages published in the UJC intranet, is published in English at 4 quarter 2023.</li> <li>• Open a special section on the website/intranet for the publication of mobility grants</li> </ul>
<b>Communicating the complaints</b>	36. Relation with supervisors	Third quarter 2019	Director, Communication unit, TS and	<ul style="list-style-type: none"> <li>• Review if the scope of assistance defined for the</li> </ul>

<p><b>mechanisms and ombudsman.</b></p> <p>Publicize the figure of the ombudsman among the employees by including the information about its scope of assistance in the welcome manual, and open sessions</p>	<p>34. <i>Complains/appeals</i></p>		<p><i>ombudsman</i></p>	<p><i>ombudsman is enough to address the complaints performed by researchers.</i></p> <ul style="list-style-type: none"> <li>• <i>Perform an open session about complaints mechanisms and the ombudsman</i></li> <li>• <i>Include information about the ombudsman in the welcome manual</i></li> </ul>
<p><b>IP training.</b></p> <p>Provide specific training OTM-R and in team management training for supervisors. In addition, a commitment for good interpersonal relations document, to be signed by the supervisor and the junior researchers will be drafted to state the rights and duties for each part during the relationship</p>	<p>12. <i>Recruitment</i>  13. <i>Recruitment (code)</i>  14. <i>Selection (code)</i>  15. <i>Transparency (code)</i>  16. <i>Judging merit (code)</i>  17. <i>Variations in the chronological order of cvs (code)</i>  18. <i>Recognition of mobility experience (code)</i>  19. <i>Recognition of qualifications (code)</i>  20. <i>Seniority (code)</i>  21. <i>Postdoctoral appointments (code)</i>  40. <i>Supervision</i>  37. <i>Supervision and managerial duties</i>  36. <i>Relation with supervisors</i></p>	<p><i>Fourth quarter 2020</i></p>	<p><i>Director and TS</i></p>	<ul style="list-style-type: none"> <li>• <i>Design an OTM-R course</i></li> <li>• <i>Train senior researchers</i></li> <li>• <i>Identify team management courses</i></li> <li>• <i>Identify managers</i></li> <li>• <i>Carry out courses</i></li> <li>• <i>100% of researchers trained 2 quarter 2021 .</i></li> </ul>
<p><b>Foster teaching activities for researchers.</b></p>	<p>33. <i>Teaching</i></p>	<p><i>Fourth quarter 2023</i></p>	<p><i>Director</i></p>	<ul style="list-style-type: none"> <li>• <i>Inform the trustees about this initiative</i></li> <li>• <i>Set up the proper contacts and arrange meetings</i></li> </ul>

<p>For this action, an agreement will be signed with the UB and the UAB, both represented on the Board of Trustees of the institution. This will encourage teaching activities carried out by IJC researchers and increase their involvement in teaching activities associated with other teaching centres</p>				<p><i>with the Universities and Departments</i></p> <ul style="list-style-type: none"> <li>• <i>Number of meetings held</i></li> </ul>
<p><b>Foster the participation of IJC at the annual career day.</b></p> <p>Foster the participation the Can Ruti Career Day with the participation of professionals of different sectors, to provide information about the different job opportunities.</p>	<p><i>30. Access to career advice</i></p>	<p><i>Second quarter 2019</i></p>	<p><i>Director TS and Ph Canruti Group</i></p>	<ul style="list-style-type: none"> <li>• <i>Get involved in the career day organization committee</i></li> <li>• <i>Direct participation of 4 researchers at the annual career day</i></li> </ul>

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan.

(free text, 1000 words maximum)

The main action that will be implemented to address the OTM-R principles will be the updated recruiting procedure, which will include the C&C principles and will be coherent with the "Research

Career Plan” and “Evaluations Procedures”. These new approaches will develop a key role in the development of the OTM-R policy.

- Providing clear and transparent information on the whole selection process
- Posting a clear and concise job advertisement with international links to detailed information
- Ensuring that the levels of qualifications and competencies required are in line with the needs of the position
- Considering the inclusion of explicit pro-active elements for underrepresented groups
- Keeping the administrative burden for the candidate to a minimum
- Reviewing, where appropriate, the institutional policy on languages

The second group of actions implemented will be those related to training and dissemination of the OTM-R principles to the staff implicated in the recruiting process; both researchers and administrative staff. In the case that further training is requested, seminars will be addressed to PIs and other members of the selection committees. The need to promote specific training in recruiting, especially for interviews, will be evaluated. The “IJC’s Code of Conduct for the Recruiting of Researchers” will set clear and explicit rules and procedures for the recruitment of all researcher positions. We will also consider the European Framework for Research Careers to identify the career profiles for researchers (R1, R2, R3 and R4).

A special OTM-R seminar will be organised for all the Human Resources staff, the directors of the research institutes, and all the IJC staff interested in this process.

The quality control system for the IJC’s OTM-R policy will check (internally) the whole recruitment process, to be administered by the HR department or designated staff, and will also have a periodical, external review by an independent observer (a national expert in HRS4R). To monitor and assess the extent to which the OTM-R system is being implemented, the IJC’s will also adopt standards and reporting templates for internal reporting of all phases of a recruitment process.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL:

The IJC’s does not have a recruitment strategy to implement the principles of Open, Transparent and Merit-Based Recruitment, therefore no web link is available.

