REVIEW OF
INTERNAL PROFESSIONAL CATEGORIES AND
RESEARCH STAFF EVALUATION POLICIES
AT THE FUNDACIÓ DE RECERCA SANT JOAN DE DÉU (FSJD)

INTRODUCTION

The HR Excellence in Research Award obtained in September 2018 was an important milestone for the Foundation. This award, granted by the European Commission, identifies institutions and organisations that promote a stimulating work environment and favourable working conditions with a commitment to continuous improvement of HR strategies, in accordance with the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. This code of conduct is intended to ensure compliance with the recommendations of the European Union as regards the employment of researchers.

In the action plan designed as part of this strategy, two of the important work goals were the introduction of the **Researcher's Career Plan and the Career Evaluation Process** that establishes the minimum criteria required to qualify for the research positions available at the organisation, associating the categories with the funding mechanisms and equating the current professional groups with the European R scale.

SCOPE OF APPLICATION

This document is applicable to research staff and research support staff (scientific-technical profiles linked to research groups).

WORK PLAN FOR THE PREPARATION OF THE DOCUMENT

The Model of Internal Categories and the Career and Evaluation Plan are presented in this document, prepared by the Working Group after studying the following preceding documents:

A. Analysis of the professional roles existing until 2019 at the organisation

B. Analysis of the professional roles pertaining to a career in research in the European framework

C. Equivalence of the organisation's research profiles in the European framework

D. Review of models established at other research centres

The members of the Working Group are:

- Emili Bargalló: Director, FSJD

- Dr Francesc Palau: Director, IRSJD

- Dr Rafa Artuch: Deputy Scientific Director, IRSJD

- Júlia Ribot: Scientific Manager, IRSJD

- Dr Josep M. Haro: Director of Innovation and Training, PSSJD

- Dr Jaume Pérez: Director of Innovation and Training, HSJD

- Dr Cecilia Jiménez: PI, HSJD

- Dr Christian Stephan-Otto: PI, PSSJD

- Dr Elena Huerta: Researcher, PSSJD

- Dr Sonia Paco: Researcher, HSJD

- Helena Castillo: Pre-doctoral researcher, HSJD

- Roser Arnalte: Head of the Department of Research Management and Promotion

- Vanessa Andrés: Head of the Human Resources Department.

They met on the following days to draw up this document:

- 18 November 2019
- 16 December 2019
- 13 January 2020
- 18 February 2020
- 9 March 2020

CONTENTS

1. **Description of research career categories**……………..………………………………… **pages 5-18**

In this document we present a **detailed description of all professional categories of the research career and their equivalence in the European Framework.** The following aspects are considered:
   o Description of profile
   o Qualifications required
   o Desirable skills and competencies
   o Recommended training (FSJD knowledge path)
   o Funding
   o Transition for promotion to the following professional stage and progress evaluation

2. **Description of scientific-technical categories supporting research**………….. **pages 19-26**

We include **detailed descriptions of the scientific-technical categories supporting research**: laboratory technician, research assistant, laboratory manager, project manager

Sources of information used to prepare the document:

- *European Research Career Framework:* https://euraxess.ec.europa.eu/europe/career-development/training-researchers/research-profiles-descriptors
- *Document describing researchers' skills and competencies* https://ashpit.files.wordpress.com/2011/07/vitae-researchers-skills.pdf
- *Models used at other centres and published on their websites: Idibaps, VHIR*

1. DESCRIPTION OF PROFESSIONAL CATEGORIES: RESEARCH CAREER

PROFESSIONAL CATEGORY R1: PRE-DOCTORAL RESEARCHER

1. CATEGORY DESCRIPTION

- **Description of profile :**
  - Researchers in the first stage of their research careers (<5 years) who have not yet obtained a PhD.
  - They carry out research **under supervision** with the aim of completing their doctoral thesis
  - In terms of communication skills, researchers will write their doctoral thesis and can figure as the first author or co-author in publications and communications.
  - R1 researchers cannot be asked to take on teaching activities beyond those required by their pre-doctoral work.

- **Qualifications required:**

  - <u>Qualifications</u>: University graduates who hold a master's degree or equivalent and are qualified to pursue a PhD.
  - Knowledge of languages and a good level of English in particular.

