HRS4R: INTERNAL REVIEW FOR THE AWARD RENEWAL PHASE

STATUS ACTION PLAN REVIEW (December 2023)

AND PREPARATION OF THE NEW ACTION PLAN 2024-2027

Case number: 2019ES373881

1. CONTACT DETAILS

Name Organisation under review: Fundació per la Recerca Recerca i la Docència Sant Joan de Déu

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Web-link to published version of organisation's HR Strategy and Action Plan:
https://www.irsjd.org/en/research/hr-excellence-research-hrs4r/

Web-link to organisational recruitment policy (OTM-R principles):[45]
https://www.irsjd.org/en/research/hr-excellence-research-hrs4r/staff-selection-and-welcome/

2. Organisational Information

Please provide an update of the 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	260,47
Of whom are international (i.e. foreign nationality)	51,26
Of whom are externally funded (i.e. for whom the organisation is host organisation)	*235,35*
Of whom are women	*201*
Of whom are stage R3 or R4[1]	*26,21*
Of whom are stage R2	60,44
Of whom are stage R1	39,83
Students	*9*
Total number of staff (including management, administrative, teaching and research) staff)	327,47
RESEARCH FUNDING (figures for most recent fiscal year)	**€**
Total annual organisational budget	16.957.602,56
Annual organisational direct government funding (block funding, used for teaching, research, infrastructure…)	200.000,00
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	5.626.573,03
Annual funding from private, non-government sources, designated for research	11.131.029,53
ORGANISATIONAL PROFILE *(a very brief description of your organisation, max. 100 words)*	

The Fundació Sant Joan de Déu (FSJD) is based in Barcelona, Spain and was created in 2002. The mission of FSJD is provide a framework for the research activity which is carried out in the biomedical and social spheres at Hospital Sant Joan de Déu in Esplugues, at Parc Sanitari Sant Joan de Déu in Sant Boi de Llobregat, and in other healthcare centers of the Hospitaller Order of St. John of God. The consolidated research areas at Sant Joan de Déu are grouped into the Institut de Recerca Sant Joan de Déu, which is managed by FSJD. The scope of FSJD's research is organized around Pediatrics, Mental Health, Ageing and other Social spheres.

3. Strengths and weaknesses of the current practice

In the action plan submitted by our institution in May 2018 to receive the HR Excellence in Research Award, we identified 14 actions to be implemented between September 2018 and September 2023 to improve the weaknesses identified in the gap analysis. All actions are aimed at improving the four thematic areas of the C&C, and some of the planned actions have an impact on more than one area.

The detailed action plan (point 3) specifies which principle of the Charter and Code each action addresses.

In general terms, looking at each thematic area, the following summary can be made.

THEMATIC AREA 1: ETHICAL AND PROFESSIONAL ASPECTS

This area requires constant follow-up, as maintaining the dissemination and awareness of Charter&Code is a continuous communication process.

All documents related to this area are available on the website.

STRENGTHS:

- Since 1 January 2020, the **Ethics Committee has agreed with the Research Committee to implement a more efficient and secure project evaluation cycle**. Projects within the Sant Joan de Déu framework must fill in a single form with the basic data of the project and its characteristics. The file must be sent to the Research Committee, which will assess the suitability of the research objectives and their alignment with the entity's priority research lines, as well as the viability of the team. Following validation by the Research Committee, the Principal Investigator must submit all documentation to the Ethics Committee for final approval. As an example, some of the documents that should be included are the following: application form validated by the research committee, research protocol, patient information and consent form, curriculum vitae of the principal investigator, economic memorandum, etc.

  If the project is an observational drug study and has already been reviewed by another ethics committee, we will not review it again. In the case of a clinical trial, the process is different, as it must comply with the regulations established by Spanish law.

  The circuit does not commit any additional resources and guarantees the interim approvals in the hospitals where the project will be developed.

  More information: Here

- **Information about the Charter&Code** is available on the HRS4R website, the intranet, the welcome handbook and the registration forms for new affiliated researchers.

- The Human Resources Department **communicates** all actions related to HRS4R through e-mails and periodic meetings (welcome, management plan, weekly board meetings, annual territorial unit board...).

- **New members** have been added **to the working groups**.

- The **Strategic Plan** 2018-2022 includes the actions of the HR Action Plan and the new Strategic Plan 2024-2027 includes a strategic line on HRS4R.

- An **Ombudsperson** was appointed and the **Code of Best Scientific Practices** was updated.

- In 2023, we create a new position for hiring an **Open Science and Data Expert** to reinforce the development of this strategic area in the Institution.

