Revised HR strategy and Action Plan (2018-20)

The Human Resources Strategy for Researchers is part of the general strategy of the institute. The Ethics committee will meet twice a year to ensure the implementation of the updated action plan.

The priorities of the updated HRS4R and action plan are:

PRIORITY AREA	ACTION	PURPOSE	PRINCIPLES
Ethics, professional conduct and accountability	Training on ethics and compliance	Promote a culture of accountability and professionalism and ensure compliance with relevant regulations	1 Research freedom 2 Ethical principles 3 Professional responsibility 5 Contractual and legal obligations 6 Accountability 10 Non discrimination 34 Complains/ appeals
	Set up of Ethical Channel		6 Accountability 10 Non discrimination 27 Gender balance 32 Co-authorship 34 Complains/ appeals
Recruitment	Publish updated recruitment and selection policy that includes scientific and technical categories' requirements and competences	Ensure that our recruitment and selection policy is open, transparent and merit-based and increase the attraction of talented researchers	13 Recruitment (Code) 27 Gender balance
	Train all group leaders and managers on OTM-R		2 Ethical principles 3 Professional responsibility 4 Professional attitude 12 Recruitment 14 Selection (Code) 16 Judging merit (Code) 17 Variations in the chronological order of CVs (Code) 18 Recognition of mobility experience (Code) 19 Recognition of qualifications (Code) 20 Seniority (Code)
	Regular review of OTM-R system by ethical committee. The ethical committee will be responsible of the follow up and analysis of indicators and planned actions, proposing new improvements and presenting indicators in researchers meetings.		12 Recruitment 13 Recruitment (Code) 14 Selection (Code) 15 Transparency (Code) 16 Judging merit (Code) 17 Variations in the chronological order of CVs (Code)

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			18 Recognition of mobility experience (Code) 19 Recognition of qualifications (Code) 20 Seniority (Code) 21 Postdoctoral appointments (Code)
	Improve information on jobs portal regarding working conditions		13 Recruitment (Code) 15 Transparency (Code) 27 Gender balance
	Improve jobs portal so that it provides also the trends in the indicators		13 Recruitment (Code) 14 Selection (Code) 15 Transparency (Code)
Working conditions	Hire part-time H&S supervisor	Improve access to information. Improve the health and wellbeing of researchers and increase the efficiency of the laboratories.	7 Good practice in research 23 Research environment
	Reorganization of specific laboratories to improve services provided		23 Research environment
	Increase the number of total technicians in two		23 Research environment
	Welcome guide to improve access to information and familiarity with our policies, procedures and practices.		24 Working conditions 30 Access to career advice 34 Complains/ appeals
Training and development	Specific training on team management and leadership for group leaders	Promote professional development	37 Supervision and managerial duties 40 Supervision
	Regular gathering of indicators for R1 and R2		36 Relation with supervisors 38 Continuing Professional Development
	Focus group to decide on possible appraisal practices and to design a system for regular evaluation and career development		11 Evaluation/ appraisal systems 21 Postdoctoral appointments (Code) 39 Access to research training and continuous development

The revised action plan for the next three years is the following:

Proposed actions	Gap Principle (s)	Timing	Responsible Unit	Indicator(s) / Target	Current status
Include information and relevant documents in intranet	1, 2, 3, 6, 10, 11,	May'15-Apr'17	HR, PMO, IT	Intranet development, uploading of all relevant	Finished

				documents and intranet training.	
Limit access to laboratories until specific training has been received.	7	Jun'15	HR	New procedure for laboratory access Online initial training	Finished
Regular training in Health & Safety issues.	7	Jun'15	HR	Number of trainings (6)	Ongoing
Define new career structure	28	Sep'15-Jan'17	MGM, HR	New career structure	Finished
More networking with other IMDEAs	28	Sep'15-Dec'15	MGM, Events	IMDEA's day organization	Finished
Provide more information regarding secondments (intranet)	28, 29	Sep'15-Jan'17	HR, PMO	Information updated in intranet	Discontinued
Implement a career advice and development plan	28, 36, 37	Sep'15-Jan'17	MGM, HR	Number of training courses organised (14)	Ongoing
Define a policy for Jr. and Sr. researchers extended visits to other institutions as part of the career development plan	29	Sep'15-Jan'17	MGM, HR	Number of stages by Jr. and Sr. researchers	Delayed
Define policy/procedure for complaints & appeals	34	Nov'15-Jan'16	HR	Approved policy	Finished
Update selection procedure	14	Jan'16-Mar'16	HR, MGM	Approved policy	Finished
Publish updated recruitment and selection policy that includes scientific and technical categories' requirements and competences	OTM-R, 13, 27	May'19	HR	Publication in jobs portal	*New*
Train all group leaders and managers on OTM-R	OTM-R, 2, 3, 4, 12, 14, 16, 17, 18, 19, 20	May'20	HR	Date and number of group leaders and managers trained	*New*
Regular review of OTM-R system by ethical committee. The ethical committee will be responsible of the follow up and analysis of indicators and planned actions, proposing new improvements and	OTM-R 12, 13, 14, 15, 16, 17, 18, 19, 20, 21	Annually	Ethics committee	Ethics committee meeting / accomplished actions and new planned actions	*New*

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presenting indicators in researchers meetings.					
Improve information on jobs portal regarding working conditions	OTM-R, 13, 15, 27	Dec'19	Ethics committee, HR	Updated information on website	*New*
Improve jobs portal so that it provides also the trends in the indicators	OTM-R, 13, 14, 15	Dec'20	HR	New reports from jobs portal	*New*
Training on ethics and compliance	1, 2, 3, 4, 5, 6, 10, 34	Dec'19	Ethics committee	Number of trainings organised and dates	*New*
Set up of Ethical Channel	6, 10, 27, 32, 34	Dec'19	Ethics committee	Date ethical channel is active / number of complaints received	*New*
Hire part-time H&S supervisor	7, 23	Sep'19	HR	Date of hiring	*New*
Focus group to decide on possible appraisal practices and to design a system for regular evaluation and career development	11, 21, 39	Mar'20	Ethics committee	Dates of focus group meetings and report with conclusions and attendants / evaluation and career development policy/process for R1 and R2.	*New*
Reorganization of specific laboratories to improve services provided	23	Jun'20	Technicians supervisor	Implemented changes	*New*
Increase the number of total technicians in two	23	Dec'21	MGMT	Number of new technicians	*New*
Welcome guide	24, 30, 34	Mar'20	HR	Welcome guide	*New*
Specific training on team management and leadership for group leaders	37, 40	Jun'20	HR	Number of trainings organised and dates	*New*
Regular gathering of indicators for R1 and R2	36, 38	Annual	HR	Indicators gathered annually	*New*

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