

INTERNAL REVIEW HRS4R

ACTION PLAN REVISION

1. CONTACT DETAILS

Name Organisation under review: Fundació de Recerca Sant Joan de Déu


Organisation's contact details:

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

<https://www.irsjd.org/en/research/hrs4r-hr-excellence-research/>

Web-link to organisational recruitment policy (OTM-R principles):⁴⁵

https://www.irsjd.org/media/upload/domain_3/arxiu/formacio/hrs4r/RECRUITMENT%20PROCEDURE%202020%20FSJD-1-12.pdf? t=1589460090

2. Organisational Information

Please provide an update of the key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	174
Of whom are international (i.e. foreign nationality)	20,4
Of whom are externally funded (i.e. for whom the organisation is host organisation)	168
Of whom are women	134
Of whom are stage R3 or R4 ¹	23,25
Of whom are stage R2	64
Of whom are stage R1	25
Students	12
Total number of staff (including management, administrative, teaching and research) staff)	229
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	12.408.455,00
Annual organisational direct government funding (block funding, used for teaching, research, infrastructure...)	0
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	4.094.790,15
Annual funding from private, non-government sources, designated for research	8.313.664,85
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>The Fundació Sant Joan de Déu (FSJD) is based in Barcelona, Spain and was created in 2002. The mission of FSJD is provide a framework for the research activity which is carried out in the biomedical and social spheres at Hospital Sant Joan de Déu in Esplugues, at Parc Sanitari Sant Joan de Déu in Sant Boi de Llobregat, and in other healthcare centers of the Hospitaler Order of St. John of God. The consolidated research areas at Sant Joan de Déu are grouped into the Institut de Recerca Sant Joan de Déu, which is managed by FSJD. The scope of FSJD's research is organized around Pediatrics, Mental Health, Ageing and other Social spheres.</p>	

¹ http://ec.europa.eu/euraxess/pdf/research_policies/Towards_a_European_Framework_for_Research_Careers_final.pdf

3. Strengths and weaknesses of the current practice

In the Action Plan that our Institution submitted in May 2018 to obtain the HR Excellence in Research Award, we had identified 14 actions to implement between September 2018 and September 2023 in order to improve on the weaknesses identified in the Gap Analysis. All actions are focused to improve on the four thematic areas and some of the actions planned have impact in more than one area. In the action plan in the point 3, is detailed to which principle of the Charter and Code each action is addressed.

In general, if we look at each thematic area we could do the following summary.

Thematic area 1 (ethical and professional aspects)

This area needs a continuous follow-up because maintaining the dissemination and awareness of C&C is an ongoing process of communication.

In 2018, the main weakness in this area was the lack of strategies to promote the generation of synergies that favour research. For this reason, in the Strategical Plan 2018-2022 a key point was Scientific, Institutional and International Connectivity and several actions were done to strength this point (for example, participation in Net Echo, Acció in Xina, local administrations, participation in research committees with several institutions...).

Internally, our Institution had implemented a grant plan to reinforce the scientific collaboration and promote the quality research of the consolidated groups, as well as to boost the emerging groups, with the launch of research, intensification and mobility grants.

During 2019, 20 Research Seminars were organized in which more than 450 researchers have participated. Moreover, other actions such as the Debate Days, focused on Innovation (Innovation Unconference at CREB-UPC) and in Neurosciences (The Multi Omics Day at HSJD) have promoted synergy between in-house and external research groups.

On the other hand, during 2019, we had provide training about clinical studies, data protection and ethics in research and in Annual Meeting with Researchers and in Welcome Session (twice a year) Responsible of each subject makes a presentation for researchers about this topics.

For next months, the update of the Code of Good Practices including actions, recommendations and commitments for the development of research activities is a priority. The update will cover topics like data protection, IP rights, personal and professional life balance, centralize the management of laboratory notebooks for all the Institution and name a person in charge...

The Ethics Committee was restructured in March 2019, new professionals were included, among others a member of the Research Committee. A new evaluation pipeline was established in agreement with Research Committee. Thus, a more efficient and faster process has been achieved.

