

**HUMAN RESOURCES
STRATEGY FOR
RESEARCHERS
HRS4R**

**ACTION PLAN
2020-2024**

3. ACTIONS

Proposed ACTIONS	GAP Principle(s)	Timing		Current Status	Responsible Unit	Indicator(s) / Target(s)	Remarks
		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		Completed	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	<i>The HR implementation team together with the Director of the Scientific Coordination Office, the research Management Office, and the BBRC’s Management defined and published a new HR policy that clearly establishes working conditions, schedules, and vacations.</i> <i>Due to COVID pandemic, BBRC has implemented a conciliatory hybrid model with new strategic perspectives to benefit family and work conciliation.</i>
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		In progress	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	<i>This new equality plan is in its final writing phase, in order to be approved</i>

CAREER DEVELOPMENT PLAN							
Elaborate a “Salary and Remuneration Scale”	26	3Q 2021		Completed	Board of Trustees General Management Human Resources	Approval by governing bodies “Salary and Remuneration published”	<i>The BBRC has implemented a career plan that includes a performance evaluation and a remuneration plan. The plan has been designed and drafted by a consultancy firm with the supervision of the HR Department and input from researchers.</i>
Update the “Training Plan” with Annual Budget Allocation and taking into account business related priorities	23, 28, 39	4Q 2022		In progress	Board of Trustees General Management Human Resources Functional Heads	Approval by governing bodies Updated “Training Plan” published Specific Annual Budget Allocation Report on the training performed by the staff Quantitative Indicators: number of training sessions, number of persons attending the training activities	<i>As mentioned above, the full implementation of a new training plan has been delayed due to covid pandemics. The final settings of the training plan and the budget allocation are currently being defined</i>
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		Completed	Board of Trustees General Management Human Resources Functional Heads	Approval by governing bodies “Performance Review Policy” published Annual Reports	<i>The BBRC has implemented a career plan that includes a performance evaluation and a remuneration plan. The plan has been designed and drafted by a consultancy firm with the supervision of the HR Department and input from researchers.</i> <i>To facilitate the implementation of this performance appraisal procedure, two guidelines were written and distributed to the researchers: one for the evaluator and a second for the staff to be evaluated. In addition, training sessions were also provided.</i>

<p>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.</p>	<p>25, 26, 28, 36</p>	<p>4Q 2021</p>		<p>Completed</p>	<p>Board of Trustees General Management Human Resources Functional Heads</p>	<p>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</p>	<p><i>The BBRC has implemented a career plan that includes a performance evaluation and a remuneration plan. The plan has been designed and drafted by a consultancy firm with the supervision of the HR Department and input from researchers.</i></p>
<p>Elaboration of a Training plan for mentors, supervisors and functional heads</p>	<p>28, 30, 36, 37</p>	<p>4Q 2022</p>		<p>In progress</p>	<p>General Management Human Resources Functional Heads</p>	<p>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</p>	<p><i>BBRC is developing a training plan for supervisors and mentors that encompasses the training that has been given on leadership and team management, goal setting, coaching, etc.</i></p>
<p>Performance evaluation of mentors, supervisors and functional heads</p>	<p>28, 36, 37</p>		<p>4Q 2024</p>	<p>Extended</p>	<p>General Management Human Resources Functional Heads</p>	<p>Performance Evaluation of functional heads implemented Reports</p>	

Elaborate guidelines to monitor the correct compliance of professional promotions	25, 28		4Q 2024	In progress	Board of Trustees General Management Human Resources Functional Heads	Approval by governing bodies Create Monitoring professional promotions Guidelines published Reports on Supervision Board sessions Quantitative Indicators: number of applicants per promotion, number of persons promoting	<i>The professional career plan includes a performance appraisal and a retribution plan.</i> <i>This plan includes the creation of an evaluation committee that will recommend the promotion of researchers. This committee will be operative in 2023</i>
COMMUNICATION & STRATEGIC ACTIONS							
Elaboration of a Strategic Plan	2, 3, 4, 7, 11	2Q 2022		In progress	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	<i>BBRC is working through the different working groups on the implementation of the BBRC strategic plan 2022-2026.</i>
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	In progress	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	<i>BBRC 's internal communication plan includes campaigns and actions aimed to offer valuable content to employees, for example publishing the center's research activity and the communication the advances and approved actions of the strategic plan. The BBRC's news were internally communicated to the researchers by a biweekly internal communication newsletter, Building's communication screens, and managers' communication e-mails.</i>

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	Extended	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		In progress	Board of Trustees General Management	Approval by governing bodies Communication Plan Quantitative indicators: % increase on the number of communications	BBRC continues to work on the strategic communication plan to improve internal communication, with the implementation of different communication channels.
SELECTION & RECRUITMENT							
Provide Training on OTM-R to all those who are involved in the recruitment process.	12, 20		4Q 2024	Extended	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 elements that includes the rules for the appointment of selection committees	12, 20		4Q 2024	Extended	Board of Trustees General Management Human Resources Functional Heads	Number of guidelines based on OTM-R principles	

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		Completed	General Management Human Resources	Number of selection processes performed with the new job descriptions	A new job offer description has been implemented including the sections recommended in the OTM-R toolkit. Since 2021 this new model is included in all the researchers and staff recruitment processes.
Guidelines to correctly inform candidates.	15		4Q 2024	Extended	General Management Human Resources	Number of guidelines to inform candidates	
Guidelines to correctly inform postdocs candidates about policies etc.	21		4Q 2024	Extended	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	Extended	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	Extended	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	Extended	Board of Trustees General Management Data Center	External audit to verify the correct storage of the copies of published data	
<i>New Actions included in the Interim</i>							
Promote women in scientific responsibility positions	27		4Q 2024	New	General Management Human Resources Work equality Commission	Number of gender equality communication actions Number of gender equity workshops, seminars etc Number of female promotions	
Design a career development plan addressed to pre-docs and post-docs including training options	38,39		4Q 2024	New	General Management Human Resources Work Commission	Number of training courses selected 90% of the R1 and R2 researchers attended to a training course. Number of attendees	
Flexible remuneration compensation programme , with the possibility of choosing between different products (restaurant vouchers, medical insurance, childcare	23,24		4Q 2024	New	General Management Human Resources Work Commission	Number of persons adhering to this programme	