IIS Aragón

Instituto de Investigación
Sanitaria Aragón

HRS4R

THE HUMAN RESOURCES STRATEGY
FOR RESEARCHERS INCORPORATING THE CHARTER AND CODE

November 2016

The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers

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1. INTRODUCTION.

The Human Resources Strategy for Researchers defines a methodology for implementing the principles set out in the "European Charter of Researchers and Code of Conduct for Researcher Recruitment".

The aim of these principles is to make institutions more appealing to researchers by allowing them to carry out their scientific work in a suitable and stimulating environment.

In September 2016 the Medical Research Institute Foundation of Aragon (hereinafter IIS Aragon) signed the European Charter of Researchers and Code of Conduct for Researcher Recruitment and started to apply this EURAXESS programme methodology designed by the European Commission

The Human Resources Strategy for Researchers – HRS4R by IIS is comprised of five stages:
1. Two workings teams carries out an internal analysis at all organisational levels (Gap Analysis) to compare IIS Aragon´s work system with the 40 principles of the European Charter of Researchers and Code of Conduct for Researcher Recruitment. The results are analysed and it is made a priorization of actions to build the Action Plan.

2. Results published on IIS Web Site.

3. Subjecting the Action Plan to the European Commission for approval and receiving a seal certifying compliance with the methodology described in the Human Resources Strategy for Researchers – HRS4R.

4. Implementing the strategy in IIS Aragon and performing a self-assessment using an internal comprehensive management system (at least once every two years).

5. External evaluation: at least every four years after the HR award, IIS Aragon will draft a short report, showing the progress made towards the objectives of its HR Strategy for Researchers and its compliance with the principles of the Charter & Code.

2. ABOUT IIS.

IIS Aragon was constituted in 2013 with the aim to advance research, knowledge and transference of results in the Public Health Sector.

IIS Aragon is an association of the following entities:
- ✓ The two main hospitals in the region, both performing training and research: Lozano Blesa and Miguel Servet.
- ✓ The University of Zaragoza.
- ✓ The Health science institute of Aragon (IACS).

IIS Aragon specific aims are:
- ✓ To encourage basic and applied research to become closer to the medical services.
- ✓ To build a research and training quality environment useful for health professionals, training specialist and students.
- ✓ To create a suitable space to attract talent into the scientific and technological facilities in the region.

The main aim of IIS Aragón is to innovate in health services through the knowledge generation in researchers and its transference of results.

The vision of IIS Aragón is the knowledge and patents transmission to health services and industries through cooperation projects and lines of research with the following groups:
- ✓ Lozano Blesa and Miguel Servet Hospitals; The University of Zaragoza and The Health science institute of Aragon (IACS).
- ✓ Research groups with international leadership, and able to get private and public resources.

The main research areas of IIS Aragon are the following:

- ✓ Cancer.
- ✓ Cardio.
- ✓ Rare sicknesses.
- ✓ Infectious and inflammatory diseases.
- ✓ Neuroscience and mental health.
- ✓ Public health and public health services.
- ✓ Biomedical engineering and nanoscience.
- ✓ Regenerative medicine.
- ✓ Nursing (research area under development).

In May 2015, IIS Aragon was certified by the Carlos III national health Institute (in charge of coordinating the Spanish public health research). This certification is the acknowledgement of excellence scientific and business results (health, social and economic) of the research activities of the medical environment of Aragon.

IIS Aragon structure.