Thematic area 2 (Recruitment)

The action plan oriented to improve in this area was delayed from the original plan but all outstanding actions are considered top priority. During Q3 and Q4 we defined the procedure with the Working Group created for this subject. In Q1 2020, we published the procedure and we start to work with an online tool for Recruitment called [Talent Clue](#). In addition, the recruitment support of Research Department was transferred to HR Department and some administrative functions were automatized with the online tool. On the other hand, our plan was to implement Recruitment Committees from march 2020 but the Covid-19 crisis make us stopped trainings and implementation of Committees (as we are in a hospital environment the priority was to solve the crisis and it was not a good moment to train and implement new processes that requires an extra-effort for IPs). Our priority once the crisis ends will be to implement the process defined, with well-structured Committees, and integrate Euraxess in the online platform to automatize the publication of job calls.

In addition, for the next few years we are reviewing a document to promote collaborations with International Researchers (during 2019 we started collaborations with 3 Researchers from London, United States and France).

Thematic area 3 (Working conditions)

There are several actions in the Action Plan oriented to improve Working Conditions for Researchers.

In a general approximation, the implementation of the Global Action plan for the area of Human Resources in three spheres is addressed to improve Working Conditions. The three areas of work area: *1. Development*, *2. Well-being* and *3. Staff Management*. The sphere of well-being is directly oriented to care for professionals in their physical and emotional dimension and improve their working conditions. For example, we are working in work environment and labor risk prevention, implement a gender balance policy, climate analysis, and improve internal communication...

On the other hand, conflict resolution has been included in the powers of the Research Committee. In this way, the Committee has created the Commission of Good Scientific Practices. Further, that new Commission is updating the Code of Good Research Practice. Moreover, regarding the Research Committee, some junior members have joined (R2) during 2019.

An important point about Working Conditions for the future is that our buildings are under restructuring and we are in contact with Engineering to improve equipment and facilities.

Specific actions about this thematic area that is very wide are described in the Action Plan.

Thematic area 4 (Training)

According to our action plan, it is planned to have the guide of good practices of academic supervision next year, which will include fundamental questions such as the responsibility and registration of notebooks or other documents related to research, and the mentoring of PhD researchers and Post Doc.

This area has been worked in depth. In 2019 we implemented the research-training plan, called Knowledge Path, with 16 training actions from June to December and with the assistance of 114 people and a mid-satisfaction rate of 8.9 out of 10. This training plan was oriented to 4 areas: Knowledge and Techniques to do research, Soft Skills, Governance and Values.

Training Plan 2019:

https://www.irsjd.org/media/upload/domain_3/arxiu/formacio/Pla_Formacio_FSJD_2019_ang.pdf

Moreover, we carried out trainings in the areas of measuring social impact, economic and financial management of projects of EIT, system accredited by the Project Management Committee.

In addition, Institutional Welcome Session was implemented for all new Researchers with the aim of presenting the institution and ensuring the knowledge and application of the governance and values on a daily basis.

The training plan for 2020 (<https://www.irsjd.org/en/research/knowledge-path-training-program/>) includes more soft skills courses and some of them oriented to Career Development. This plan, elaborated with the Working Group, based on the needs identified in a survey, consists in 21 actions. Unfortunately, for the COVID-19 crisis, it was stopped and we made a recompilation of online resources with Researchers. The 2020 Training Plan will be replicated in 2021.

A training path was defined for each role in the Institution:

https://www.irsjd.org/media/upload/domain_3/arxiu/formacio/recommended-actions_210122.pdf

Have any of the priorities for the short- and medium term changed?

We must point out that in January 2019 a Human Resources Manager was hired in the Institution in order to lead the implementation of the HRS4R so some of the actions were re-planned. The priority of the implementation was maintained so we can confirm that actions were done although they were delayed in the initial plan. Some of these actions have been completed in time, as outlined in the next Chronogram. Other actions have experienced delays of varying degree and even we have advanced other actions because in the Strategy Plan 2018-2022 we decided to prioritize them. Now the priority is to implement the new processes defined until the moment and finish the outstanding points.

Have any of the circumstances in which your organization operates, changed and as such have had an impact on your HR strategy?

No, our Institution is totally committed with the implementation of the Action Plan and any circumstance changed our HR Strategy. A dedicated position to lead the HRS4R (HR Manager) was hired in the Institution (TS). We can highlight that this organizational transformation, occurred in January 2019, and coincided with a revision of the status of the project and re-assessment of some objectives, explained in the Actions table.

Are any strategic decisions under way that may influence the action plan?

No, by the moment is not any strategic decision that could influence the action plan.

HRS4R action plan is include in the strategic plan.

3. Actions

The next table presents the Action Plan Status at September 2020.