- **Competencies required:**

  1. **Analytical skills:** Ability to perform critical analysis and evaluate and synthesise ideas.
  2. **Proactivity and innovation**. Active interest in research methodology and the discipline, with a good understanding of the study area.
  3. **Communication**: Ability to explain the results and value of research to other researchers. Ability to integrate the language and content of the discipline. R1 researchers must have good communication skills (written and verbal), being able to write clearly and in the appropriate style.
  4. **Interpersonal relationships – teamwork**: Cooperation with colleagues and participation in project team meetings, showing a positive attitude and active listening. R1 researchers must be open to feedback and know how integrate it for improvement.
  5. **(Personal and project) time management**: Effective project management by establishing research goals, intermediate targets and prioritisation of activities. R1 researchers must understand relevant occupational health and safety issues and apply responsible work practices.
  6. **Problem solving:** R1 researchers must have the ability to identify and validate problems and communicate them.

1. RECOMMENDED TRAINING

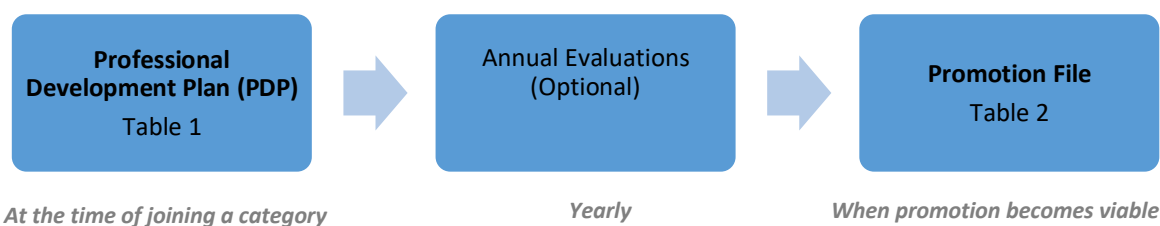| Knowledge and Techniques:	Soft Skills / English:
Digital skills in the search for information Good research practices Systematic reviews and meta-analysis Statistics: basic and advanced Visualisation and scientific impact	How to write a scientific article Improving your paragraphs and sentences Writing retreat Talking about your research Time organisation and management Career development
Organisation and Governance Specialisation session: Biobank / Confocal microscopy / Laboratory services Data: Data Management Plan, Open Access, Redcap… **GDPR** in Research // Female leaders In Science	

2. FUNDING

o   Funding through projects or public funding (duration 3-4 years) by:
- FI-DGR (Catalan University and Research Grants Management Agency - AGAUR)
- FPI-MICIUN (Spanish Ministry of Science, Innovation and Universities)
- FPU-MEFP (Spanish Ministry of Education and Vocational Training)
- PFIS-ISCIII (Carlos III Health Institute)
- Individual-IF Fellowship, MSCA Marie Curie, European Commission
- Incorporation of scientists and technicians, PERIS (Plan for Health Research and Innovation, Health Department, Catalan Government)

4. TIME IN POSITION / PROMOTION AND EVALUATION

o   **Duration:** It is recommended that researchers complete their doctoral thesis in 3-5 years.

o   **Professional development process**

1. At the time of joining the category, the person in charge (PhD supervisor or project PI) and the researcher must jointly define the itinerary (PDP) to be followed (Appendix - Table 1).
2. It is advisable to carry out an annual follow-up evaluation of training and of scientific goals and competencies in order to work on any weaknesses identified and build up strong points (Table 1). Furthermore, the thesis supervisor will provide the pre-doctoral researcher with continuous feedback to help with the development of the thesis.
3. Once promotion has been achieved, a review of compliance with the PDP must be carried out (Appendix - Table 2).

Scheme showing process of development and promotion

Professional Development Plan (PDP) Table 1	→	Annual Evaluations (Optional)	→	Promotion File Table 2
At the time of joining a category		*Yearly*		*When promotion becomes viable*

o   **Promotion from R1 to R2**: R1 researchers may apply for an advertised position, depending on their qualifications and experience. The selection process must be open, merit-based and transparent.
- Who requests the change of category? The head of the research group**.**
- How is the change of category formalised? The head has to provide the Human Resources Department (vandres@fsjd.org) with the promotion file (Appendix - Table 2) and proof justifying the change of category together with the academic certificate that shows the candidate has finished his/her PhD.

5. MINIMUM SALARY BRACKET

The minimum salary for a pre-doctoral researcher is determined by the labour legislation in force at any given time.