## **IMPLEMENTATION**



General overview of the expected implementation process:

(free text, 1000 words maximum)

The design of this plan has enabled the development of a model of governance, of coordination mechanisms and monitoring tools that will accelerate the adoption of new policies and practices of human resources management in research that will enable the IJC to be in line with its European references.

For the above reasons, and regardless of the duration of the evaluation process to obtain the seal, the implementation of the plan will begin in the Q1 2019.

The implementation process will be performed through four different levels of responsibility.

A.1) Steering Committee (SC), chaired by the Director of the IJC, will be the maximum office and will oversee the implementation process on a regular basis: It will be composed of the members of the Steering Committee that monitored the Gap Analysis and Action Plan for this proposal. It will coordinate the implementation and the follow-up of the HRS4R-derived measures. It will also communicate the advances to the Board of Directors.

A.2) Implementation Working Group (IWG), will be composed of the members of the Working Group and will invite other research and administrative staff to create specific working teams. It will coordinate the deployment of the HRS4R Action Plan and will also control quality and follow up on indicators. An IGW director will be appointed.

A.3) Working Teams (WT), will be organised for the main topics: “Researcher Career Plan”, “Recruitment Procedures”, “Training”, “Policies”, etc. Each team will be made up of 3-5 people (from the working group) comprising of: i) the people in charge for each, ii) representatives of the different specific areas and services responsible for human resources, iii) R1 to R4 researchers, etc. These different backgrounds will stimulate a productive debate with multiple perspectives of the same problem, to work on each of the deliverables and their correspondent road maps.

A.4) The technical secretariat, will be integrated by the HR department (TS), reporting to the Steering Committee will give support to the WT for the preparation of deliverables and to the SC to follow up on indicators. It will also be responsible for a dynamic workflow articulated during the course of the plan: a cloud tool of information access, regular meetings, *ad hoc* subcommittees with key people for specific matters depending on the evolution of the process, quality control and international benchmark.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Checklist	*Detailed description and duly justification
How will the implementation committee and/or steering group	free text 500 words maximum The Steering Committee will coordinate the

regularly oversee progress?	<p>implementation and the follow-up of the HRS4R-derived measures and will also communicate the advances to the Board of Trustees.</p> <p>To regularly oversee the progress the IWG Director will be invited to participate in the IJC's Board of Trustees ) to inform about the implementations details.</p>
How do you intend to involve the research community, your main stakeholders, in the implementation process?	<p>free text 500 words maximum</p> <p>The research community (R1-R4) will be part of the SC, IWG and WT. They will be involved mainly in the implementation stages.</p>
How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.	<p>free text 500 words maximum</p> <p>The strategic framework for the implementation of the HR Action Plan will be added to the IJC's Strategic Plan.</p> <p>Additionally, there is a strong commitment to quality seals accreditations such as HRA, CERCA Centres (<a href="http://cerca.cat/en/cerca-centres/">http://cerca.cat/en/cerca-centres/</a>), Instituto de Investigación Carlos III (<a href="http://www.eng.isciii.es/ISCIII/es/contenidos/fd-investigacion/fd-institutos-investigacion-sanitaria/introduccion.shtml">http://www.eng.isciii.es/ISCIII/es/contenidos/fd-investigacion/fd-institutos-investigacion-sanitaria/introduccion.shtml</a> ), etc.</p> <p>The Institution recognises that one of the key success factors is the recruitment of talent, and the Institution did not have a system for managing human resources that would allow it to face future challenges.</p>
How will you ensure that the proposed actions are implemented?	<p>free text 500 words maximum</p> <p>The previously detailed indicators will be included in the IJC's scorecard and will be verified every two months to collect evidence of alignment with the HRS4R with organisational policies.</p> <p>Quarterly meetings will be held between the IWG Director and the Executive Committee.</p>
How will you monitor progress (timeline)?	<p>free text 500 words maximum</p> <p>Monitoring and assessment will be crucial; The IJC</p>

	<p>will prepare for internal and external assessment:</p> <p>The monitoring and the follow-up of the plan will be continuous, being one of the main functions of the Technical Secretariat. In addition, the following specific mechanisms will be provided:</p> <ol style="list-style-type: none"> <li>1. Creating a scorecard based on the indicators proposed in the plan.</li> <li>2. Reporting to the Board of Trustees on a yearly basis.</li> <li>3. Reporting to the Executive Committee of IJC on a quarterly basis.</li> <li>4. Holding monthly meetings with the IGW.</li> </ol>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>free text 500 words maximum</p> <p>The internal evaluation will be performed by the IWG, by i) the revision of the advance of the Project after the compromises reflected in the Action Plan ii) the revision of the indicator progress reports, iii) the reports of activities, and iv) the fulfilment of road maps for each action. (With this data, a progress report will be elaborated 12 months after the activity was initiated, and reported to the SC. A final report will be elaborated after 24 months, as it has been defined in the new procedure. For this final report, templates available in EURAXESS will be used.</p>

Additional remarks/comments about the proposed implementation process:

<p>Two of the C&amp;C principles, 25. Stability and permanence of employment, 35. Participation in decision-making bodies, were not easily implemented presently, due to budgetary restrictions (25), and to the present rules written into the institution statutes (35).</p> <p>If the current circumstances change, these two principles will be also implemented.</p>
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