Action number	C&C	RESPONSIBLE UNIT	TITLE ACTION	INDICATORS / TARGET Detail of actions	Initial Timing for actions	Current Status// Remarks
A1	ALL	General Direction, Communication Department and HR EBA (AM+VA)	Strength awareness, commitment and implementation of the Charter & Code criteria.	A.1.1. Online documents, available on: HRS4R web page and Welcome Manual: We have included the Charter&Code information in Web, Intranet and in the Welcome Manual A1.2 Periodical briefings celebrated: - Annual Meetings with Researchers explaining what C&C is and updating about action plan. - Welcome Session twice a year (June and November) and we present the C&C. - In training "Recruitment" we will introduce a reminder about C&C (once a year). <i>Pending</i> - For administration Staff, we explain C&C in annual meeting presenting Action Plan Department. .HR Manager registered in Euraxess to be informed about events. Meetings with other centers (IDIBAPS et ICFO) to know how they implemented HRS4R (best practices). A.1.3 New members at the Implementation Working Group: Review of the IWG and incorporation of New Delegates: Announced in Annual Meeting with Researchers for volunteers for Working Commissions. Created a Community in Intranet for sharing contents A.1.4 Strategic Plan 2018-2022 includes HR-Action Plan.	Q1-Q3 2018	Completed-Continuos Activity We have finished the planned actions but maintaining the dissemination and awareness of C&C as an ongoing process of communication.

Action number	C&C	RESPONSIBLE UNIT	TITLE ACTION	INDICATORS / TARGET Detail of actions	Initial Timing for actions	Current Status// Remarks
A2	11, 16, 17, 18, 19, 20, 21, 23, 25, 26, 28, 29, 30, 33, 37, 38, 39	General Direction and Scientific Direction + HR+ WG	Design and implement the FSJD's Researchers' Career Plan.	A2.1 Researchers' Career Plan defined and published on line and multilingual: Document elaborated and approved by the Working Group. A2.2 Researchers' Career Plan available online and in the Welcome Manual A2.3 Guide for training junior scientists published online and multilingual: In 2020 training plan, we have introduce training in Soft Skills to improve professional competences defined in Career Plan document.	Q2-Q3 2018	Completed-Continuos Activity Researchers' Career Plan is defined but for next years is important to implement and follow the model by for all the Researchers. Yearly revision with Working Group
A3	11, 16, 17, 18, 19, 20, 23, 28, 29, 33, 36	General Direction and Scientific Direction + HR+ WG	Design and implement the FSJD's Career Evaluation Process.	A3.1 Career Evaluation Process protocols defined in the same document of Researcher's Career Plan. A3.2 Written a paragraph about evaluation committees this point in Career Evaluation Process A3.3 Career Evaluation Process available online and in the Welcome Manual.	Q4 2018-Q1 2019	Completed-Continuos Activity Career Evaluation Process protocols are defined but for the next years is important to implement the model. Yearly revision with Working Group

Action number	C&C	RESPONSIBLE UNIT	TITLE ACTION	INDICATORS / TARGET Detail of actions	Initial Timing for actions	Current Status// Remarks
A4	12, 13, 14, 15	Scientific Direction + HR and WG	Design and implement the FSJD's Recruitment Procedure, based upon OTM-R criteria.	A4.1 OTM-R working team selected in July 2019. A4.2 OTM-R protocol and guide defined and published. A 4.3 Pending OTM-R training sessions. (<i>View OTM-R check-list for more information</i>). There were training sessions planned in order to start implementing the procedure including creating Recruitment Committees but the COVID-19 crisis made us stopped We would like to plan online training sessions for the last quarter of the year. A 4.4 Pending number of calls at Euraxess (View Remarks and OTM-R check-list for more information) A 4.5 Pending Recruitment committees selected. (View Remarks and OTM-R check-list for more information) A4.6 The web portal of job opportunities has been developed to an online system for the reception of candidates. A.4.7 Recruitment Procedure Available (published 10th February 2020)	Q2 2019	Partial/On-Going The Recruitment Procedure was published in february 2020.
A5	2,5,31,33,37,38,39	Scientific Direction+ HR+ WG	Design and implement the FSJD's Training Plan for researchers.	A5.1 Survey performed and analysed: In March 2019, we had identified training needs: tech.transfer, data protection, ethics in research, prevention of labour risks, data protection, clinical studies. In October 2019, a Working Group was created and a survey was sent to identify needs. A5.2 Training Plan defined for 2019 and 2020. A5.3 Training Plan available online and in Welcome Manual. A5.4 Evaluation of the teaching load before assigning new training responsibilities: Satisfaction- 8, 95/10. A5.5 Number of training courses performed. In 2019, 16 courses. Planned for 2020, 21. A5.6 Number of attendees: 155	Q3 2019	Completed-Continuos Activity Continuous Yearly Plan

