

**Institut
d'Investigació Sanitària
Illes Balears**

Human Resources Strategy
for Researchers

ACTION PLAN 2022-2026

V. 4

Review	Description of the change	Date
V. 1	Initial approval	25.04.2016
V. 2	Adaptation of documents due to change of company name	18.12.2017
V. 3	Interim assessment	15.02.2019
V. 4	Award renewal	28.04.2022

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1. ABBREVIATIONS LIST

ISC: Internal Scientific Committee

C&C: European Charter for Researchers and Code of Conduct for the Recruitment of Researchers

HRS4R-WG: Human Resources Strategy for Researchers - Working Group

HRS4R: Human Resources Strategy for Researchers

IdISBa: Health Research Institute of the Balearic Islands

HR: Human Resources

UIB: University of the Balearic Islands

2. INTRODUCTION

2.1. *THE IDISBA AT A GLANCE*

The Health Research Institute of the Balearic Islands (IdISBa) results from the association and collaboration between the different organisms and centers of biomedical and healthcare activity in the Balearic Islands.

The Institute was created on 23 December 2013. It was first named Health Research Institute of Palma (IdISPa) until 2017, when its name was changed to Health Research Institute of the Balearic Islands after the modification of its statutes.

The entities that are part of the Institute are:

- The **Health Research Institute of the Balearic Islands Foundation**, which serves as the management structure including research laboratories, research infrastructures, as well as research and management staff.
- The **Son Espases University Hospital**, a training and research medical center that pertains to the Public Health System of the Balearic Islands. All its facilities for research and training activities are included.
- The **University Institute for Research into Health Sciences (IUNICS)**, a research institute that pertains to the **University of the Balearic Islands (UIB)**. The facilities included are those which the research groups affiliated to IUNICS use.
- The **Mallorca Primary Healthcare Service**, including all the facilities that are dedicated to research and training activities.
- The **Son Llätzer University Hospital**, a training and research medical center that pertains to the Public Health System of the Balearic Islands. All its facilities for research and training activities are included.
- The **Blood and Tissue Bank of the Balearic Islands Foundation**, including all its facilities that are dedicated to research and training activities.

In 2019, the Carlos III Health Institute notified that the IdISBa had received the accreditation for health research institutes.

IdISBa aims to improve the health of the population by promoting and managing not only knowledge production but also translational research by creating synergies between basic and clinical research groups.

The IdISBa's values are:

- Search of research quality and research excellence.
- Focus of the Institute's activity towards the health problems of the population.
- Collaboration and cooperation.
- Social commitment and responsibility.
- Transparency and open-access of research results and data.
- Ethics in research and compliance with the good research practice guidelines.
- Open innovation.
- Leadership and commitment.

The IdISBa's strategic objectives are:

1. **To establish the IdISBa as a model institution for biomedical research** in the Balearic Islands and to place the Institute among other institutions at the national and international levels by increasing the IdISBa's visibility and image. To strengthen IdISBa's brand.
2. **To promote the excellence in research** in the IdISBa by supporting each of its research groups in accordance with their needs. This will be achieved by adding lines of research able to counter the challenges and needs of the Health system and by promoting translational research in coordination with basic and clinical researchers from different research groups.

3. **To have a strong organization in terms of management and scientific research** that should adapt to the Institute's needs; redefinition of the internal processes of organization and management of the IdISBa. In accordance with the future reaccreditation process of the IdISBa.
4. **To support innovation in culture and activities**, as well as the transfer of technology in the IdISBa, by promoting the production of ideas and the correct management of innovation. Relationships with the business networks and with other institutions will be strengthened.
5. **To increase the critical mass of researchers** in the IdISBa by recognizing their activity and promoting a career in research as well as by instilling a culture of excellence in the Institute's employees.
6. **To maximize the gathering of resources**, particularly, **those of financial nature**, as these are key to mobilize both material and human resources. To promote the use of the research support platforms of the IdISBa as well as their different services.

There are seven scientific research areas in the IdISBa, in which 53 research groups are included with more than 790 researchers:

- Cross-sectional Area of Science and Technology in Health.
- Public Health, Epidemiology, Clinic, and Health Services.
- Infectious Diseases, Antibiotic Resistance, and Immune Response.
- Cardiovascular, Metabolic, and Renal Diseases and Nutrition.
- Breathing Disorders.
- Neurosciences.
- Oncology and Hematology.