IIS Aragón used the quality model base on continuous improvement and excellence. The structure is the following:
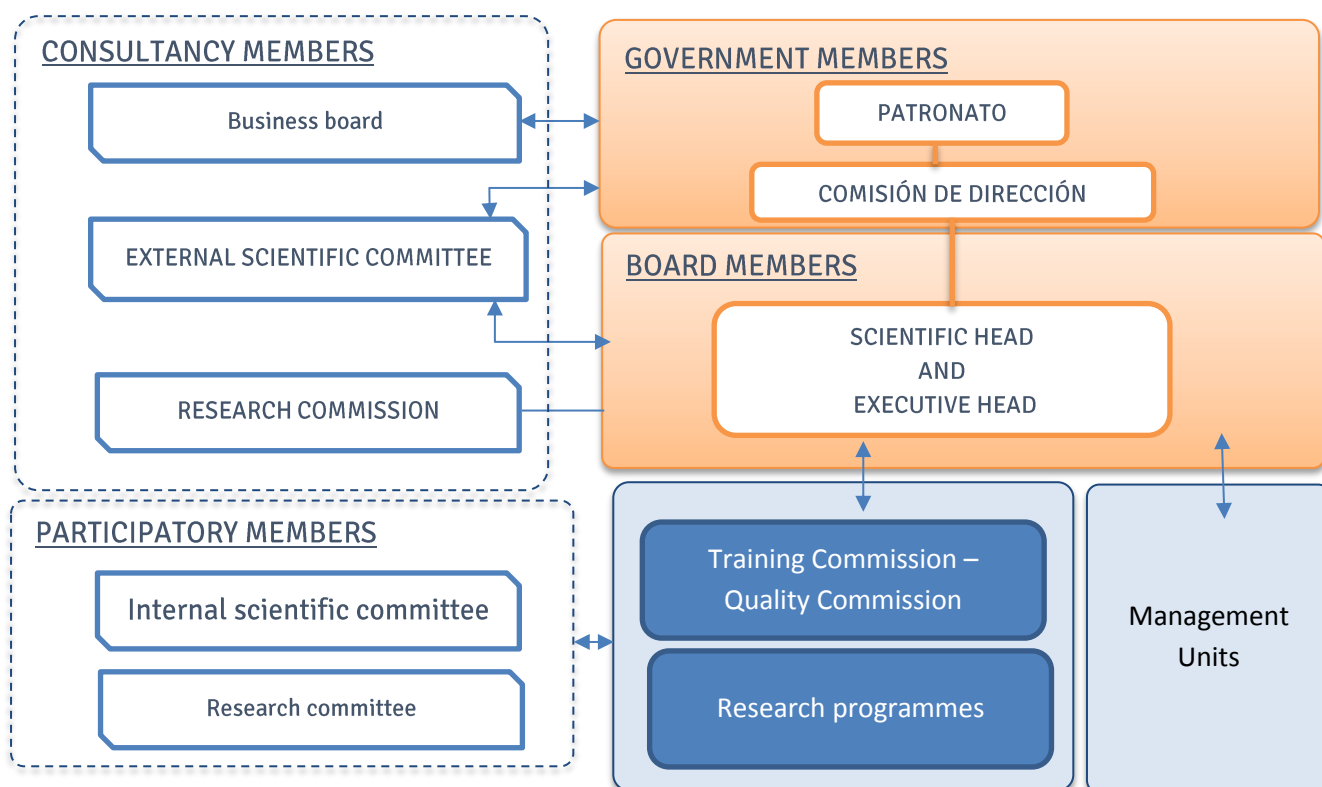
Picture 1: Organizational structure

Currently IIS Aragon takes part actively in the previous presented structure with the following parts:

- Executive head.
- 9 administrative people.
- 12 researchers.
- 23 technician supporting research activities.

The research and development process of IIS Aragon is made by own and Partner researchers of:

- Own: IIS Aragon researchers. (70 % R1 y 30% R2).
- Partner researchers. (Approximately 300 people of the following categories: 30 % R1, 50% R2, 10 % R3, 10% R4).

IIS Aragón employees is located in the Biomedical Research Centre of Aragón (CIBA). It is a building designed to be the place where different professionals from hospital and university can be on touch. Research partners can be placed on CIBA or in other places (like Miguel Servet Hospital or University of Zaragoza).

3. HRS4R IN IIS ARAGON

Continuous improvement and Excellency are qualities in IIS Aragon, so the adoption of HRS4R methodology in their own procedures implies an exponential improvement in:

- The satisfaction of their own researchers.
- To standard the human resource management process toward European levels.
- To encourage the transparency in their procedures.
- To promote the exchange of knowledge in Aragon.
- To satisfy the aims of stakeholders.

To perform the HRS4R analyses the IIS put together a Work Team comprising members of all governing structures and own Researchers:

- Ángel Lanas Arbeloa (Scientific head).
- Oscar Paul Sáinz (Executive head)
- Sergio Cervero Benedí (Project manager)
- Iris Pla Palacín (Pre-doctoral researcher)

For carrying out the Gap Analysis, the working group has used the following tools: periodic meetings, document analysis (current process flows, business rules repositories, business process, policies, procedures and regulatory documentation), organizational process assets and expert judgments.