PROFESSIONAL CATEGORY R2A: POST-DOCTORAL RESEARCHER

2. CATEGORY DESCRIPTION

- **Description of profile:**
  - Researchers with a **PhD** who have **not yet achieved a significant level of independence**. R2A Researchers work **under the supervision** of a designated PI.
  - **They are not usually the principal investigators** in competitive projects. If the head of the research group agrees, they can apply for competitive projects aligned with the group strategy.
  - **They can mentor** researchers in training (pre-doctoral researchers).
  - Potentially, they can **co-supervise** student projects at undergraduate and master's degree level (end-of-degree dissertations)
  - In terms of communication skills, they can figure as **first author or as co-author in publications and communications**. The placement cannot involve teaching activities beyond those required by their research work (but they can teach elsewhere).

- **Qualifications required:**

  - Qualifications: PhD holders. Research stay (in Spain or abroad) recommended.
  - Knowledge of languages and good level of English in particular.

- **Competencies required:** All the competencies of a researcher in training plus the following:

  1. **Analytical skills:** R2A researchers must demonstrate proven ability to perform critical analysis, evaluation and synthesis of complex ideas (personal research and others' research)
  2. **Proactivity and innovation**: R2A researchers must demonstrate a systematic understanding of the area of study and master the skills and research methods related to that area. They must also demonstrate the ability to conceive, design or create, implement, and adopt a substantial creative or research process.
  3. **Communication**: R2A researchers must demonstrate ability to express themselves with coherent arguments in front of different types of audiences, both formally and informally and using a variety of techniques.
  4. **Interpersonal relationships – teamwork**: Day-to-day cooperation with colleagues and participation in project team meetings, offering their point of view constructively. They must be prepared to receive and provide feedback.
  5. **(Personal and project) time management**: R2A researchers must have the ability to summarise, record, inform and reflect on the progress of the project and be able to properly manage their time and that of other team members in training. They must be able to understand relevant occupational health and safety issues and apply responsible work practices.
  6. **Problem solving**: R2A researchers must demonstrate ability to assimilate information and solve problems quickly in order to continue with the research and deliver the best results.

3. RECOMMENDED TRAINING

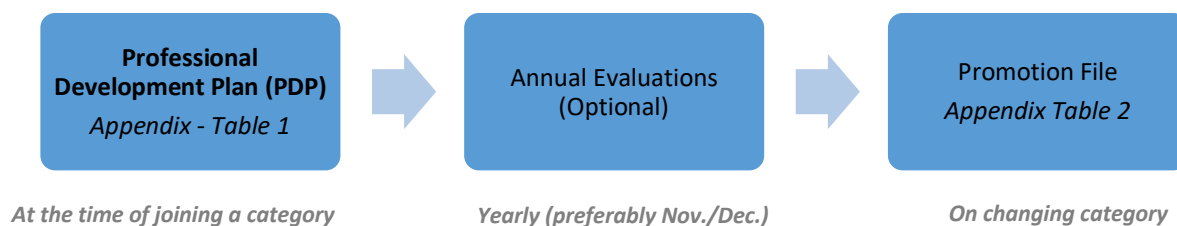| Knowledge and Techniques:	Soft Skills/English:
Competitive funding opportunities Good practices in project management Dissemination of scientific data to society Advanced statistics and data analysis Good research practices Systematic reviews and meta-analysis	How to publish a scientific article Improving your paragraphs and sentences Writing retreat Talking about your research Time organisation and management Career development
Organisation and Governance Specialisation session: Biobank / Confocal microscopy / Laboratory services Data: Data Management Plan, Open Access, Redcap… **GDPR** in Research // Female Leaders In Science	

4. FUNDING

Funding through projects and public or private programmes, with the following being the most relevant:

- Beatriu de Pinós, AGAUR (Catalan University and Research Grants Management Agency)
- Sara Borrell, ISCIII (Carlos III Health Institute)
- Juan de la Cierva Training, MICIUN (Spanish Ministry of Science, Innovation and Universities)
- Juan de la Cierva Incorporation, MICIUN (Spanish Ministry of Science, Innovation and Universities)
- Incorporation of scientists and technicians, PERIS (Plan for Health Research and Innovation, Health Department, Catalan Government)
- H2020 Marie Skłodowska-Curie actions for postdoctoral researchers (Individual fellowships [IF]: support for experienced, internationally mobile researchers, optionally in the non-academic sector); European Molecular Biology Organization (EMBO) fellowships for postdoctoral researchers; Human Frontier Science Program: long-term fellowships and cross-disciplinary fellowships

5. TIME IN POSITION / PROMOTION AND EVALUATION

○ **Duration:** This should be a transitional period lasting from 2-5 years.