The IdISBa's researchers are hired by the IdISBa, the UIB, the Health System of the Balearic Islands, or the Government of the Balearic Islands. Therefore, they must have a current contractual relationship with any of the entities that are part of the IdISBa. Likewise, doctoral students who are enrolled in official programs, independently of the

contractual relationship, can also be part of the Institute as long as their tutor is part of any group of the IdISBa.

2.2. *THE HUMAN RESOURCES STRATEGY FOR RESEARCHERS(HRS4R)*

The European Commission has adopted a European Charter for Researchers and a Code of Conduct for the Recruitment of Researchers (C&C), with the objective of making research an attractive career in the European Research Area (ERA) as a key factor in strengthening economic growth. Together, these two documents establish a set of 40 general principles and requirements defining the rights and duties of researchers and their employers.

In particular, the European Charter for Researchers addresses the roles, responsibilities, and entitlements of researchers and their employers or funding organizations. It aims at ensuring that the relationship between these parties contributes to the successful performance in the generation, transfer, and sharing of knowledge, as well as to the career development of researchers. On the other hand, the Code of Conduct for the Recruitment of Researchers aims to improve recruitment and to make selection procedures more transparent and fair.

The IdISBa is committed to line the Institute's policies and actions with these recommendations so as to guarantee excellence in this respective area and become an institution that complies with the quality and excellence standards. Being devoted to progress in terms of attracting and keeping professionals with talent and promoting specific professional development for each area and category, as well as women leadership, the IdISBa invests in these aspects as these have a direct effect on research quality and its results.

For this reason, the IdISBa endorsed the C&C back in August 2015. Therefore, the Institute was committed to align its policies and actions with the recommendations of the European Commission.

The Human Resources Strategy for Researchers (HRS4R) is a tool established by the European Commission to support research institutions in the implementation of the Charter & Code. It is comprised of the following 5 steps that are to be followed by research institutions:

Step 1: Internal analysis (Gap Analysis) regarding current compliance with the 40 C&C principles, which are grouped in 4 areas: Ethical and professional aspects, Recruitment, Working conditions and social security, and Training.

Step 2: Publication and dissemination of the institution's *Human Resources Strategy for Researchers* on its website, presenting the resulting Action Plan.

Step 3: Acknowledgement from the European Commission that the research institution has adopted the Human Resources Strategy for Researchers (by being awarded the HR Excellence in Research award).

Step 4: Implementation of the HR strategy and regular self-assessment (every two years minimum).

Step 5: External evaluation, at least once every four years after obtaining the HR award.

The HR Excellence in Research award publicly recognizes the institutions committed in developing the HRS4R, aligning their HR policies with the principles of the C&C with the objective of providing a stimulating and favorable working environment for researchers and research-related personnel that allows for their professional growth and development.

3. METHODOLOGY

The approach used to perform the Gap Analysis and to define the HRS4R Action Plan included the following steps:

- Evaluation and analysis of the HRS4R Action Plan 2017.
- Appointment of the HRS4R Working Group (HRS4R-WG).
- Open online survey to assess current compliance and priorities of the 40 C&C principles.
- Regular meetings of the HRS4R-WG.
- Sectoral meetings with researchers in tenure-track stage.
- Data analysis and detection of target improvement areas (Gap Analysis).
- Documentation and draft write-up
- Presentation of the Action Plan to the IdISBa's Internal Scientific Committee and the External Scientific Committee.
- Presentation of the Action Plan to the IdISBa's Board of Trustees for its approval.
- Public presentation of the Action Plan.

3.1. TIMELINE FOR THE ACTION PLAN ANALYSIS

	SEPT 21	DEC 21	JAN 22	FEB 22	MAR 22	APR 22
Sectoral meetings with researchers in tenure-track stage						
Appointment of the HRS4R-WG						
HRS4R-WG meetings						
Evaluation and analysis of the HRS4R Action Plan 2017						
Open online survey						
Data analysis and detection of target improvement areas						
Documentation and draft write-up						

Presentation of the Action Plan to the IdISBa's Internal Scientific Committee and the External Scientific Committee						
Presentation of the Action Plan to the IdISBa's Board of Trustees for its approval						
Public presentation of the Action Plan						

So as to keep the professional categories and career levels updated, the profiles that compose the HRS4R-WG are:

Coordination: Scientific Director, Managing Director and HR Department.