Action number	C&C	RESPONSIBLE UNIT	TITLE ACTION	INDICATORS / TARGET Detail of actions	Initial Timing for actions	Current Status// Remarks
A6	4, 32, 33, 34, 35	Scientific Direction	Update the FSJD's Research Committee attributions.	Research Committee reformed with new responsibilities. Ok Research committee Guide defined and published online and multilingual. Ok https://www.irsjd.org/en/institute/research-committee/	Q4 2019	Completed-Continuos Activity
A7	5,8,31	Innovation Direction	Define the FSJD's Tech Transfer Policy.	<ul style="list-style-type: none"> • Tech Transfer plan defined and published. • IP regulation clause included in all new contracts. • Training courses on IP available online and in-person. 	Q1 2020	Completed-Continuos Activity
A8	33, 36,37, 38, 39, 40	Scientific Direction	Improving PhD and Post Doc supervision.	<ul style="list-style-type: none"> • Ph.D. and Post Doc supervision benchmark report performed. • Guide of good practices of supervision and direction of thesis published online and multilingual. • Pilot Project of supervision of Post Docs finished. 	Q3 2020	Partial/On-Going By the moment, 2 meetings.

Action number	C&C	RESPONSIBLE UNIT	TITLE ACTION	INDICATORS / TARGET Detail of actions	Initial Timing for actions	Current Status// Remarks
A9	11, 16, 17, 18, 19, 20, 23, 28, 29, 30, 33, 36, 40	Scientific Direction	Design and implement the FSJD's Mentorship Programme	<ul style="list-style-type: none"> • Satisfaction survey results done and analyzed. • Benchmark of international Mentorship programs done. • Mentorship program defined and published. • Guide of mentorship program defined and published online and multilingual. • Pilot on mentorship performed. • Training courses on mentorship available. 	Q4 2020	Pending
A10	9	Communication Department	Design the FSJD's Outreach Plan.	<ul style="list-style-type: none"> • FSJD Outreach Plan defined. • Outreach leader assigned. • List of the most active science disseminators researchers created. • Training courses on outreach available. 	Q22020	Completed-Continuos Activity We have finished the actions but maintaining Outreach activities as an ongoing process.
A11	27	HR Department	Design and implement the FSJD's Gender Plan.	<ul style="list-style-type: none"> • Gender diagnosis at FSJD done. • Gender plan preformed. Pending • Gender plan leader assigned. • Guidelines for gender equality defined and published online and multilingual. Pending • Training courses on gender available online. Pending 	Q12021	Partial/On-Going Advanced to initial plan

Action number	C&C	RESPONSIBLE UNIT	TITLE ACTION	INDICATORS / TARGET Detail of actions	Initial Timing for actions	Current Status// Remarks
A12	2, 3, 4, 7, 8, 31, 36	HR Department	Write the FSJD's Welcome Manual.	<ul style="list-style-type: none"> FSJD Welcome Manual versions published online and multilingual: April 2019: Welcome program and manual updated and documents including information about HRS4R. 	Q2 2021	Completed-Continuos Activity Advanced to initial plan
A13	2, 23, 24, 36, 37, 40	Scientific Direction	Update the FSJD's Code of Good Practices in Research.	<ul style="list-style-type: none"> FSJD Code of Good Practices in Research updated published online and multilingual. Laboratory notebooks leader assigned. 	Q3 2021	Pending
A14	7	HR Department	Implementation of occupational risk prevention measures.	<ul style="list-style-type: none"> Report of the status of the ergonomic conditions done. Occupational risk prevention plan revisited. <p>Specific Actions:</p> <p>In May 2019: Ergonomics training and needs identified Safelab: quarterly.</p> <p>Mai 2019: Biosecurity Evaluation (external company)</p> <p>April 2019: Review of PRL documents delivered in Welcome and Intranet</p> <p>March 2019: Annual Audit</p> <p>April 2019: Results of the psychosocial risk stud (ARPS) and action plan</p>	Q4 2021	Completed-Continuos Activity Advanced to initial plan

