

**HUMAN RESOURCES
STRATEGY FOR
RESEARCHERS
HRS4R**

**ACTION PLAN
2020-2022**

HR STRATEGY FOR RESEARCHERS (HRS4R) - ACTION PLAN 2020-2022

Organisation's contact details:

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

<https://www.barcelonabeta.org/es/centro-investigacion-bbrc/ofertas-empleo>

The actions proposed in the action plan 2020-2022 have been approved by the BBRC Steering Committee in September 2019.

SUBMISSION DATE: 30/09/2019

1. ORGANISATIONAL INFORMATION

STAFF & STUDENTS	FTE
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	18
<i>Of whom are international (i.e. foreign nationality)</i>	4
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	3
<i>Of whom are women</i>	8
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	5
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	9
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	4
<i>Total number of students (if relevant)</i>	0
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	55
RESEARCH FUNDING (figures for most recent fiscal year) 2018	€
<i>Total annual organisational budget</i>	4.844.518 €
<i>Annual organisational direct government funding (designated for research)</i>	0 €
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	2.964.398 €
<i>Annual funding from private, non-government sources, designated for research</i>	1.880.120 €

ORGANISATIONAL PROFILE

The Barcelona β eta Brain Research Center Foundation (BBRC) is a non-profit organization whose purpose is to promote scientific research in the field of Alzheimer's, related neurodegenerative diseases, and neurosciences in general. BBRC was jointly established by the Pasqual Maragall Foundation and the Pompeu Fabra University of Barcelona in 2012. The BBRC currently has 55 persons in its staff, 18 of whom are researchers and 37 are staff working in different core facilities: Clinical Research Office, Neuroimaging Platform, Data Center, Research Management Office and Scientific Communication.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

ETHICAL AND PROFESSIONAL ASPECTS	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Positive perception of BBRCs staff regarding their research freedom and current regulations and practices aligned with the C&C. • The current mechanisms, guidelines and policies guarantee the fulfilment of the ethical and scientific good practice principles. • Appropriate mechanisms to ensure intellectual property and joint data ownership. • Clear contractual and legal obligations. • Transparency and accountability. • Regular internal monitoring and external audits • Adequate instruments to ensure professional responsibility in place. Good training regarding health and safety, data protection and confidentiality protection requirements. • Excellent dissemination of results and public engagement. 	<ul style="list-style-type: none"> • Lack of awareness about ethical and good professional practice C&C principles by some of the junior researchers • Need for improvements in communication between Direction and employees. • Lack of an equality plan. • Professional performance evaluation system in place but lack guidelines on assessing it. • Lack of open access publication and open data access policies

RECRUITMENT AND SELECTION	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • No kind of discrimination (gender, age, ethnic, sexual etc.) on the selection processes. • Appropriate recruitment process, transparent. • Appropriate description of job advertisements. • Experienced Human Resources and necessary resources for its operation, including a specific space on the website for the dissemination of job announcements. 	<ul style="list-style-type: none"> • The recruitment policy, processes and procedures do not fully meet the C&C and OTM-R elements. • Job description does not include career development prospects. • Lack of guidelines on employee selection. • Lack of guidelines for the evaluation of research and professional performance.

WORKING CONDITIONS	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Stimulating research and research training environment, promotion of participation in projects, research networks. • Appropriate definition of career categories. • Appropriate recognition of the profession. • Appropriate research career structure. • Adequate social security provisions for all BBRC staff. • Appropriate regulation on Intellectual Property and software policy. • Appropriate rules for determining authorship of papers. 	<ul style="list-style-type: none"> • Lack of remuneration policy, career development plan, training plan and professional performance review policy. • Lack of an equality plan. • Working conditions may improve to better balance personal and professional life. • Absence of updated software tools to manage data and project resources efficiently • No clear mechanisms to deal with complaints and appeals at BBRC.