- R4 representative – Leading Researcher
- R3 representative – Established Researcher
- R2 representative – Junior Postdoctoral Stage
- R1 representative – First Stage Researcher
- Laboratory technician
- Representative of the University of the Balearic Islands
- Representative of Mallorca Primary Healthcare Service
- Representative of Son Espases University Hospital
- Representative of Son Llätzer Hospital
- Representative of the Works Council
- Representative of the Quality Department
- Representative of the Training Department
- Representative of the Department of International Projects
- Representative of the Department of Infrastructures and Laboratories

The Quality Department designed an open online survey for the IdISBa community, that is researchers from all careers stages as well as administrative and technical support staff. The survey's aim was to identify priorities in the HR area and to assess the community's perception on the compliance with the C&C principles. The survey included 33 questions and statements, as well as an open text section for the participants to express their concerns with their own words. This online survey was shared to the community through email (idisba.comunicacion).

Taking into account the solutions and proposals that resulted from the Indicators Compliance Analysis and from the survey, the HR Department has drafted an Action Plan. Once the HRS4R-WG revises and approves the draft, it will need to be approved by the Internal Scientific Committee, the External Scientific Committee, the Executive Committee and, finally, the Board of Trustees. Therefore, the Action Plan was presented and approved by the Board of Trustees on the 28th of April of 2022.

The HRS4R Action Plan has been developed in parallel to the development of the *IdISBa's Strategic Plan 2021-2024* and *HR Plan 2021-2024*.

4. OUTCOMES FROM THE GAP ANALYSIS

The HRS4R-WG detected the following main areas for critical improvement:

- Research career definition. Professional recognition.
- Training program. Continuous development.
- Mobility.
- Recruitment procedures.
- Health & Safety procedures.
- Representation and participation of researchers in IdISBa governing bodies.
- System for complains and appeals.
- Funding and salaries.
- Knowledge regarding intellectual property regulations.

Secondly, other areas for improvement were also identified:

- Remote working.
- Flexible hours.
- Ethical and legal obligations.
- Working environment.
- Professional category in accordance with training.

Other concerns voiced through the different participation mechanisms in place (such as the open text section of the survey and different opinions expressed in meetings) included the need of a professional orientation service and of mentors for the initial stages in the professional career.

4.1. ONLINE SURVEY OUTCOMES

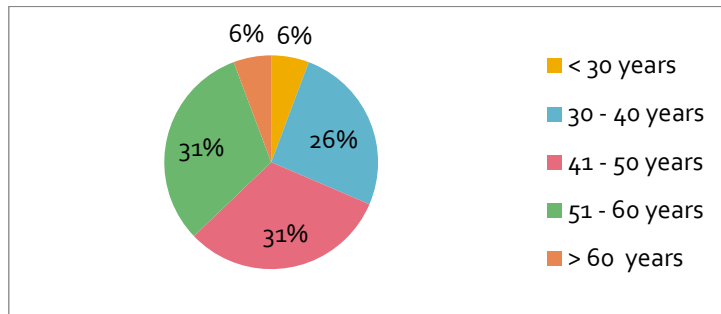
The survey was sent through email to all IdISBa researchers. They had one week to answer it. A reminder was sent before the deadline. The response rate was 10,54%.

4.1.1. General characteristics of respondents:

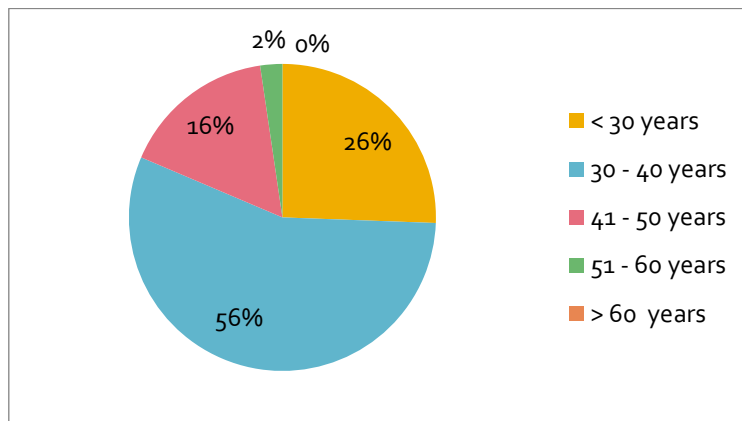
Total number of responses	84
Affiliated personnel	35
IdISBa-hired personnel	47
% women	47.56
Affiliated personnel	37.14
IdISBa-hired personnel	56.52
Number of responses according to professional category	
Principal investigator	23
Technicians and support staff	19
Trainee researchers	11
Junior postdoctoral researchers	18
Senior postdoctoral researchers	11
Physician associate	1

