



HR STRATEGY - ACTION PLAN

The FIBHUG endorsed the European Charter & Code for Researchers at the establishment process of the institution. Since 18th of April 2017, FIBHUG underwent the Gap Analysis and designed an Action Plan (November 2017)

FUNDACIÓN PARA LA INVESTIGACIÓN BIOMÉDICA, HOSPITAL UNIVERSITARIO DE GETAFE (FIBHUG)

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TEMPLATE 2: HR STRATEGY - ACTION PLAN

Name Organisation under review: FUNDACIÓN PARA LA INVESTIGACIÓN BIOMÉDICA, HOSPITAL UNIVERSITARIO DE GETAFE

Organisation's contact details: Carretera Toledo Km12,5 28905 Getafe, Madrid, Spain. Ph 0034 916839360.

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

<http://iisgetafe.es/la-fundacion/estrategia-de-recursos-humanos-para-la-investigacion-hrs4r/>

SUBMISSION DATE: FEBRUARY 2018

1. ORGANISATIONAL INFORMATION

Please provide a limited number of 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 | 18 |
| Of whom are international (i.e. foreign nationality) | 6 |
| Of whom are externally funded (i.e. for whom the organisation is host organisation) | 3 |
| Of whom are women | 7 |
| Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. | 4 |
| Of whom are stage R2 = in most organisations corresponding with postdoctoral level | 3 |
| Of whom are stage R1 = in most organisations corresponding with doctoral level | 7 |
| Total number of students (if relevant) | 2 |
| Total number of staff (including management, administrative, teaching and research staff) | 40 |
| RESEARCH FUNDING (figures for most recent fiscal year) | € |
| Total annual organisational budget | 2.025.721,98 € |
| Annual organisational direct government funding (designated for research) | 0€ |
| Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding) | 1.538.905,96 € |

| | |
|---|--------------|
| <i>Annual funding from private, non-government sources, designated for research</i> | 457.940,69 € |
| ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words) | |
| <p>The <i>Fundación para la Investigación Biomédica, Hospital Universitario de Getafe –Biomedical Research Foundation, University Hospital of Getafe-</i> (FIBHUG) organizes its activity in two areas: Research, Development and Innovation (R&D+i) and Transfer of Knowledge. It also has a Management Area, responsible for accounting and finance, human resources and infrastructures, which supports the work of the areas of Research and Transfer of Knowledge. The R&D+i Area promotes the development of research projects in Biomedicine through a scientific policy based on facilitating the training on research of clinical healthcare professionals, the recruitment and hiring of career researchers, statistical support and project managers for submission of project applications in national and international calls. In the Transfer of knowledge area, the FIBHUG signed an agreement with the European University of Madrid.</p> | |

2. NARRATIVE (MAX. 2 PAGES)

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current policy and practice under the four thematic headings of the Charter and Code at your organization.

The *Fundación para la Investigación Biomédica del Hospital de Getafe* (FIBHUG) is a non-profit foundation created by the Royal Decree 192/2003 on 24th of July by the Regional Government Council of Madrid and by request of the Regional Health and Consumers Department. Our mission is to stimulate research, training of human resources and innovation in the Getafe University Hospital and therefore in the Public Health System in Madrid in order to provide useful knowledge for the welfare of society, acting in the following fields: biomedical basic science, clinical, public health and health services.

The FIBHUG is well aware that proper management of human resources, particularly in the case of researchers, is essential to achieve our mission effectively and with high quality standards. When the Euraxess HRS4R project was launched, we considered that the analysis of compliance with the 40 principles of Charter & Code should be a useful tool in order to analyze and identify, along with the employees themselves, our points for improvement. At the same time, the “HR Excellence in Research” logo would evidence our compliance of the requirements on recruitment and working conditions for researchers that are currently prescriptive on H2020 grant agreements.