TRAINING AND DEVELOPMENT	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Appropriate regulation specifying research positions “BBRC Policy on Research Career Structure, Faculty Recruitment and Research Evaluation”. • Appropriate budget to promote attending to national/international summits and workshops and other activities to promote continuing professional development • Excellent evaluation of senior researchers towards mentoring early-stage researchers and building a constructive and positive relationship. • Appropriate structure (BBRC Research Training Committee) to ensure the quality of research training activities and managing academic 	<ul style="list-style-type: none"> • Lack of career development plan, training plan and professional performance review policy. • Lack of guidelines for the evaluation of functional heads.

3. ACTIONS

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)		Responsible Unit	Indicator(s) / Target(s)
		2021-2022	2023-2024		
WORKING CONDITIONS & EQUALITY					
Review “ BBRC human resources regulation ” in order to include measures to better balance personal and professional life. BBRC has already started to implement the Workplace Commission.	10, 24, 27	3Q 2021		-Board of Trustees -General Management -Human Resources -Work Commission	- Approval by governing bodies - New “BBRC human resources regulation” published - Communication plan - Satisfaction survey results - Quantitative Indicators: Number of persons adhering to the new measures
Subscribe to an ‘Equality Plan’ and a ‘Co-responsibility Policy’ from an institution of the same campus, as the one from Pompeu Fabra University. This action will be explained to researchers and BBRC staff through a workshop, followed by an email attaching the plan and policy.	10, 24, 27	2Q 2022		-Board of Trustees - General Management -Human Resources -Work Commission	- Approval by governing bodies - Subscribed “Equality Plan” published - Subscribed “Co-responsibility Policy” published - Communication plan - Training activities - Annual Report - Quantitative Indicators: Number of training activities per year, number of persons attending the activities
CAREER DEVELOPMENT PLAN					
Elaborate a “ Salary and Remuneration Scale ”	26	3Q 2021		-Board of Trustees -General Management -Human Resources	- Approval by governing bodies - “Salary and Remuneration Scale” published
Update the “ Training Plan ” with Annual Budget Allocation and taking into account business related priorities	23, 28, 39	4Q 2022		-Board of Trustees -General Management -Human Resources	- Approval by governing bodies - Updated “Training Plan” published - Specific Annual Budget Allocation - Report on the training performed by the

				-Functional Heads	staff - Quantitative Indicators: number of training sessions, number of persons attending the training activities
Elaboration of a “ Performance Review Policy ”, that establishes how professional performance is evaluated and sets up criteria for establishing and assessing annual objectives. This action will be explained to researchers and BBRC staff through several workshops (one for department) led by the HHRR department and each functional head.	11, 28, 36, 37	4Q 2022		-Board of Trustees -General Management -Human Resources -Functional Heads	- Approval by governing bodies - “Performance Review Policy” published - Annual Reports
Elaboration of a “ Career Development Plan ”. This action will be explained to researchers and BBRC staff through several workshops (one for department) led by the HHRR department and each functional head.	25, 26, 28, 36	4Q 2021		-Board of Trustees -General Management -Human Resources -Functional Heads	- Approval by governing bodies - “Career Development” published - “Career Development” Prospects added to the Job Descriptions - Quantitative Indicators: number of persons promoting/changing in-house job positions through the career development plan
Elaboration of a Training plan for mentors, supervisors and functional heads	28, 30, 36, 37	4Q 2022		-General Management -Human Resources -Functional Heads	- Training plan for mentors, supervisors and functional heads approved - Training sessions developed - Satisfaction Survey on the Training - Quantitative Indicators: number of training sessions, number of persons attending the training activities
Performance evaluation of mentors, supervisors and functional heads	28, 36, 37		4Q 2024	-General Management -Human Resources -Functional Heads	- Performance Evaluation of functional heads implemented - Reports
Elaborate guidelines to monitor the correct compliance of professional promotions	25, 28		4Q 2024	-Board of Trustees -General Management	- Approval by governing bodies - Create Monitoring professional promotions Guidelines published