Age	
<30 years	13
30-40 years	33
41-50 years	19
51-60 years	13
<60 years	2

Age of affiliated personnel:



Age of IdISBa-hired personnel:



4.1.2. Top priority improvement areas (score below 3 out of 5):

C&C Principle	Average score
Access to research training and continuous development	2.13
Value of mobility	2.40
Recruitment	2.59
Health and safety in research	2.82
Funding and salaries.	2.46
Research career development	2.65
Infrastructures in the research	2.85

environment	
Participation in decision-making	2,19
bodies	
Working conditions (part-time)	2.21
Working conditions (access to sabbatical leave)	1.48
Complaints and appeals	1.77
Legal and contractual obligations (*)	2.65
Professional recognition	2.73
Intellectual property rights	2.56

(*) Understanding of intellectual property rights regulations by staff

4.1.3. Areas for improvement (score around 3 out of 5):

C&C Principle	Average score
Working conditions (remote working)	3.21
Working conditions (flexible hours)	3.48
Research environment	3.10
Legal and contractual obligations (**)	3.76
Professional recognition (***)	3.24

(**) Familiarity with ethical and legal obligations by staff

(***) Appropriate professional category

4.1.4. Areas to be maintained (score between 4 and 5 out of 5)

C&C Principle	Average score
No discrimination (political opinion)	4.16

No discrimination (national or social origin)	4.04
No gender discrimination	4.24
No age discrimination	4.12
No belief discrimination	4.43
No ethnic discrimination	4.31
No sexual orientation discrimination	4.46

4.1.5. Priority rating questions: staff was required to rate, on a scale from 1 to 5, the importance of the following items:

C&C Principle	Average score
Dissemination and exploitation of results	4.57
Access to research training (Training Plan)	4.50
Supervision	4.52
Access to research training (specialized training)	4.39
Access to research training (cross-curricular key competences)	4.08
Evaluation and appraisal systems	4.07
Professional orientation	3.43

4.1.6. Issues raised through the open text field

Need for improvement in the transparency of recruitment procedures. Right of equal opportunities.
Lack of predoctoral funding.
Need for contractual stability.

Salaries in accordance with training
 Evaluation criteria of IdISBa calls
 Procedures analysis
 Support activities for clinical personnel
 Lack of interaction between groups
 Mentoring program
 Lack of infrastructures

The HRS4R-WG also detected other areas for improvement, based on the analysis of the current compliance with the C&C principles. These are:

C&C Principle	Area of improvement
6	Lack of institutional policy regarding travel allowances
11	Implementation of an evaluation and appraisal system
12, 13, 14, 15, 16, 17, 18, 19, 20, 21	Undefined OTM-R policy (open, transparent, and merit-based hiring process)
10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 27, 29	Training in OTM-R actions
36, 40	Lack of political strategy for predoctoral researchers
30	Seminars on professional orientation for trainee researchers
34	Definition of the researcher's defender plan
4, 5	Lack of a procedure for project management
23	Creation of a master plan to establish the needs of scientific installations and equipment at short term, medium term, and long term.
23	To ensure the renovation and obtaining of

23

scientific and technic equipment

To establish a policy on the distribution and use of the installations

5. ACTION PLAN

The HRS4R-WG discussed the results of the Gap Analysis and, based on the outcomes, put forward an Action Plan proposal. This proposal consists of 45 actions addressed to tackle the principal weaknesses with the objective of improving not only the research experience in IdISBa, but also the compliance with the C&C principles. The actions appoint a responsible actor for each one, together with a timeframe for implementation and associated indicators or deliverables.

The IdISBa HRS4R Action Plan is presented in the following tables, with the actions being grouped in each of the four dimensions of the C&C.