○ **Professional development process**
1. At the time of joining the category, the head of the research group and the R2A researcher must jointly define the itinerary (PDP) to be followed (Appendix - Table 1).
2. It is advisable to carry out an annual follow-up evaluation of training and of scientific goals and competencies in order to work on identified weaknesses and build up strong points.
3. Once the researcher has been promoted, a review of compliance with the PDP must be carried out (Appendix - Table 2).

Scheme showing process of development and promotion

Professional Development Plan (PDP) *Appendix - Table 1*	→	Annual Evaluations (Optional)	→	Promotion File *Appendix Table 2*
At the time of joining a category		*Yearly (preferably Nov./Dec.)*		*On changing category*

- o **Promotion from R2A to R2B**. Requisites:
  - A minimum of two years as a postdoctoral researcher.
  - Candidates will have mastered the responsibilities, skills and training pertaining to the R2A category.
  - They will be beginning to demonstrate leadership skills (projects, scientific production, mentoring of pre-doctoral researchers).
  - The researchers may apply for a published position, according to their qualifications and experience. The selection process must be open, merit-based and transparent.
  - Who requests the change of category? The **head of the research group.**

  - How is the change of category formalised? The **head of the research group** has to provide the Human Resources Department (vandres@fsjd.org) with the promotion file (Appendix - Table 2) and proof justifying the change of category.

Note: If at this point the person wants to abandon the research career, he/she can move to the section of scientific-technical support for research (See section 3) and return to the research career later on, if he/she so wishes.

6. MINIMUM SALARY BRACKET

The salary paid to personnel hired by the FSJD depends on the available funding. The minimum salary for a post-doctoral researcher is determined by the collective bargaining agreement.

PROFESSIONAL CATEGORY R2B: EMERGING RESEARCHER - CLINICAL RESEARCHER

1. CATEGORY DESCRIPTION

- **Description of profile:**

  - Researchers who have reached a **certain degree of independence.**
  - They can be the **principal investigators** of competitive projects.
  - They usually mentor researchers in training (pre-doctoral researchers).
  - **They are usually the first authors** of scientific articles (a clinical researcher may be a co-author or first author).
  - They do teaching work apart from their research work.

- **Qualifications:** Medical doctors and PhD holders

- **Competencies required:** All the competencies of a post-doctoral researcher plus:

  1. **Analytical skills:** Ability to identify research problems and new opportunities in their area of expertise.
  2. **Proactivity and innovation**: R2B researchers make a positive contribution to the growth of knowledge, research and development through cooperation and partnerships. They are able to identify appropriate research methodologies and approaches.
  3. **Communication:** They are able to communicate with the academic and scientific community, reporting the research results and their value for the scientific community.
  4. **Interpersonal relationships – leadership**: They provide teams with leadership skills and contribute added value in team meetings, sharing information and helping colleagues solve problems. They develop and maintain cooperative networks with other researchers.
  5. **(Personal and project) time management** They contribute planning skills to projects. They prepare the launch of the project through a work plan designed for the project team, ensuring technical and methodological rigour and anticipating possible risks. They may work on more than one project by making all work plans compatible. They anticipate relevant occupational health and safety issues and apply responsible work practices in their own work and that of other team members.
  6. **Problem solving**: They contribute an original independent vision, critical thinking and the ability to develop theoretical concepts to cope with problems.

2. RECOMMENDED TRAINING

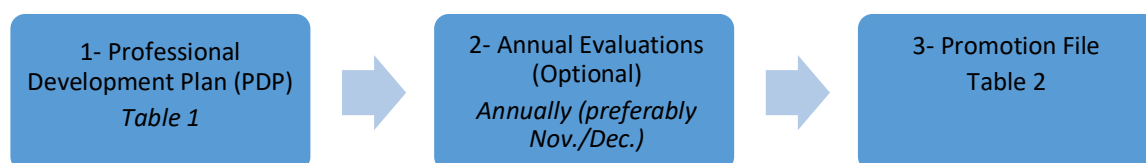| Knowledge and Techniques:	Soft Skills / English:
Competitive funding opportunities Good practices in project management Dissemination of scientific data to society Advanced statistics and data analysis Good research practices Systematic reviews and meta-analysis	How to publish a scientific article Improving your paragraphs and sentences Writing retreat Talking about your research Design of visual aids Time organisation and management Career development
Organisation and Governance Specialisation session: Biobank / Confocal microscopy / Laboratory services Data: Data Management Plan, Open Access, Redcap… **GDPR** in Research // Female Leaders In Science	

3. FUNDING

Funding through projects and public or private programmes, with the following being the most relevant:

- o H2020 Marie Skłodowska-Curie actions for postdoctoral researchers (Individual fellowships [IF]: support for experienced, internationally mobile researchers, optionally in the non-academic sector); European Molecular Biology Organization (EMBO) fellowships for postdoctoral researchers; Human Frontier Science Program grants for young investigators and research.
- o Researcher: RyC (Ramon y Cajal), MS (Miguel Servet). MICIUN and ISCIII competitive grants. Duration: 5 years.