				-Human Resources -Functional Heads	- Reports on Supervision Board sessions - Quantitative Indicators: number of applicants per promotion, number of persons promoting
COMMUNICATION & STRATEGIC ACTIONS					
Elaboration of a Strategic Plan	2, 3, 4, 7, 11	2Q 2022		-Board of Trustees -General Management -BBRC Staff	- Approval by governing bodies - Communication Plan - General Meeting with BBRC Staff for Strategic Plan alignment - New Strategic Plan published
Communication plan to periodically update researchers on strategic goals, funding mechanisms, resources, etc. and to promote communication between staff and researchers	4, 28		4Q 2024	-Board of Trustees -General Management -Functional Heads -Human Resources -Communication Department	- Communication Plan with periodic actions and timelines established - Quantitative indicators: number of actions performed per year, number of persons reached
Elaboration of a procedure for Conflict Mediation and a communication plan. It should be considered that it already exists for the Research Training Committee.	28, 34		4Q 2024	-General Management -Human Resources	- Approval by governing bodies - Communication Plan - Quantitative indicators: number of persons using the new procedure
Improve communication from the direction towards all BBRC employees with ad-hoc email communications.	35	4Q 2022		-Board of Trustees -General Management	- Approval by governing bodies - Communication Plan - Quantitative indicators: % increase on the number of communications
SELECTION & RECRUITMENT					
Provide Training on OTM-R to all those who are involved in the recruitment process.	12-20		4Q 2024	-General Management -Human Resources	- Number of Trainings on OTM-R provided to all those who are involved in the recruitment process.
Elaboration of a recruitment and selection guidelines that meets the C&C and OTM-R	12-20		4Q 2024	-Board of Trustees -General	- Number of guidelines based on OTM-R principles

elements that includes the rules for the appointment of selection committees.				Management -Human Resources -Functional Heads	
Review of job descriptions in order to include references/links to all the elements foreseen in the relevant section of the toolkit	13	3Q 2022		-General Management -Human Resources	- Number of selection processes performed with the new job descriptions
Guidelines to correctly inform candidates.	15		4Q 2024	-General Management -Human Resources	- Number of guidelines to inform candidates
Guidelines to correctly inform postdocs candidates about policies etc.	21		4Q 2024	-General Management -Human Resources	- Number of guidelines to inform postdoc candidates
RESOURCES & DATA					
The Systems Department is updating on current basis the informatics tools required to manage research projects in an efficient manner.	23		4Q 2024	-Board of Trustees -General Management -Data Center	- Number of Software Tools implemented - Satisfaction Survey
Subscription of an open access publication policy from another institution from the same campus, as the one from Pompeu Fabra University	1,8		2Q 2023	-Board of Trustees -General Management -SAB - Data Center	- Approval by governing bodies - Communication Plan - Subscribed Institutional Policy of Open Access publication data published
Subscription of the Pompeu Fabra University procedures to audit the correct storage of the copies of published data	3		4Q 2024	-Board of Trustees -General Management -Data Center	- External audit to verify the correct storage of the copies of published data

Implementation of the Open, Transparent and Merit-Based Recruitment principles and use of the Toolkit

The general goal pursued by the BBRC's selection policy is to guarantee the best possible match between the person and the job, and endow the institution, in a reasonable time, with professionals who are optimally matched to the specific need defined and the vacancy to be filled, proceeding in such a manner as to assure the process's quality and validity.

All selection processes are based on the criteria of equality, objectivity and confidentiality, on the assessment of professional skills and on the suitability of the candidate to the vacant post in parameters of skills, aptitudes, abilities and attitudes.

The processes are transparent and ensure equal opportunities, without consideration of criteria based upon gender, ideology, beliefs, ethnicity, religion or other forms of direct or indirect discrimination.

In all selection processes BBRC preserves the personal data used in all stages of the process. In certain selection processes, preference is given to the recruitment of people who may be exposed to a risk of social exclusion.

All our recruitment processes use a Web-based tool to avoid discriminating against candidates based on their geographical location and/or financial means. All employment offers are published on BBRC website with a minimum application period of 15 days.