5.1. ETHICAL AND PROFESSIONAL ASPECTS

Action	C&C Principle	Who?	When?	Indicator/Deliverable
1. Definition and dissemination of IdISBa Guidelines on Good Health Research Practice	1, 2, 3, 4, 5, 7, 31, 32, 37	Quality Department	Q1-2017/Q2-2017	Documentation and dissemination
2. Training for predoctoral researchers on ethical aspects of research	2	Training and Communication Department	Q1-2017/Q3-2020	Number of training hours
3. Dissemination of IdISBa intellectual property policy	3, 5, 31, 32	Department for the Transferring of Research Results	Q2-2017/Q3-2017	Documentation and dissemination
4. Training in intellectual property, innovation, and knowledge transfer	3, 5, 8, 31, 32	Department for the Transferring of Research Results	Q2-2017/Q3-2020	Number of training hours
5. Definition and dissemination of a IdISBa strategic plan	4	Strategic Plan Working group	Q1-2021/Q4-2021	Documentation and dissemination
6. SOPs for project management	4, 5	Quality Department	Q4-2021/Q4-2022	Documentation and dissemination
7. Definition of an integration plan for IdISBa researchers	5	ISC	Q1-2021/Q4-2021	Documentation and dissemination Number of affiliated researchers

8. Development of an indicator collection system	6	Quality Department	Q4-2018/Q3-2018	Balanced scorecard
9. Policy on travel and subsistence allowance	6	HR Department	Q2-2022/Q4-2022	Documentation and dissemination
10. Policy on the acceptable use of digital technology and internet safety	7	Information Technology Department	Q1-2019/Q3-2019	Documentation and dissemination
11. Revision of health and safety procedures	7, 23	HR Department	Q1-2017/Q3-2017	Documentation and dissemination Number of incidents per year
12. Definition of an innovation and knowledge transfer strategy	8	Department for the Transferring of Research Results	Q1-2021/Q4-2021	Documentation and dissemination Number of patents per year Number of clinical practice guidelines
13. Policy on open research	8	ISC	Q1-2018/Q1-2019	% of papers published in open access
14. Dissemination and outreach plan	9	Communication Department	Q1-2021/Q4-2021	Documentation and dissemination Number of dissemination activities

15. Gender equality plan	10, 27	Equality Commission	Q4-2017/Q2-2019	Documentation and dissemination
16. Establishing the Equality Commission	10, 27	Management	Q4-2017/Q2-2018	Documentation Number of meetings
17. To reinforce the PRISIB to give researchers access to clinical data in accordance with ethical and legal regulations	8	Department of Infrastructures	Q2-2022/Q4-2023	Number of full-time employees at the PRISIB (2022:0,5)
18. To reinforce the methodological support department with staff to counsel researchers on ethical evaluation of projects and their presentation to ethical committees	7, 8	Department of Infrastructures	Q2-2023/Q4-2023	Number of counsel services (2022:0)
19. To establish activities for the promotion of women clinical researchers	10, 27	Equality Commission	Q4-2023/Q4-2025	Number of women IP with patient care activity Percentage of women IP with patient care activity.
20. To establish a quality system to allow for the traceability of research results (i. e. electronic notebook)	7, 8, 11	Department of Infrastructures	Q1-2023/Q4-2023	Number of tool users

5.2. RECRUITMENT

Action	C&C Principle	Who?	When?	Indicator/Deliverable
21. Implementation of an evaluation and appraisal system	11	Management	Q1-2022/Q4-2022	Documentation and dissemination
22. To define a OTM-R policy (open, transparent, and merit-based hiring process)	12, 13, 14, 15, 16, 17, 18, 19, 20, 21	HR Department	Q1-2022/Q4-2022	Documentation and dissemination
23. Simplification of IdISBa's job offers so these are more accessible and attractive	12, 13, 15, 29	HR Department	Q3-2018/Q3-2019	% of international applications
24. Training in OTM-R actions	10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 27, 29	Training Department	Q3-2022/Q4-2023	Number of training hours

5.3. WORKING CONDITIONS

Action	C&C Principle	Who?	When?	Indicator/Deliverable
25. Definition of the research career	22, 25, 26, 28, 38	Management	Q2-2018/Q2-2019	Documentation and dissemination
26. Satisfaction survey	23	Quality Department	Q1-2017/Q-2020	Survey results
27. Definition of a collective labor agreement	24, 26	Management	Q2-2018/Q3-2021	Documentation and dissemination