4. TIME IN POSITION / PROMOTION AND EVALUATION

- o **Duration:** In the case of emerging researchers, this professional period should be temporary and last a maximum of 5 years. The duration of the contract may vary as a result of the availability of funding. In exceptional cases, the Evaluation Committee may consider the postponement of this professional stage. In the case of clinical researchers, i.e. those who work in healthcare but also devote part of their time to research, they can pursue their entire professional career in this category as long as they continue with scientific activity.

- o **Process of professional development**
  1. At the time of joining the category, the head of the research group and the researcher must jointly define the itinerary (PDP) to be followed (Appendix - Table 1). This is optional for clinical researchers.
  2. It is advisable to carry out an annual follow-up evaluation of scientific goals and competencies.

  3. Once the researcher has been promoted, a review of compliance with the PDP must be carried out (Table 2).

Scheme showing process of development and promotion

| 1- Professional Development Plan (PDP) *Table 1* | → | 2- Annual Evaluations (Optional) *Annually (preferably Nov./Dec.)* | → | 3- Promotion File Table 2 |

- o **Promotion from R2B to R3**:

  - o Emerging researchers can move on to R3 when:
    - They have gained a minimum of three years' experience as R2B researchers.
    - They have mastered the responsibilities, competencies and training pertaining to the category.
    - They are PIs of competitive projects.
    - They display leadership capacity (in the research team, projects, scientific productions, mentoring of pre-doctoral researchers).

  - o Clinical researchers can move on to R3 when they have spent 3 years as R2Bs, have become autonomous in research and are the PIs of competitive projects, and have the ability to lead a research group.

- o <u>Who requests the change of category?</u> The head of the programme and the IRSJD management.
- o <u>How is the change of category formalised?</u> The head of the programme has to provide HR (rrhh@fsjd.org) with the promotion file (Table 2) and proof justifying the change of category.

4. MINIMUM SALARY BRACKET

The salary paid to personnel hired by the FSJD depends on the available funding. See the table in the appendix for the minimum salary established by the collective bargaining agreement.

PROFESSIONAL CATEGORY R3: RESEARCHER

1.CATEGORY DESCRIPTION

- **Description of profile:**
  - Researchers who work autonomously.
  - They must sign their scientific work as the first author.
  - They must be the principal investigator of competitive projects.
  - They contribute substantially to the application for research grants and contracts.
  - They manage and guide research groups and supervise doctoral theses.
  - They are well known researchers: they publish regularly in high quality journals where peer reviews play a prominent role. Presentations at congresses and conferences.

- **Qualifications and experience:**
  - Qualifications: Medical doctors and PhD holders
  - Experience: They have a consolidated scientific career, with over 10 years' research experience. International experience is especially valued.

- **Competencies required:**

  1. **Analytical skills:** They design and put into practice systems of acquisition and information through the effective use of appropriate resources and equipment.

  2. **Proactivity and innovation**: They take innovative approaches to research. They play a leading role in the creation, establishment and management of research projects.

  3. **Communication**: They communicate their research effectively to the scientific community and to society in general.

  4. **Interpersonal relationships – leadership**: R3 researchers are able to identify the development needs of the team and are seen as figures of reference. They offer proper feedback to all team members and assist them in their professional growth. They are able to take the lead in implementing collaborative research projects by cooperating with colleagues and partners.

  5. **(Personal and project) time management**: They are able to oversee and guide research groups and supervise doctoral theses. They plan ahead responsible work practices for themselves and the team.

  6. **Problem solving:** They provide flexible and innovative approaches to problem solving.

2 RECOMMENDED TRAINING

Knowledge and Techniques:	Soft Skills / English:
Competitive funding opportunities Good practices in project management Dissemination of scientific data to society Advanced statistics and data analysis Good research practices Systematic reviews and meta-analysis	Difficult conversations management and conflict resolution
Organisation and Governance The same as R1 and R2 plus: · Fundraising · HRS4R – Charter & Code and Selection of Personnel (OTM-R)	

3. FUNDING

- o Researcher: RyC (Ramon y Cajal), MS (Miguel Servet). Competitive grants from the MICIUN and ISCIII. Estimated length: 5 years.
- o Researcher: H2020 European Research Council (ERC) starting grants.
- o Stable employment of researchers who come from the Miguel Servet or Ramon y Cajal programmes.
- o Catalan Institute for Advanced Studies and Research (ICREA),

4. TIME IN POSITION / PROMOTION AND EVALUATION

- o **Duration:** Permanent position. In the case of researchers hired by the FSJD, the stable employment of researchers with excellent talent is proposed in this period. For this reason, in order to ensure the continuous evaluation and stable employment of key researchers, a procedure is defined by which the FSJD evaluates and proposes, together with the healthcare centres, the conditions and the possibility (according to available funding) of offering researchers stable employment or not.