WEAKNESSES:

- **Level of knowledge about HRS4R** by professionals: In 2022 and 2023 we conducted two surveys to assess the level of knowledge about HRS4R, which was found to be low. People are aware of the improvements in HR policies, but a significant percentage of professionals do not attribute them to the HRS4R label. We will run another awareness campaign with a video. In 2023 we have improved the website to include all HRS4R related documentation on a more structured page.

NEW ACTIONS:

A.15 **Updating the Open Science Policy** and development/dissemination/teaching of new tools for researchers.

A.16 Adapt the actions of the new action plan to the **new Charter and Code for Researchers**, taking into account Open Science, Integrity, Gender…to maintain the commitment and implementation of the Charter & Code criteria.

THEMATIC AREA 2: RECRUITMENT AND WELCOME

As we noted in 2020, we have made significant changes and improvements in the area of recruitment and welcoming during this period, but we believe there is still work to be done because it is a process of continuous improvement.

The relevant documentation is published at this link.

STRENGTHS:

Key achievements in this area are highlighted below:

- **A new position of Recruitment Technician** has been created in the structure to support research staff in this area, centralising and monitoring all processes.

- **The recruitment process, based on OTM-R**, was defined with the Recruitment Working Group and published in February 2020. Since then, we have carried out several reviews of the process as part of the annual review with the working group.

- The recruitment process is **centralised by HR** to ensure data protection and communication with candidates.

- We have implemented an **online vacancy system to receive candidates**.

- We have some **tools to monitor the process and KPIs** for the following activities. Example:

	jun-23	sep-23
Total number of selection processes published	67	82
Number of evaluation committees formed	16	23
% of gender balanced committees	43,75%	52%
Of the processes published, % of application evaluations carried out	28,30%	23,53%
No. of applications received	3592	4334
Men	923	1152
Women	2632	3160
Hirings	73	80
Men	19	22
Women	54	58
Foreign applications	829	1046

- We have included **recruitment training for Principal Investigators** in the training plan.

- To facilitate the **integration of people with disabilities** into the labour market, we have cooperation agreements with organisations working on the socio-labour integration of people with disabilities.

- As part of the welcome process, we have published an online and multilingual **welcome handbook**, including information about HRS4R.

- We also hold **quarterly group welcome meetings** where we explain the process and introduce HRS4R.

WEAKNESSES:

On the other hand, we still have the following weaknesses that we need to continue to work on:

- At the moment it's not possible to integrate Euraxess in the online platform to automate the publication of calls for proposals and we continue to do it manually.

- **Candidate evaluation** forms are not sufficiently used by Principal Investigators as indicated in the KPIs. In 2024, we will have to be stricter and if we do not receive the evaluation form along with the hiring request, the hiring will not be able to proceed.

- We also need to continue to raise awareness of the importance of **recruitment committees**.

- We have provided the tools, but these last two points should be improved for the next years, so we mark the action as extended.

NEW ACTIONS

A.17 We need to **improve the evaluation system for researchers**, taking into account the new European Competence Framework for Researchers, called ResearchComp.

THEMATIC AREA 3: WORKING CONDITIONS

Human Resources' Global Action Plan aims to improve working conditions for professionals.

STRENGTHS

Key achievements in this area are highlighted below:

- The **Risk Prevention Department** implements measures to improve safety and health conditions in workplaces, facilities, equipment and processes. There is an annual plan for the implementation of measures to prevent occupational risks. A quarterly meeting is held with a representative researcher from each group. In addition, a **biosecurity manager** has been appointed in 2023 and a biosecurity committee has been established.

- We have defined, prepared and implemented the FSJD **gender plan** and a person in the RH department was appointed as gender officer.

We have also developed new actions related to this area that were not initially identified in the action plan.

- We have implemented an **annual wellbeing programme** that includes, for example, mindfulness courses, a healthy photography competition, fruit corners, etc.

- We conduct a **workplace climate survey** every two years to help us identify areas for further improvement. The last survey took place in 2022. After analysing the results, an action plan was developed in collaboration with professionals. We are in the process of implementing this action plan.

- We have implemented a **flexible compensation plan** to improve salary conditions.

- We have reviewed the **flexitime policy** to promote work-life balance.

- We have introduced a **teleworking programme** called Flex-Day for all employees.

- We have developed a **digital disconnection policy**.

- An analysis of the **Annual Remuneration Register** is carried out annually with an external consultancy and Principal Investigators are provided with guidance on salary matters If they require.

- In 2023, we have adapted to the **new labour reform** (RD 32/2021), which promotes the **stable** recruitment of staff.

- We conduct an **exit interview** with those professionals who leave voluntarily to find out the reasons for their departure and to analyse which aspects of working conditions need to be further improved.