28. Establishment of the Training Commission	28	ISC	Q1-2017/Q3-2021	Number of meetings
29. Dissemination and implementation of the training plan	28, 38, 39	Training Department	Q1-2021/Q4-2021	Documentation and dissemination Number of training activities Number of training hours Satisfaction survey
30. Inclusion of a link to Euraxess on the homepage of IdISBa's website	29	Information Technology Department	Q1-2022	Website
31. Definition of an internationalization plan	29	ISC	Q1-2021/Q4-2021	Documentation and dissemination
32. Seminars on professional orientation for trainee researchers	30	HR Department	Q2-2022/Q3-2023	Number of hours Number of assistants
33. Definition of the researcher's defender plan	34	ISC	Q2-2022/Q3-2023	Documentation and dissemination Number of managed complaints
34. Inclusion of a researchers' representative in the governing bodies	35	Management	Q2-2017/Q3-2020	Representative in the governing bodies
35. Creation of a master plan to establish the needs of scientific installations and equipment at short term, medium term, and long term	23	Department of Infrastructures	Q1-2022/Q4-2024	Documentation Satisfaction survey

36. To increase the areas dedicated to research	23	Management	Q3-2019/Q4-2020	m2 dedicated to research
37. To ensure the renovation and obtaining of scientific and technic equipment	23	Management	Q1-2021/Q4-2024	Funding dedicated to obtaining equipment
38. To establish a policy on the distribution and use of the installations	23	Department of Infrastructures	Q1-2022/Q4-2024	Documentation and dissemination
39. Creation of IdISBa's welcoming guide for researchers	27, 28, 30, 31, 34, 35	HR Department	Q3-2019/Q4-2020	Documentation and dissemination
40. To identify programs for talent recruitment in research management	26	Management	Q3-2022/Q4-2024	Number of identified annual calls Number of annual applications
41. To establish a policy on remote working	16	HR Department	Q3-2022/Q4-2022	Documentation and dissemination

5.4. TRAINING AND DEVELOPMENT

Action	C&C Principle	Who?	When?	Indicator/Deliverable
42. Development of a policy for predoctoral researchers	36, 40	HR Department	Q2-2019/Q4-2023	Documentation and dissemination

43. Training in leadership and supervision	37	Training Department	Q2-2018/Q3-2020	Number of activities Number of training hours
44. Training in Data Management Plan	38, 39	Scientific Management	Q3-2022/Q4-2024	Number of activities Number of training hours
45. To favor researchers' mobility for them to train at national and international research centers	29, 38	Training Department	Q3-2022/Q4-2024	Number of calls Number of applications/authorizations

6. IMPLEMENTATION AND FOLLOW-UP

Once the Board of Trustees approves the plan, its implementation will start. The HRS4R-WG will be designated as the Monitoring Committee. If deemed necessary, the committee may propose amendments to the action plan. Lastly, the Monitoring Committee will also be the responsible party for the self-assessment that is to be carried out two years following its implementation. Changes in the composition of the Monitoring Committee might be introduced in the event of resignation or due to changes in the professional status leading to loss of representativeness or to changes in the contractual or affiliation situation of any of the group members.

7. RELEVANT LINKS

Euraxess-Researchers in Motion

<http://ec.europa.eu/euraxess/>

The European Charter and Code for Researchers

<http://ec.europa.eu/euraxess/index.cfm/rights/>

Human Resources Strategy for Researchers

<http://ec.europa.eu/euraxess/index.cfm/rights/strategy4Researcher>

IdISBa

<http://www.idisba.es/en/>

IdISBa's endorsement to the C&C

http://ec.europa.eu/euraxess/data/usgn_orgs/Charter%20and%20Code%20endorsement_IdISBa%20signed%20-%202.pdf

8. ANNEX I

HRS4R-WG conformation is listed below:

Coordination: Miquel Fiol (Scientific Management), Asunción Sánchez (Management), and Catalina Ramis (HR Department)

- Dora Romaguera (R4 Representative – Leading Researcher)
- Carles Barceló (R3 Representative – Established Researcher)
- Laura Zamorano (R2 Representative – Junior postdoctoral stage)
- Karim Pérez (R1 Representative – First Stage Researcher)
- Elena Rayó (Lab technician)
- Marta Monjo (Representative of the University of the Balearic Islands)
- Ignacio Ricci (Representative of Mallorca Primary Healthcare Service)
- Borja Cosío (Representative of Son Espases University Hospital)
- Tomás Ripoll (Representative of Son Llàtzer Hospital)
- Jaume Arbona (Representative of the Works Council)
- Cristina Casanovas (Representative of the Quality Department)
- Nuria Cases (Representative of the Training Department)
- Ernesto González-Robles (Representative of the Department of International Projects)
- Marga Frontera (Representative of the Department of Infrastructures and Laboratories)