To ensure the proper monitoring of the Gap Analysis the IIS Aragon has been created the HRS4R Technical Team. This team is composed by own and partner researchers and is composed by:

Person profile	Research Areas	Men/Women
Principal Investigator (R3)	Cancer.	W
Principal Investigator (R4)	Neuroscience and mental health	W
Principal Investigator (R4)	Regenerative medicine	M
Post-doctoral Investigator (R2)	Cardio	M
Post-doctoral Investigator (R2)	Infectious and inflammatory diseases	M
Pre-doctoral Investigator (R1)	Cardio	W
Pre-doctoral Investigator (R1)	Biomedical engineering and nanoscience	M

The following table defines the timeline of IIS Aragon implementation process:

| When	What
June 2016	Both Work Team and Technical Team are defined
July 2016	First meeting of the Work Team and the Technical Team to know the EURAXESS programme methodology designed by the European Commission.
July 2016	Second work team and technical team meeting to evaluate existing legislation and IIS practices.
September 2016	IIS Aragon signed the European Charter of Researchers and Code of Conduct for Researcher Recruitment.
September 2016	Third meeting: The Work Team defined a questionnaire that deals with the 40 HRS4R principles. The Technical Team reviewed the survey to detect possible mistakes or misunderstandings.
September 2016	Fourth meeting: The Work Team worked on the principles ETHICAL AND PROFESSIONAL ASPECTS and RECRUITMENT.
October 2016	The questionnaire was sent to 121 people (5 own IIS researchers and 116 associated researchers)
October 2016	Fifth meeting: The Work Team worked on the principles WORKING CONDITIONS & SOCIAL SECURITY and TRAINING

October 2016	Sixth and seventh meeting: The Work Team and the Technical Team reviewed :
	  - The results of the questionnaire.
	  - The results of 4 principles assessment.

IIS Aragon management department has communicated the HR strategy for researcher's development process on the following times (see original documents in Annex 2):

When	To Whom
July 2016	It was communicate to the Patronage the intention to adopt HRS4R policy. The Patronage accepted it.
October 2016	IIS Aragon internal communication via e-mail and IIS Aragon Web Site
November 2016	IIS Aragon Newsletter.

4. IIS ARAGON SURVEYS

In September 2016 the working group defined a questionnaire which deals with the 40 HRS4R principles.

The survey was sent to own IIS (32 people) and 89 associated researchers. The survey was answered by 65 % (IIS Aragon) and the 54 % of associated researchers. The following chart shows the gender share among the people who complete the survey. The result was there were 62 % male and 38 % female.

Men	33 / 62%
Women	20 / 38%
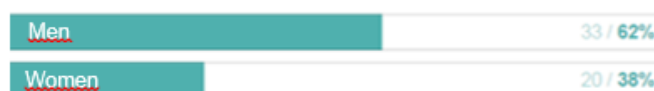
Next the information by age and gender is summarized:

	IIS Aragon		ASSOCIATED	
	Male	Female	Male	Female
Less than 35	---	3	---	2
From 35 to 50	7	5	6	2
More than 50	3	3	17	9
Total	10	11	20	12

Survey´s results are described at following. The topics to be assessed are identified by two colors:

- In red, the marks lower than 2.5 → Priorities to IIS Aragon
- In Green, marks between 2.5 and 3 → Improving line.

Marks lower than 2,5 have a pie chart to know the share of selected answers.

The results were evaluated by the Work Team and the Technical Team and the following improvement areas were observed:

ETHICAL AND PROFESSIONAL ASPECTS. ✓ Contractual and legal obligations. ✓ Dissemination exploitation of results. ✓ Evaluation/ appraisal systems.	RECRUITMENT ✓ Recruitment. ✓ Transparency. ✓ Recognition of qualifications.
WORKING CONDITIONS & SOCIAL SECURITY ✓ Working conditions. ✓ Career development. ✓ Participation in decision-making bodies.	TRAINING. ✓ Continuing Professional Development. ✓ Access to research training and continuous development. ✓ Supervision.

The Work Team and the Technical Team held several meetings to analyse the outcome of the surveys. From all critical results (marks lower than 2.5) and from 60 % of results (from 2.5 to 3) have been defined specific actions. (Look at priority criteria summarized in Annex II).