- o **Evaluation of progress:** The FSJD, through its Evaluation Committee, evaluates the 2nd and 4th year of all the Miguel Servet and Ramón y Cajal researchers according to the evaluation report and the approved evaluation and monitoring criteria. Special consideration is given to the evaluation of these researchers made by the Spanish Ministry of Science, Innovation and Universities. Other R3 researchers who are in a position to achieve stable employment will also be evaluated.

The possible stable employment of these researchers occurs through an evaluation by the Institution's Management Board and Scientific Committee. The evaluation is based on the candidate's leadership capacity in research and the degree of integration of the candidate with the Institution. The following parameters are evaluated:

- o Publications, especially those as first and lead author
- o Impact in the scientific field
- o Ability to secure funding
- o Knowledge transfer
- o Invitations received to international conferences
- o Number of theses supervised

For further information, the stable employment policy of the FSJD can be consulted in the Intranet.

Subsequently, evaluations are carried out every two years by the Evaluation Committee.

The Evaluation Committee consists of:
- ▪ The FSJD Management Board
- ▪ The Management Board of the reference centre (HSJD or PSSJD) and Board of Research and Innovation at the centre
- ▪ IRSJD Management Board

- o **Promotion from R3 to R4**:

- o Minimum of 5 years' experience as a R3 researcher.
- o The candidates must hold a PhD.
- o They must have successfully mastered the responsibilities, competencies and training pertaining to the category.

- o They must have proven leadership capacity in their research area (successive competitive projects as PI, publications with a strong impact, international reputation).

- o <u>Who decides about possible promotion?</u> The Evaluation Committee.

- o <u>How is promotion formalised?</u> The Evaluation Committee informs HR (<u>vandres@fsjd.org</u>).

PROFESSIONAL CATEGORY R4: SENIOR RESEARCHER

1. CATEGORY DESCRIPTION

- **Description of profile:**
  - Researchers who lead their research area or field, as well as new research programmes.
  - They manage, supervise and tutor research groups and teams.
  - They contribute to teaching, tutoring and guidance.
  - They must be the principal investigators of competitive projects.
  - They develop new, collaborative research models.
  - They develop and/or invent new procedures and processes.
  - They secure significant funding, budgets and resources for research.
  - Reputation as researcher:
    - Regular publications in high quality journals.
    - Lead author of articles in high impact/highly cited journals.
    - International contributions in area of research.
    - Awards and recognitions for research.
    - Guest lecturer.
    - Member of international research networks.

- **Qualifications and experience required:**

  - Qualifications**:** PhD holders
  - Experience: minimum of 5 years as an R3 researcher at the institution. Four years of research stays during the period of pre-doctoral and/or post-doctoral research is considered added value.

- **Competencies required:**

  1. **Analytical skills:** R4 researchers must display critical judgment in the identification and implementation of research activities.

  2. **Proactivity and innovation**: They contribute significantly to the growth of knowledge in their area of research. They show an ability to create an innovative, creative research environment. They take a leading role in the creation, establishment and management of research programmes.

  3. **Communication**: They are excellent communicators and networkers; they are able to set up networks and contribute internationally to their research area.

  4. **Interpersonal relationships** – **leadership**: Researchers who lead the teams in their research areas or field and have an international reputation based on research excellence in their field.

  5. **(Personal and project) time management**: They keep an appropriate balance between dedication to project operations and knowledge development.

  6. **Problem solving**: They provide flexible and innovative approaches to problem solving.

2 RECOMMENDED TRAINING

Knowledge and Techniques:	Soft Skills / English:
Dissemination of scientific data to society	Difficult conversations management and conflict resolution Leadership through values
Organisation and Governance The same as R1, R2 and R3 plus: . Fundraising . HRS4R: Charter&Code and Selection of Personnel (OTM-R)	

3. FUNDING

- o Funds from referring centre, funds from groups.
- o Catalan Institution for Research and Advanced Studies (ICREA)

4. TIME IN POSITION / PROMOTION AND EVALUATION

- o **Duration:** Indefinite with evaluations every 2 years.