- New laboratories for the oncology department have been inaugurated. and other facilities have been renovated.

WEAKNESSES:

- Although we can give some guidance and direction to the groups in terms of salaries, there are still **differences between researchers of the same category**, taking into account the funding possibilities of the group.

- At the moment, **we do not have a legal representation of the workers**, and given the size of the institution, it is becoming more and more necessary to negotiate policies (such as the gender plan). This works council is currently being set up.

- Our institution's **legal agreement is outdated and limited in some aspects**. However, a new collective agreement is being negotiated at sectoral level, which will serve as a framework for adapting certain policies that could be improved in this agreement.

NEW ACTIONS

A18 Design and implement of the **new FSJD gender plan 2025-2029**, to be negotiated with the new works council.

A19 Recruitment of an **infrastructure manager** and implementation of an action plan. This action plan will promote the **sustainable** implementation of research activities in line with the **European Green Deal.** We need to develop a plan to reduce our carbon emissions.

THEMATIC AREA 4: TRAINING AND DEVELOPMENT

In this thematic area we have developed a number of actions. The main actions undertaken are summarized below, the details of which can be found in the detailed action plan in section 3:

Also you can review all the documents related in these links:

- Knowledge Path

- Development and Mentoring

STRENGTHS

- We have designed and implemented the FSJD's **Researcher Career Plan**, which defines the research career paths according to the same standards of the European R scale. We have carried out a work to classify our researchers internally according to the R scale.

- We have designed and implemented the FSJD's **career evaluation process** and at the end of 2023 we have designed a new programme called **VALORa** as a development evaluation process with a specific method to guide the interviews in an appreciative way.

- We have designed and implemented an annual FSJD **training plan** for researchers called Knowledge Path. This training programme is developed with a working group representing the research staff. This training plan is based on four areas Knowledge and Techniques to Do Research, Soft Skills, Governance and Values. In 2023, we reviewed the training plan to adapt it to the European framework.

- In the Knowledge Path, there is a table with the **recommended training for each professional level**. We have clearly defined the recommended training for each professional level.

- We have also developed a **specific leadership programme** (36h) for professionals that have reached a leading rol role recently.

- We have some **KPIs to monitor** and improve the plan every year. More information on the Knowledge Path.

- We have designed and implemented the FSJD's **Mentorship Programme** and the Guide of Mentorship Programme is published. We have also organised trainings on mentorship.

- We have published a "**Guide of good practices of supervision and direction of thesis**"

WEAKNESSES:

- The part of Objective A8 concerning the improvement of postdoctoral supervision is not yet sufficiently developed. In the mentoring programme there is a point about post-doc supervision, but with the new Strategic Plan 2024-2027 this will be a point to work on. **This objective will be extended** to continue it in the next years.

NEW ACTIONS

A very important milestone is the creation, at the end of 2023, of a fund to attract, retain and develop the research talent of our institution. The"Talent fund", as it is called, has been recently set up for these purposes. It will boost the development of policies related to research talent. However, the specific actions will be further developed in the next months. By the moment, we can advance the following.

A20. Design and implement new talent policies aligned with the new Strategic Plan 2024-2027 and supported by the Talent fund. These actions will be adressed to:

- ✓ Improve and optimise the IRSJD scientific career model
- ✓ Attract talent creating specific Calls for different profiles.
- ✓ Define and implement new strategies to retain and develop internal talent: the stabilisation policy for "Miguel de Servet" and "Ramon y Cajal" researchers needs to be reviewed.

Have any of the priorities for the short- and medium term changed?

The priority of the implementation has been maintained, so we can confirm that the actions have been implemented, although some ot them were delayed in the original plan.

As we explained in 2020, in January 2019 a Human Resources Manager was hired in the institution to lead the implementation of HRS4R and some of the actions were replanned.

Some of these actions have been completed on time, as shown in the chronogram, but other actions have been delayed in different degrees and even we have advanced other actions because in the Strategic Plan 2018-2022 we decided to prioritise them.Therefore, the priorities have not changed, as all the planned actions are considered key actions, but some of them have been replanned.

It should be noted that a new Strategic Plan 2024-2027 has been developed and some of the actions originally planned have been put on hold until the plan was defined. Therefore, these actions, such as the review of the stabilisation policy, have been postponed to be addressed once the new plan will be approved. It is envisaged that new commissions will be set up with researchers to increase their participation in the governance of the organisation.

In the coming years, it's crucial to continue to implement the new processes defined so far, to complete the outstanding points and to develop new actions.

Have any of the circumstances in which your organization operates, changed and as such have had an impact on your HR strategy?