5. IIS ARAGON ACTION PLAN

The following table summarizes the Action Plan developed by the HRS4R Working Group and the Technical Team in order to promote researcher´s priorities and to take suitable actions for addressing all the gaps identified during the Gap Analysis.

Based on the feedback obtained through surveys, GAP analysis and internal meetings the following points summarizes the main conclusions:

- Critical results (values lower than 2.5). Specific actions have been designed to improve all results.
- Improve results (values between 2.5 and 3). There have been identified actions from the 60 % of results.
- Improving actions identifying from the assessment of 40 principles.

The result is shown in the following Action Plan:

DELIVERABLE	PRINCIPLE	WHO	WHEN	LOCATION/ INDICATOR
Action 1) To make a "welcome pack" to unify documentation	1, 2, 3, 4, 5, 6, 8 ,9 , 31, 32, 37, 40.	Project unit / Human resources	Q1 2017	Intranet and survey to newcomers.
Action 2) To define and publish the hiring procedure to ensure the transparency in the process	13, 14, 15, 16, 17, 18, 19, 20	Human resources	Q1 2017	IIS statutes and publication in Web Site. Periodic self-assesment.
Action 3) To define and use mobility as a condition in the hiring procedure	18	Human resources	Q1 2017	Intranet / Nº of mobility researchers hired.
Action 4) To define training work-plan 2017-2021.	28, 33, 36, 37, 38, 39, 40	Resources technician Researching	Q3 2017	Intranet / Nº of organized courses/ Nº of planned courses
Action 5) Systematizing the complaints and claims processes.	34	Project manager	Q4 2017	Intranet / Nº of collected enquiries Nº of managed enquiries
Action 6) Increase knowledge in the intellectual property rights and transfer of results.	31, 32, 38	Innovation technician	Q4 2017	Intranet / IPR revision of projects. Nº of organized courses on IPR
Action 7) Increase visibility of the IIS positions internationally.	30 , 28	Human resources	Q1 2018	IIS Aragon Web Site and job offers in EURAXESS and other websites / Nº of published job offers.
Action 8) To define the number of strategic alliances with research Partners to promote researchers mobility.	18, 21, 29, 38	Executive Director	Q2 2018	Intranet/ Nº of alliances Nº of researchers in other centers

DELIVERABLE	PRINCIPLE	WHO	WHEN	LOCATION/ INDICATOR
Action 10) To define the strategic plan 2017-2021 to promote that researchers know short and medium time work activities in IIS Aragón.	4	Scientific Director	Q4 2018	Intranet - and IIS Aragon Web Site / % of Strategic plan achievement. Nº of projects or research lines which are aligned with the strategic plan.
Action 11) To define specific tasks for each profile (pre doc, post-doc, project manager...)	11, 13, 28, 30, 36, 37, 38, 39	Human resources	Q4 2018	Intranet / Coordination of the action as European framework of researchers at regional level
Action 12) To procedure the monitoring and managing of research projects	4	Project Unit / Project Manager	Q4 2018	Intranet / Nº of projects
Action 13) To encourage that female and young researches take part into internal scientific committees.	35	Scientific Director	Q4 2019	Intranet – Meeting minutes / Nº of women in the IIS committees, and in projects.
Action 14) To procedure the mentoring process of young researchers.	21, 28, 30, 33, 36, 37, 38, 39, 40	Research resources technician	2019 - 2020	Intranet / Nº de researchers who are monitored
Action 15) To develop/define the internal development plan for IIS Aragon researchers	21, 30, 33, 36, 37, 38, 39, 40	Scientific Director	2019 - 2020	Intranet / IIS rules and procedures.

	Q4 2016	Q1 2017	Q2 2017	Q3 2017	Q4 2017	Q1 2018	Q2 2018	Q3 2017	Q4 2018	2019	2020
Action 1	■	■									
Action 2	■	■									
Action 3	■	■									
Action 4		■	■	■							
Action 5			■	■	■						
Action 6		■	■	■	■						
Action 7					■	■					
Action 8						■	■				
Action 9			■	■	■	■	■	■	■		
Action 10							■	■	■		
Action 11							■	■	■		
Action 12									■	■	
Action 13										■	■
Action 14										■	■