Although BBRC does not have an internal procedure of Open, Transparent and Merit-Based Recruitment (OTM-R) practices, all positions will be published on EURAXESS in English with a minimum application period of 15 days.

The following actions have been envisaged in order to improve the selection procedure and adapting it to the C&C and the OTM-R Toolkit (see identified weaknesses):

- **Training on OTM-R** will be provided to all those individuals involved in the recruitment process.
- Elaboration of a **recruitment and selection policy** that meets the C&C and OTM-R elements and includes the rules for the appointment of selection committees.
- Establishment of guidelines to evaluate applicants systematizing the evaluation of qualitative soft skills, unusual CVs and Mobility.

4. IMPLEMENTATION

The Barcelonaβeta Brain Research Center Foundation is a small organization and thus its limited resources represent a challenge at the time of implementing the actions proposed. To help overcome this limitation BBRC will appoint the following committees:

- **BBRC HRS4R Implementation and Monitoring Committee:** it will internally **monitor** the development and compliance of the Action Plan. **The already existing BBRC HRS4R Working Group** will turn into the Implementation and Monitoring Committee and it will be responsible for providing advice and support during the implementation process.
- **BBRC HRS4R Steering Committee:** **The already existing BBRC HRS4R Overseeing Committee** will turn into the Steering Committee and it will be responsible for **leading the** process and allocating budget to allow HRS4S Action Plan implementation.

The BBRC **HRS4R Implementation and Monitoring Committee** and the **BBRC HRS4R Steering Committee** proved to successfully work in conjunction for the development of the Gap Analysis and Action Plan. Their role in the execution of the Action Plan will be essential to keep involving the whole research community, the governing bodies, all management departments and administrative and services staff in the implementation plan. Further details on the process are shown on these application.

Communication efforts will be done at the kick-off in order to gain awareness from all BBRCs staff. **A specific chapter on the webpage will be maintained with all HRS4R related documentation.**

The self-assessment and internal participatory workshops will be conducted every two years and will result on a progress report updating the Action Plan for the subsequent period. The external progress assessment, if previously authorized by the European Commission, will be carried out by an external expert who will act as a supervisor for the HRS4R implementation plan.

Actions timeline was thoroughly discussed with the responsible persons, who have actively participated in the Gap Analysis and Action Plan, and who provided information about milestones and success indicators.

CHECKLIST ON IMPLEMENTATION PROCEDURES

➤ **How will the implementation committee and/or steering group regularly oversee progress?**

The monitoring procedure will include:

- Monitoring meetings with people in charge of the actions, at least once every four months.
 - Assessment reports will be prepared by the BBRC HRS4R Implementation and Monitoring Committee and approved by the HRS4R Steering Committee every six months.
 - On 4Q 2021, an internal audit will be held. The audit report will cover the completion of the Action Plan and will be published on the website.
 - The HRS4R Steering Committee will be regularly updated about the progress, at least once every four months.
- ### ➤ **How do you intend to involve the research community, your main stakeholders, in the implementation process?**

Communication efforts will be done at the kick-off, in order to gain awareness from all BBRCs staff. A specific webpage will be maintained with all HRS4R related documentation and a specific dissemination plan for the HRS4R process at BBRC will be designed and implemented.

➤ **How do you proceed with the alignment of organisational policies with the HRS4R?**

BBRC action plan includes a Strategic Plan Development and it should integrate the HR Vision and HR Strategy into the Institute's Strategic Plan

➤ **How will you ensure that the proposed actions are implemented?**

Annual General Management Objectives are aligned with the BBRC HRS4R Action Plan. BBRC will lead biannual internal audits in order to monitor if that the actions are being implemented.

➤ **How will you monitor progress (timeline)?**

Annual General Management Objectives are aligned with the BBRC HRS4R Action Plan.

A specific project management software will be used to create the Action Plan timeline and easily monitor and track its progress.

BBRC will lead biannual internal audits in order to monitor if that the actions are being implemented.

➤ **How will you measure progress (indicators) in view of the next assessment?**

BBRC will lead biannual internal audits in order to monitor progress and if the actions are being implemented.