Our institution is fully committed to the implementation of the action plan and our HR strategy has suffered no changes under any circumstances. A dedicated position to lead HRS4R (HR Manager) has been hired in the institution (TS). We can highlight that this organisational change took place in January 2019 and coincided with a review of the project status and a reassessment of some objectives, explained in the action table.

There have been important achievements during this period, being the most relevant one the accreditation as a CERCA research center in 2022. CERCA is the network of research centers in Catalunya supported by the Autonomic Government. This is an important milestone that has required some adjustments at the level of the Board of Directors and that will gradually require major changes to adapt the activity and the organisation to the requirements of the CERCA system.

This accreditation will reinforce our work towards achieving excellence in HR policy and making our institution a better place to work.

In this period, we have developed the new Strategic Plan 2024-2027 that will allow a new boost in the scientific aspects and will reinforce the HRS4R as a priority for our institution.

The following strategic line appears in this new plan: To consolidate the HR model following the Saint of God values and having as a reference the HRS4R (Human Resources Strategy for Researchers).

Are any strategic decisions under way that may influence the action plan?

As we have said before, we are now in the approval phase of the Strategic Plan 2024-2027. The strategic lines of the plan has been agreed, including a line dedicated to HRS4R, but the specific actions to be carried out over the next 4 years have not yet been specified.

In this document, we present a first proposal of actions because of the analysis to prepare this internal review, the outputs of the different working groups, the SWOT analysis for the preparation of the strategic plan and the European recommendations. This proposal will be further developed in the coming months along with the deployment of the Strategic Plan 2024-2027 and the new participatory groups that will participate in the governance of the entity, such as the Internal Scientific Board.

3. Actions

The next table presents the chronogram Action Plan Status at December 2023 and including new proposal of actions for next years *(new actions could be adjusted once we will have the final global version)*.

(There is another excel with the **detail of all actions, indicators and evidences** in this link. It is also attached in Euraxess tool)

Link to the dedicated webpage(s) on the organisation's web site *: https://www.irsjd.org/en/research/hr-excellence-research-hrs4r/

Nº	TITLE ACTION - INDICATORS / TARGET	STATUS IN DECEMBER 2023	2018 Q3	Q4	2019 Q1	Q2	Q3	Q4	2020 Q1	Q2	Q3	Q4	2021 Q1	Q2	Q3	Q4	2022 Q1	Q2	Q3	Q4	2023 Q1	Q2	Q3	Q4	2024 Q1	Q2	Q3	Q4	2025 Q1	Q2	Q3	Q4	2026 Q1	Q2	Q3	Q4	2027 Q1	Q2	Q3	Q4
A1	Strength awareness, commitment and implementation of the Charter & Code criteria.	COMPLETED *(continuos improvement)*	█	█	█	█	█	█																																	
	Online documents, available on: HRS4R web page and Welcome Manual.	Ok			█	█																																			
	Periodical briefings celebrated.	Ok	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	New members at the Implementation Working Group.	Ok				█																																			
	Strategic Plan including HR-Action Plan's actions.	Ok	█																																						

A2	Design and implement the FSJD's Researchers' Career Plan.	COMPLETED *(continuos improvement)*																																											
	Researchers' Career Plan defined and published on line and multilingual.	Ok																																											
	Researchers' Career Plan available online and in the Welcome Manual.	Ok																																											
	Guide for training junior scientists published online and multilingual.	Ok																																											
A3	Design and implement the FSJD's Career Evaluation Process.	COMPLETED *(continuos improvement)*																																											
	Career Evaluation Process protocols defined.	Ok																																											
	Guidelines to the selection of independent evaluation committees written on line and multilingual.	Ok																																											
	Career Evaluation Process available online and in the Welcome Manual.	Ok																																											
A4	Design and implement the FSJD's Recruitment Procedure, based upon OTM-R criteria.	COMPLETED *(continuos improvement)*																																											
	OTM-R working team selected.	Ok																																											

	Action	Status	Timeline
	OTM-R protocol defined and published online.	Ok	
	OTM-R Guide defined and published online and multilingual.	Ok	
	Guideline for Recruitment Procedure defined and published online and multilingual.	Ok	
	Recruitment Procedure available online and in the Welcome Manual.	Ok	
A5	Design and implement the FSJD's Training Plan for researchers.	COMPLETED *(continuos improvement)*	
	Survey performed and analysed.	Ok	
	Training Plan defined.	Ok	
	Training Plan available online and in the Welcome Manual.	Ok	
	Evaluation of the teaching load before assigning new training responsibilities	Ok	
A6	Update the FSJD's Research Committee attributions.	COMPLETED *(continuos improvement)*	
	Research Committee reformed with new responsibilities.	Ok	