The letter of endorsement declaring our commitment to the European Charter & Code of conduct for the recruitment of researchers was sent in April 2017. From April to September we analyzed our current procedures, and the level of compliance with the 40 principles of Charter

& Code. The whole organization was involved in the process in order to develop an implementation plan of actions that will improve our strategy and compliance with the principles of HRS4R. To support and strengthen this plan, an open general survey was sent to all community of the FIBHUG focused on the four key areas of the C&C: Ethical and Professional aspects; Recruitment and Selection; Working Conditions and Social Security; Training and Development. The results were internally analysed by the Euraxess Working Group. The survey was a self-administered questionnaire and had a participation of 100%.

Regarding the strengths of the current policy and practice at FIBHUG, the internal survey showed excellent feedback on Ethical and Professional aspects and Working Conditions sections in the FIBHUG. These strengths from the highest to the lowest level of agreement are the following:

- FIBHUG Salaries level
- Optimal work environment
- Flexibility to balance between work and home life
- The latest scientific equipment and research-support infrastructure
- A complete program to support researchers, predoctoral and postdoctoral,

On the other hand, it was identified some shortcomings specially concern on OTM-based recruitment process and Training and Development, which are showed below from the highest to the lowest level of disagreement:

- The employment stability and the continuing professional development.
- There is not perception that FIBHUG encourages continuous training among its research staff.
- Recruitment procedures are not properly disseminated in the international media nor internationally comparable.
- Selection committee members do not fulfill gender balance and are not represented the different disciplines nor international experts.

3. ACTIONS

Please provide a list of all actions to be undertaken in this HR strategy. The list must be accompanied by an extended version in which the actions are described in more detail. The overview must contain at least the following headings: Title action – timing – Responsible Unit – Indicator(s) / Target(s).

Examples:

| <i>Title action</i> | <i>Timing (at least by year's</i> | <i>Responsible Unit</i> | <i>Indicator(s) / Target(s)</i> |
|----------------------------|--|--------------------------------|--|
|----------------------------|--|--------------------------------|--|

| | quarter/se mester) | | |
|---|-------------------------------|---|---|
| <i>Promote Public Engagement</i> | 2017 -2019 | <i>Researchers staff & Communication Dpmt</i> | <ol style="list-style-type: none"> 1. Number of science and general events participation 2. Visits to the FIBHUG website 3. Organization of the Open Day in FIBHUG |
| <i>Design and implementation of an evaluation and appraisal systems. Analyze the option of making a periodic evaluation of the research groups</i> | 2017 Q2 | <i>Management dept & Researchers staff</i> | <ol style="list-style-type: none"> 1. Boost the Scientific Committee 2. Trend in the number of Evaluations 3. Assessment of an evaluaiton system by the researchers |
| <i>Training under the OTM-R-system for proper international dissemination of recruitment procedures. Advertise all researcher vacancies on Euraxess</i> | 2017 Q3 | <i>HR recruitment unit & Management dept</i> | <ol style="list-style-type: none"> 1. International applications. 2. Include mobility as specific merit in the recruitment processes giving it a score |
| <i>Promote a Selection Committee with equal number of men and women</i> | 2017 Q3 | <i>Management dept & researchers staff</i> | <i>Documentation and dissemination</i> |
| <i>Improvement of procedures for hiring permanent Research Staff (postdoc) in the FIBHUG Research Good Practices guide</i> | 2017 Q3 | <i>Managment dept</i> | <ol style="list-style-type: none"> 1. Increaseement of postdoc applications and/or hiring 2. Duration of contracts |
| <i>Implementation of Career development Services/ Elaborate guidelines/ Mentoring procedure to explore career options within academia and/or industry</i> | 2017 Q3 | <i>Management dept & Research staff</i> | <ol style="list-style-type: none"> 1. Number of attendees to courses and scientific seminars. 2. Guidelines published and disseminated 3. Evaluation by young researchers of Mentoring procedure |
| <i>Implementation of Satisfaction Survey to Researchers.</i> | 2017 Q3 | <i>Management dept</i> | <ol style="list-style-type: none"> 1. Better understanding of conflict resolution mechanisms 2. % of satisfaction survey for attendees |

As the establishment of an Open Recruitment Policy is a key element in the HRS4R strategy, please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please also list the web link where this strategy can be found.