Nº	TITLE ACTION - INDICATORS / TARGET	2018		2019				2020				2021				2022			
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
A1	Strength awareness, commitment and implementation of the Charter & Code criteria.																		
	Online documents, available on: HRS4R web page and Welcome Manual.																		
	Periodical briefings celebrated.																		
	New members at the Implementation Working Group.																		
	Strategic Plan 2018-2020 including HR-Action Plan's actions.																		
A2	Design and implement the FSJD's Researchers' Career Plan.																		
	Researchers' Career Plan defined and published on line and multilingual.																		
	Researchers' Career Plan available online and in the Welcome Manual.																		
	Guide for training junior scientists published online and multilingual.																		
A3	Design and implement the FSJD's Career Evaluation Process.																		
	Career Evaluation Process protocols defined.																		
	Guidelines to the selection of independent evaluation committees written on line and multilingual.																		
	Career Evaluation Process available online and in the Welcome Manual.																		

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September 2020

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According to initial planning

- | |
|----------|
| Delayed |
| Done |
| Advanced |
| Pending |

Link to the dedicated webpage(s) on the organisation's web site *: <https://www.irsid.org/en/research/hrs4r-hr-excellence-research/>

OTM-R checklist:

From the checking done (please, see the OTM-R Checklist document attached), we have identified several strong points and some weaknesses. We are working on the implementation of the written OTM-R Institutional Policy, which includes the requirements covered in the Checklist, most of them as can be seen, are already in place completely or substantially.

Link to the dedicated webpage(s) on the organisation's web site *: <https://www.irsjd.org/en/research/hrs4r-hr-excellence-research/>

4. Implementation

Please provide an overview of the expected implementation process. You can use the following questions as a guideline in your description:

- *How have you prepared the internal review? How have you involved the research community, your main stakeholders, in the implementation process?*
- *Do you have an implementation committee and/or steering group regularly overseeing progress?*
- *Is there any alignment of organizational policies with the HRS4R? For example, is the HRS4R recognized in the organization's research strategy, overarching HR policy?*
- *How do you involve the research community, your main stakeholders, in the implementation process?*
- *How is your organization ensuring that the proposed actions are also being implemented?*
- *How are you monitoring progress?*
- *How do you expect to prepare for the external review?*

Preparing the internal review, it is being a continuous process that started at the same moment than the implementation of the Action Plan. That means that all the actions done were registered with their evidences at the same moment of implementation in order to keep a continue monitoring about the Action Plan progression. This revision has been prepared by the HR Department (TS) with the Departments and Working Groups involved and it's being reviewed and approved by the Steering Committee.

For our Institution, implementation of HRS4R is a key point in our strategy and this commitment is reflected in the following actions:

- A dedicated position to lead the HRS4R (HR Manager) was hired in the Institution.
- The action plan of the HRS4R is included in the Strategy Plan 2018-2022 of the Institution.
- The overarching HR policy recognizes, as one of their pillars, the HRS4R in the Global Action Plan.
- To involve the research community, we have created several Working Groups with the objective of define procedures. We asked for new delegates of different categories for each group.
 - *Recruitment Working Group: 5 participants.*
 - *Training Working Group: 11 participants*
 - *Careers and Appraisal Working Group: 11 participants*
 - *Gender Balance Working Group: 6 participants*
- We created a Virtual Community in Intranet to share contents about HRS4R.
- The Steering Committee has regularly meetings and HRS4R is a regular point of discussion (in 2019, we discussed about HRS4R in 18 meetings and in 11 meeting during the current period of 2020).
- The Implementation Working Group is also informed (twice a year) about the level of

progression of the Action Plan.

- Also, in the Welcome Sessions, HRS4R is a topic of the HR presentation.
- Additionally, there is a strong commitment to quality seals accreditations (Cerca, ISCIII..).

The **monitoring** and the follow-up of the plan is continuous, being one of the main functions of the HR Manager (TS). The following specific mechanisms are on-going:

- 1- Scorecard based on the indicators proposed in the plan.
- 2- Reporting to the Board of Trustees on a yearly basis.
- 3- Reporting to the Steering Committee monthly.
- 4- Reporting to the IWG twice a year.
- 5- Regularly meetings with Working Groups.

The next few years will be critical to continue energizing Working Groups and stabilize and embed the processes defined. For the preparation of the external review, we will follow the same process than since now which is:

- Registering all the actions done regularly with their evidences.
- Regularly revision of the advance of the project after the compromises reflected in the Action Plan.
- With this data, a progress report, will be elaborated twice a year and reported to IWG and SC.
- A final report will be prepared before the External Review following templates and indications available in Euraxess.

The revised strategy and Action Plan are available in our web page upon completion of the internal assessment