			Timeline
	Research committee Guide defined and published online and multilingual.	Ok	▮ (green)
A7	Define the FSJD's Tech Transfer Policy.	COMPLETED *(continuos improvement)*	▮ (green)
	Tech Transfer plan defined and published.	Ok	▮ (green)
	IP regulation clause included in all new contracts.	Ok	▮ (green)
	Training courses on IP available online and in-person.	Ok	▮ (green)
A8	Improving PhD and Post Doc supervision.	IN PROGRESS	▮ (orange)
	Ph.D. and Post Doc supervision benchmark report performed.	Pending	▮ (orange)
	Guide of good practices of supervision and direction of thesis published online and multilingual.	Ok	▮ (green)
	Pilot Project of supervision of Post Docs finished.	Pending	▮ (orange)
A9	Design and implement the FSJD's Mentorship Programme	COMPLETED *(continuos improvement)*	▮▮▮ (orange) ▮ (green)

			Status	
		Benchmark of international Mentorship Programmes done.	Ok	
		Mentorship Programme defined and published.	Ok	
		Guide of mentorship programme defined and published online, multilingual.	Ok	
		Pilot on mentorship performed.	Ok	
		Training courses on mentorship available.	Ok	
A10	Design the FSJD's Outreach Plan.		COMPLETED *(continuos improvement)*	
		FSJD Outreach Plan defined.	Ok	
		Outreach leader assigned.	Ok	
		List of the most active science disseminators researchers created.	Ok	
		Training courses on outreach available.	Ok	
A11	Design and implement the FSJD's Gender Plan.		COMPLETED *(continuos improvement)*	
		Gender diagnosis at FSJD done.	Ok	
		Gender plan preformed.	Ok	

			Status																																								
		Gender plan leader assigned.	Ok							▓																																		
		Guidelines for gender equality defined and published online, multilingual.	Ok								▓																																
		Training courses on gender available online.	Ok									▓																															
A12	Write the FSJD's Welcome Manual.		COMPLETED *(continuos improvement)*		▓	▓	▓	▓	▓																																	
		FSJD Welcome Manual versions published online and multilingual.	Ok	░		▓	▓		▓																																	
A13	Update the FSJD's Code of Good Practices in Research.		COMPLETED *(continuos improvement)*																																							
		FSJD Code of Good Practices in Research updated published online and multilingual.	Ok																																							
		Laboratory notebooks leader assigned.	Cancelled																																								
A14	Implementation of occupational risk prevention measures.		COMPLETED *(continuos improvement)*		▓	▓	▓	▓	▓	▓																																
		Report of the status of the ergonomic conditions done.	Ok			▓																																					

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			Gantt
	Occupational risk prevention plan revisited.	Ok	▓
	To prepare the internal and external review	Ok	(green shaded bar)
A15	Update the Open Science policy and development/dissemination/teaching of new tools for researchers	NEW-2024	
	Open Science policy approved and disseminated to the research community	Q4 2024	(blue marker)
	Institutional Data Management Plan template&guidelines for Horizon Europe and Agencia Estatal de Evaluación, at least, developed.	Q4 2024	(blue marker)
	Instance in einaDMP fully setup and operational, with data management plan templates and guidelines implemented, and disseminated to researchers.	Q3 2024	(blue marker)
	Data Management plan elaboration support service launched.	Q3 2024	(blue marker)
	Instance in CORA RDR FAIR research data fully setup and operational, agreement with CSUC signed, dissemination and deposit suport institutional service running.	Q3 2024	(blue marker)

ID	Action / Indicator	Timeframe
	At least 2 Open Science training sessions done each year.	Q4 2024
A16	Adapt the actions to the new Charter and Code for Researchers, taking into account Open Science, Integrity, gender…to maintain the commitment and implementation of the Charter & Code criteria.	NEW-2024-2027
	Documents related to new principles elaborated and published (gender, open science, integrity, …)	Q3 2025
	Action Plan updated incorporating any new principles that could be established	Q2 2024
A17	Improve Researchers Assessment system in Recruitment	NEW-2025
	A new system for new hirings for Researchers Assessment published	Q1 2025
	Number of Assessments done for Researchers Career Positions	Q4 2025
A18	Design and implement the FSJD's New Gender Plan.	NEW 2024-2029
	Define, prepare and implement the FSJD's Gender Plan.	Q4 2024
	Outreach Activities done	Continuos

A19	Infraestructures and Sustanaibility of Research	NEW-2024																																			
	Infraestructure Policies defined and implemented	Q3 2024																																				
	Plan for reducing carbon emissions elaborated	Q4 2024																																				
A20	Review and implement new talent policies	NEW-2024																																				
	Career Evaluation Criteria and Process reviewed	Q4 2024																																				
	New Calls for specific profiles opened	Q1 2025																																				
	Stabilisation policy reviewed and published	Q3 2024																																				

OTM-R checklist:

From the checking done that we can review in the OTM-R Checklist document attached, we have identified several strong points and some weaknesses. We continue working on the implementation of the written OTM-R Institutional Policy.