- o **Evaluation of progress:** Personnel in stable employment are evaluated every 2 years by the Evaluation Committee.

2. Scientific-technical categories supporting research

PROFESSIONAL CATEGORY: RESEARCH ASSISTANT

1. CATEGORY DESCRIPTION

- **Description of profile:** Graduates or Certificate of Higher Education holders who support a principal investigator without carrying out any research of their own or teaching activity.

- **Qualifications:** Certificate of Higher Education / University degree

- **Competencies required:**

  1. **Analytical skills:** Ability to analyse data and scientific information and synthesise ideas.
  2. **Proactivity and innovation**. Active interest in carrying out tasks and showing initiative.
  3. **Communication**: Ability to integrate the language and content of the discipline. Research assistants must have good communication skills (written and oral).
  4. **Interpersonal relationships − teamwork**: Cooperation with colleagues and participation in project team meetings, showing a positive attitude and active listening. They must be open to feedback and know how to integrate it to improve.
  5. **(Personal and project) time management**: Effective management of their work through the prioritisation of activities. Research assistants must be able to understand relevant occupational health and safety issues and demonstrate responsible work practices.
  6. **Problem solving:** They must have the ability to identify, validate and communicate problems.

2 RECOMMENDED TRAINING

Knowledge and Techniques:	Soft Skills/ English:
Digital skills in the search for information Good research practices Systematic reviews and meta-analysis Statistics: basic and advanced	Improvement of paragraphs and sentences Time organisation and management
Organisation and Governance Specialisation session: Biobank / Confocal microscopy / Laboratory services Data: Data Management Plan, Open Access, Redcap… **GDPR** in Research // Female Leaders In Science	

3. FUNDING

- Funding through projects or public funding.
- Grants for hiring technical support staff awarded by the Ministry of Science, Innovation and Universities
- Recruitment through the Strategic Plan for Health Research and Innovation (PERIS) "Employment of scientists and technicians"

4. EVALUATION

- **Evaluation of progress:**
  The head of the research group provides continuous feedback. In addition, an annual evaluation is carried out to assess the development of the competencies pertaining to the category and recommendations are made for training that has to be followed to work on any identified weaknesses and build up strong points.

5. MINIMUM SALARY BRACKET

The salary paid to personnel will depend on the available funding. See the table in the appendix for the minimum salary established according to the collective bargaining agreement.

PROFESSIONAL CATEGORY: LABORATORY TECHNICIAN

1. CATEGORY DESCRIPTION

- **Description of profile:** Professional who supports research by carrying out technical tasks in the laboratory.

- **Qualifications:** Certificate of Higher Education

- **Competencies required:**

  1. **Analytical skills:** Ability to analyse data and scientific information and synthesise ideas.
  2. **Proactivity and innovation**. Active interest in carrying out tasks and showing initiative.
  3. **Communication**: Ability to integrate the language and content of the discipline. Lab technicians must have good communication skills (written and oral).
  4. **Interpersonal relationships − teamwork**: Cooperation with colleagues and participation in project team meetings, showing a positive attitude and active listening. They must be open to feedback and know how integrate it to improve.
  5. **(Personal and project) time management**: Effective management of their work by prioritisation of activities. Lab technicians must be able to understand relevant occupational health and safety issues and demonstrate responsible work practices.
  6. **Problem solving:** They must be able to identify, validate and communicate problems.

2 RECOMMENDED TRAINING

Knowledge and Techniques:	Soft Skills/ English:
Digital skills in the search for information Good research practices Statistics: basic and advanced	Improvement of paragraphs and sentences Time organisation and management
Organisation and Governance Specialisation session: Biobank / Confocal microscopy / Laboratory services Data: Data Management Plan, Open Access, Redcap… **GDPR** in Research // Female Leaders In Science	

3. FUNDING

- Funding through projects or public funding.
- Grants for hiring technical support staff awarded by the Ministry of Science, Innovation and Universities
- Recruitment through the Strategic Plan for Health Research and Innovation (PERIS) "Employment of scientists and technicians"

4. EVALUATION

- **Evaluation of progress:**

  The head of the research group provides continuous feedback. In addition, an annual evaluation is carried out to discuss the development of the competencies pertaining to the category and recommendations are made for training that has to be followed to work on any identified weaknesses and build up strong points.

5. MINIMUM SALARY BRACKET

The salary paid to personnel will depend on the available funding. See the table in the appendix for the minimum salary established according to the collective bargaining agreement.