Actions addressing the implementation of Open, Transparent, Merit-Based Recruitment principles:

In order to assure the OTM-R principles, FIBHUG will update its recruiting procedure including the C&C principles.

FIBHUG signed the “Declaration of Commitment to the Principles of the European Charter of Researchers and Code of Conduct for the Recruitment of Researchers” in April of 2017. Next and based on the Report of the Working Group of the Steering Group of Human Resources Management on Open, Transparent and Merit-based Recruitment (OTM-R) of Researchers, the FIBHUG implemented the recommendations by the European Commission.

Within the three phases identified in the OTM-R system, FIBHUG will update the following action:

1.-Advertising and application phase:

- International Advertising. The FIBHUG will launch a new and outstanding section within the *Instituto de Investigación Sanitaria de Getafe*’s website and will publish a Euraxess link. It will contain an online application form in English and Spanish languages as well as the related information.

- Review and update of the current FIBHUG OTM-R procedure and publish through the *Instituto de Investigación Sanitaria de Getafe*’s website (<http://iisgetafe.es/la-fundacion/>) on a relevant and outstanding place.

2.-Evaluation and Selection phase:

- Set up a gender balance Selection Committee. Establish a regulation about the composition of the members (no less than 40% of any of the two genders)

- Update and ... The Scientific Committee to asses merit and future potential of candidates.

3.- Appointment phase

- Implement a Satisfaction system of researcher.

- Boost the career development services to researchers.

On the other hand, it will be necessary to promote specific training in recruiting. Seminars and workshops will be organized for all the staff implicated in the recruiting process, both

researchers and administrative staff. A special OTM-R seminar is being organized for all the Human Resources staff and all the Getafe University Hospital's staff interested in this process. To monitor and assess whether the OTM-R system is being implemented, the FIBHUG will also adopt a quality control system that will check (internally) the whole recruitment process. The result is being the new FIBHUG OTM-R Policy, being effective since November 2017 and formally will be approved by the Board of Trustees the 22nd December 2017.

| Template 1 – Annex: Open, Transparent and Merit-based Recruitment Check-list ¹ | | | | | |
|--|------|------------------|-----------------|---|---|
| OTM-R checklist for organisations | | | | | |
| | Open | Trans- parent | Merit- based | Answer: ++ Yes, <i>completely</i> +/- Yes, <i>substantially</i> -/+ Yes, <i>partially</i> -- No | Suggested indicators (or form of measurement) |
| OTM-R system | | | | | |
| 1. Have we published a version of our OTM-R policy online (in the national language and in English)? | x | x | x | Yes, substantially | Yes, from October 2017; Spanish version only |
| 2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions? | x | x | x | Yes, substantially | Yes, from October 2017; Spanish version only |
| 3. Is everyone involved in the process sufficiently trained in the area of OTM-R? | x | x | | Yes, partially | Participation in training programmes for OTM-R; all the HR dept is involved in the OTM-R procedure (4 people) |
| 4. Do we make (sufficient) use of e-recruitment tools? | x | x | x | Yes, partially | Definition and dissemination of a e-recruitment tool |
| 5. Do we have a quality control system for OTM-R in place? | x | x | x | Yes, partially | Setting up of a Control of recruitment procedure |
| 6. Does our current OTM-R policy encourage external candidates to apply? | x | x | | Yes, partially | Trend in the share of applicants from outside the organisation |
| 7. Is our current OTM-R policy in line with policies to attract researchers from abroad? | x | x | x | Yes, partially | Trend in the share of applicants from abroad |
| 8. Is our current OTM-R policy in line with policies to attract underrepresented groups? | x | x | x | Yes, partially | Trend in the share of applicants among underrepresented groups (frequently women) |
| 9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers? | x | x | | Yes, partially | Trend in the share of applicants from outside the organisation |
| 10. Do we have means to monitor whether the most suitable researchers apply? | | | | No | |
| Advertising and application phase | | | | | |
| 11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions? | x | x | x | Yes, completely | |
| 12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? [see Chapter 4.4.1 a) of the OTM-R expert report ²] | x | x | x | Yes, completely | FIBHUG policy recruitment based on OTM-R policy |
| 13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience? | | | | No | The share of job adverts posted on EURAXESS; Trend in the share of applicants recruited from outside the organisation/abroad |
| 14. Do we make use of other job advertising tools? | x | x | | Yes, completely | www.madrimasd.org |