We need to focus on improving in:

- **Candidate evaluation** forms are not sufficiently used by Principal Investigators as indicated in the KPIs. In 2024, we will have to be stricter and if we do not receive the evaluation form along with the hiring request, the hiring will not be able to proceed.

- We also need to continue to raise awareness of the importance of **recruitment committees**.

We have provided the tools, but these last two points should be improved for the next years, so we mark these actions as extended. We have some indicators to monitor if we improve.

Link to the dedicated webpage(s) on the organisation's web site *: https://www.irsjd.org/en/research/hr-excellence-research-hrs4r/staff-selection-and-welcome/

OTM-R Revision 2023 *(After document"Principles and Procedure for Recruitment" was published in February 2020)*	Open	Transparent	Merit-based	**Answer:** Yes completely/Yes substantially/ Yes partially/No	**Suggested indicators (or form of measurement** *Updated at September 2020 + new actions until December 2023*
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, completely	Web link: https://www.irsjd.org/media/upload/domain_3/arxius/HRS4R/2023/FSJD-Principios-procedimientos-seleccion-2023-ang.pdf

OTM-R Revision 2023 *(After document"Principles and Procedure for Recruitment" was published in February 2020)*	Open	Transparent	Merit-based	**Answer:** Yes completely/Yes substantially/ Yes partially/No	**Suggested indicators (or form of measurement** *Updated at September 2020 + new actions until December 2023*
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	Yes, completely	10th february a Communication was sent to all the staff with the OTM-R procedures in the Institution. In this Communication, OTM-R official document was also sent. On the other hand, for candidates it's also explained how to apply to all types of positions through Talent Clue. https://www.irsjd.org/en/research/working-at-the-irsjd/
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	Yes, completely	We had sent all the detailed procedures to be followed by post. process and give more support from the HR department (related to labour reform). In June 2022 and March 2023, a new communication was sent to remind the process and we did an information session. We have introduced some KPIs related to recruitment. Recruitment training sessions were organised in 2022 and 2023 and will be continued in the next training plans.
4. Do we make (sufficient) use of e-recruitment tools?	x			Yes, completely	Yes, since 2020 we are using a Web-based tool for (all) the stages in the recruitment process https://talentclue.com/en Also we had introduced some Forms to systematize the process.

SJD
Sant Joan de Déu
Fundació de Recerca

HR EXCELLENCE IN RESEARCH

OTM-R Revision 2023 *(After document"Principles and Procedure for Recruitment" was published in February 2020)*	Open	Transparent	Merit-based	**Answer:** Yes completely/Yes substantially/ Yes partially/No	**Suggested indicators (or form of measurement** *Updated at September 2020 + new actions until December 2023*
5. Do we have a quality control system for OTM-R in place?	x	x	x	Yes substantially	The web-based tool that we use for the recruitment process has been an important improvement to control the number of calls, the number of candidates we receive, to ensure data protection, to centralise communication with candidates... There are several reports that we can analyse. In addition, since 2023 we have had several KPIs to analyse with the working group on how to improve.
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	Yes, completely	Yes, the calls and their bases are published through Talent Clue on the website and other apropiate channels.
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	Yes, completely	In the document "GENERAL PRINCIPLES AND PROCEDURE OF SELECTION" we have an specific chapter "3.2 Calls and announcements" about this point. Some of the ads are published in Euraxess and Linkedin. We can see in the Talent Clue report that we have received: *2020: 62 candidates from different nationalities.* *2023: 1046 candidates from different nationalities.*

OTM-R Revision 2023 *(After document"Principles and Procedure for Recruitment" was published in February 2020)*	Open	Transparent	Merit-based	**Answer:** Yes completely/Yes substantially/ Yes partially/No	**Suggested indicators (or form of measurement** *Updated at September 2020 + new actions until December 2023*
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	Yes, completely	In the document "GENERAL PRINCIPLES AND PROCEDURE OF SELECTION" we have an specific chapter "3.2 Calls and announcements" about this point. It's also written in each call. **In the Internal Assessment we received this comment:** *On the OTM- R checklist, at point 8, policies to attract underrepresented groups , claimed to be in the document "GENERAL PRINCIPLES AND PROCEDURE OF SELECTION" in the chapter "3.2 Calls and announcements ", are not described.* Now it's described and we have cooperation agreements with organisations working on the socio-labour integration of people with disabilities
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	Yes, completely	Yes, the OTM-R policy is integrated in the HR Global Action Plan which is focused on provide attractive working conditions for researchers.