PROFESSIONAL CATEGORY: LABORATORY MANAGER

2. CATEGORY DESCRIPTION

- **Description of profile:** The lab manager plays a crucial role in the overall safety of the laboratory and is responsible for managing the daily operations of the laboratory. The lab manager takes responsibility for all aspects of the laboratory, including but not limited to: instruments/equipment, laboratory users, and supplies needed to ensure the smooth running of the lab.

- **Qualifications:** Certificate of Higher Education

- **Competencies required:**

  1. **Analytical skills:** Ability to analyse data, new regulations and the needs of the laboratory.
  2. **Proactivity and innovation.** Active interest in carrying out tasks and showing initiative.
  3. **Communication:** Good communication skills (written and oral).
  4. **Interpersonal relationships – teamwork**: Cooperation with colleagues and participation in project team meetings, showing a positive attitude and active listening. The lab manager must be open to feedback and know how integrate it to improve.
  5. **(Personal and project) time management**: Effective management of their work by prioritisation of activities. They must understand relevant occupational health and safety issues and demonstrate responsible work practices.
  6. **Problem solving:** They must be able to identify, validate and communicate problems.

2 RECOMMENDED TRAINING

Knowledge and Techniques:	Soft Skills / English:
Digital skills in the search for information Good research practices	Time organisation and management
Organisation and Governance Specialisation session: Biobank / Confocal microscopy / Laboratory services Data: Data Management Plan, Open Access, Redcap… **GDPR** in Research // Female Leaders In Science	

6. FUNDING

o Funding through projects. Non-competitive positions depend on private funding.

7. EVALUATION

o **Evaluation of progress:**
The head of the research group provides continuous feedback. In addition, an annual evaluation is carried out discuss the development of the competencies pertaining to the category and recommendations are made for training that has to be followed to work on any identified weaknesses and build up strong points.

8. MINIMUM SALARY BRACKET

The salary paid to personnel will depend on the available funding.

PROFESSIONAL CATEGORY: PROJECT MANAGER

1. CATEGORY DESCRIPTION

- **Principal duties and responsibilities**
  - **Project management** supporting the group's principal investigator: monitoring of the work schedule and deliverables, meeting management, risk control, project quality, contact with partners and delivery of documents according to agreed deadlines. Control of deviations.
  - Monitoring of **regulatory and ethical** aspects of the project and preparation of documents for the corresponding committees (if applicable, depending on the project).
  - Monitoring of compliance with the **financers' regulations.**
  - **Communication**: Internal communication with partners, participation in events, monitoring of the project website (if applicable, depending on the project).
  - Monitoring of the **project budget**: monitoring of expenses, travel and payments, and avoiding of deviations from the agreed budget.

- **Qualifications:** University graduate (preferably in Health Sciences, Business Administration and Management). Knowledge of the main rules and regulations governing European projects: finance, legal and other aspects (data protection, ethics, etc.)

- **Competencies required:**
  1. **Analytical skills:** Good numerical skills and ability to interpret financial reports.
  2. **Proactivity and innovation**. Active interest in carrying out tasks and ability to show initiative in the field of work. Interest in getting to know the main actors in the field of health management and research and in expanding the network of contacts.
  3. **Communication: Good communication skills.** Proficiency level of English in order to communicate and disseminate content related to health sciences. Excellent writing skills.
  4. **Interpersonal relationships – teamwork:** Good interpersonal skills and the ability to relate to a wide variety of interlocutors. Ability to work independently as well as in a team.
  5. **(Personal and project) time management:** Time organisation and management skills, prioritising and organising the project workload and meeting critical deadlines. Ability to work under pressure with strict deadlines while maintaining work quality.
  6. **Problem solving:** Focus on problem solving.

2. RECOMMENDED TRAINING

Knowledge and Techniques:	Soft Skills / English:
Competitive funding opportunities Good practices in project management Dissemination of scientific to in society Good research practices	Difficult conversations management and conflict resolution Time organisation and management
Organisation and Governance. Fundraising // GDPR in Research	

3. FUNDING

- Funding through projects or mostly with European funds for international projects (although they may also be supported by national funds).

4. EVALUATION

- **Evaluation of progress:**
- The head of the research group provides continuous feedback. In addition, an annual evaluation is carried out to discuss the development of the competencies pertaining to the

category and recommendations are made for training that has to be followed to work on any identified weaknesses and build up strong points.

5. MINIMUM SALARY BRACKET

The salary paid to personnel depends on the available funding.