¹ <http://ec.europa.eu/euraxess/index.cfm/services/researchPolicies>

² <http://ec.europa.eu/euraxess/index.cfm/services/researchPolicies>

| | | | | | |
|--|---|---|---|--------------------|--|
| 15. Do we keep the administrative burden to a minimum for the candidate? [see Chapter 4.4.1 b) ⁴⁵] | x | x | x | Yes, completely | |
| Selection and evaluation phase | | | | | |
| 16. Do we have clear rules governing the appointment of selection committees? [see Chapter 4.4.2 a) ⁴⁵] | x | x | x | Yes, substantially | Ongoing. Clear rules about the composition of Committee |
| 17. Do we have clear rules concerning the composition of selection committees? | x | x | x | Yes, completely | Putting in place the FIBHUG recruitment policy based on the OTM-R policy |
| 18. Are the committees sufficiently gender-balanced? | x | x | x | Yes, completely | Ongoing |
| 19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected? | x | x | x | Yes, substantially | FIBHUG Research Good practices guide |
| Appointment phase | | | | | |
| 20. Do we inform all applicants at the end of the selection process? | x | x | x | Yes, partially | |
| 21. Do we provide adequate feedback to interviewees? | x | x | | Yes, partially | Statistics of reply |
| 22. Do we have an appropriate complaints mechanism in place? | | | | No | Ongoing |
| Overall assessment | | | | | |
| 23. Do we have a system in place to assess whether OTM-R delivers on its objectives? | | | | No | Ongoing |

4. IMPLEMENTATION (MAX. 1 PAGE)

The FIBHUG endorsed the European Charter & Code for Researchers at the establishment process of the institution. Since 18th of April 2017, FIBHUG underwent the Gap Analysis and designed an Action Plan (November 2017). The implementation of the Action Plan will be supervised the established Euraxess Committee in FIBHUG and will be controlled through several measures.

A) Testing the implementation of the processes. The FIBHUG is a small institution so the management of these challenges will be easy in order to analyse results, correct and implant at the proper level in each action. A communication workflow will be maintained along the implementation of the C&C principles: regular internal meetings and overviews with working groups, stakeholders and external advisories for specific topics depending on the evolution of the process.

C) Ensuring that the proposed actions will also be implemented. FIBHUG has an extraordinary institutional support from the Health Service of Madrid and Health Regional Council.

D) Evidence of any alignment of the HRS4R with organizational policies. FIBHUG will implement the Action Plan assuming the HRS4R policy and the OTM-Recruitment policy.

E) Executing internal and external review. The internal evaluation will be performed by the Euraxess working group and informed to the Euraxess Committee, by the revision of the advance of the Euraxess HRS4R project after the compromises reflected in the Action Plan, the revision of the indicator progress reports, the reports of activities, and the fulfilment of road maps for each action. With this data, a progress report will be elaborated, 12 months after the activity was initiated. A final report will be elaborated after 24 months, as it has been defined in the new procedure. For this final report, templates available in EURAXESS will be used.