OTM-R Revision 2023 *(After document"Principles and Procedure for Recruitment" was published in February 2020)*	Open	Transparent	Merit-based	**Answer:** Yes completely/Yes substantially/ Yes partially/No	**Suggested indicators (or form of measurement** *Updated at September 2020 + new actions until December 2023*
10. Do we have means to monitor whether the most suitable researchers apply?				Yes, partially	From the HR Dpt we do not monitor this but we have defined a template with a punctuation system evaluation for each category. The selection is done by the Scientifc Area according to the criteria. However, the template it's not enough used yet and we have to continue working to improve this point. In 2024, we will be stricter and if we do not receive the evaluation form along with the hiring request, the hiring will not be able to proceed. We need to improve the researcher evaluation system, which takes into account the new European Competence Framework for Researchers, called ResearchComp.
Advertising and application phase					
11. Do we have clear guidelines or templates or advertising positions?	x	x		Yes, completely	Yes, we had prepared a template to identify requirements and best channels to publish. Once we have this information, we publish the offer following the Talent Clue template. Example: https://careers.talentclue.com/en/node/58547546/4590
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?	x	x		Yes, completely	Yes, it's important give visibility to all the principles of the OTM-R policy. Example: https://careers.talentclue.com/en/node/58547546/4590
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		Yes, completely	We are publishing calls related with Research Carrer (R1-R3) Example: https://euraxess.ec.europa.eu/jobs/167783

OTM-R Revision 2023 *(After document"Principles and Procedure for Recruitment" was published in February 2020)*	Open	Transparent	Merit-based	Answer: Yes completely/Yes substantially/ Yes partially/No	Suggested indicators (or form of measurement *Updated at September 2020 + new actions until December 2023*
14. Do we make use of other job advertising tools?	x	x		Yes, completely	Yes, through Talent Clue we have the funcion of multiposting in different platforms as Linkedin, Schools and other specialized webs.
15. Do we keep the administrative burden to a minimum for the candidate? [see Chapter 4.4.1 b)]	x			Yes, completely	Yes, thanks to Talent Clue we are simplifying the administrative part of the process and guaranteeing Data Protection.
Selection and evaluation phase					
16. Do we have clear rules governing the appointment of selection committees? [see Chapter 4.4.2 a)]		x	x	Yes partially	In the document "GENERAL PRINCIPLES AND PROCEDURE OF SELECTION" we have an specific chapter "3.6 Evaluation and selection commission" about this point and we had include a table in Forms to be informed in the Department about selection committees. However, we cannot monitor whether the Committee is having a meeting and carrying out a joint evaluation. We have to improve this point.
17. Do we have clear rules concerning the composition of selection committees?		x	x	Yes partially	In the document "GENERAL PRINCIPLES AND PROCEDURE OF SELECTION" we have an specific chapter "3.6 Evaluation and selection commission" about this point and we had include a table in Forms to be informed in the Department about selection committees. We had defined the rules but the % of gender balanced committees is only 52% (according to 2023 KPIs)

OTM-R Revision 2023 *(After document"Principles and Procedure for Recruitment" was published in February 2020)*	Open	Transparent	Merit-based	Answer: Yes completely/Yes substantially/ Yes partially/No	Suggested indicators (or form of measurement *Updated at September 2020 + new actions until December 2023*
18. Are the committees sufficiently gender-balanced?		x	x	Yes partially	In the document "GENERAL PRINCIPLES AND PROCEDURE OF SELECTION" we have an specific chapter "3.6 Evaluation and selection commission" about this point and talking about Gender-Balance. Also we have published the Gender Equality Compromise and we are working in the Gender Equality Plan Diagnosis and it's an specific analysis about Recruitment and Gender Equality. We should guarantee that theory is implemented. The % of gender balanced committees is only 52% (according to 2023 KPIs)
19. Do we have clear guidelines for selection committees which help to leads to the best candidate being selected?			x	Yes substantially	In the document "GENERAL PRINCIPLES AND PROCEDURE OF SELECTION" it's written. There is an annex specific for candidates evaluation but we shoud guarantee that is used.
Appointment phase					
20. Do we inform all applicants at the end of the selection process?		x		Yes completely	Yes, thanks to Talent Clue there is a system of authomatic feedback
21. Do we provide adequate feedback to interviewees?		x		Yes completely	Yes, thanks to Talent Clue there is a system of authomatic feedback
22. Do we have an appropriate complaints mechanism in place?		x		Yes completely	Yes, it is written in the general procedure and also it's explained in each job offer. We had received some questions during the last year in the mailbox: recerca.rrhh@sjd.es
Overall Assessment					

OTM-R Revision 2023 *(After document"Principles and Procedure for Recruitment" was published in February 2020)*	Open	Transparent	Merit-based	**Answer:** Yes completely/Yes substantially/ Yes partially/No	**Suggested indicators (or form of measurement** *Updated at September 2020 + new actions until December 2023*
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				Yes substantially	We have defined with the Working Group that we should do regular meetings to follow if the system in place delivers on its objectives. We define some KPIs in order to improve. We will have to integrate the procedure in Quality procedures.

4. IMPLEMENTATION

Please provide an overview of the expected implementation process. You can use the following questions as a guideline in your description:

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1. How have you prepare the internal review?

To prepare the internal review, we followed the same process that we used to prepare for the mid-term review.

The HRS4R action plan is fully integrated into all our HR actions, so continuous improvement is a natural part of the department's progress.

The preparation of the internal review is therefore a continuous process that started at the same time as the implementation of the action plan. This means that all the actions taken were registered with their evidence, in order to keep a continuous check on the progress of the action plan. This revision has been prepared by the Human Resources Department (TS) in collaboration with the departments and working groups involved, and it's being reviewed and approved by the Steering Committee. The research community is involved in the actions and also in the preparation of the internal review.

Below there is a summary table of the actions taken to prepare the internal review.

Preparation of the Internal Review for the Award Renewal Phase	2023					2024		
	March	Sept.	Oct.	Nov.	Dec.	Jan	Febr	March
Internal Survey sent to identify the level of knowledge of HRS4R by the Research Community	🟩							
Review and update of HRS4R information in web and preparation of institutional **video** about HRS4R with the participation of research staff		🟩						
Identifying needs for the new plan: A new survey had been planned to identify the needs for the new action plan, but given that meetings had been held with all research staff to prepare the new strategic plan, it was not considered necessary. The **SWOT analysis carried out enabled the new strategic plan to be designed, which will guide the implementation of the new actions in the action plan.**			🟩					
Presentation of the status of the preparation of the Award Renewal Phase and the Action Plan to the Participation Groups: Steering Committee, Implementation WG and Working Groups to get new ideas for the new Action Plan. We will also update on this preparation phase in some meetings with research professionals in December**.**				🟩				
Preparation and sending of the evaluation report for reaccreditation					🟧			

2. How have you involved the research community, your main stakeholders, in the implementation process?

- To involve the research community, we have set up several working groups to define

procedures. For each group we asked for new delegates from different categories.

- ✓ Recruitment working group: 6 participants.
- ✓ Training working group: 9 participants
- ✓ Careers and Appraisal Working Group: 15 participants
- ✓ Gender Balance Working Group: 9 participants

- We have updated the working groups with new delegates in 2023.

- We have created a virtual community to share content on HRS4R.

- The Steering Committee meets regularly and HRS4R is a regular point of discussion (example in the screenshot below).

- HRS4R is also part of the HR presentation at Welcome Sessions.

- In addition, there is a strong commitment to the accreditation of quality labels (Cerca, ISCIII..).

3. Do you have an implementation committee and/or steering group that regularly monitors progress?

Yes, the steering committee, which meets weekly, can discuss actions related to the HRS4R line that we have integrated into the strategic plan, as shown in the screenshot below.

4. Is the organisation's policy in line with the HRS4R? For example, is the HRS4R recognised in the organisation's research strategy, overarching human resources policy?

Yes, of course. The overarching HR policy recognizes, as one of their pillars, the HRS4R in the Global Action Plan. When we prepare and present the HR Action Plan, HRS4R is always the guide (example in

the screenshot below).

El Model de treball de l'Àrea de Persones de la Fundació per la Recerca Sant Joan de
Déu es fonamenta en el **Pla Estratègic 2019-2022** i en el **HRS4R** i consta de 3 BLOCS
principals: **Desenvolupament, Benestar i Gestió/Administració de Personal**

PEOPLE DEVELOPMENT	PROGRAMA DE BENVINGUDA WELCOME MANUAL	PLA DE FOMACIÓ TRAINING	SELECCIÓ DE PERSONAL RECRUITMENT	PLA D'IGUALTAT GENDER PLAN	
HEALTH AND WELLBEING	SALUT I PREVENCIÓ DE RISCOS LABORALS HEALTH PREVENTION	PROGRAMA D'ACTIVITATS I BENEFICIS SOCIALS SOCIAL BENEFITS	CLIMA LABORAL WORKING CLIMATE	COMUNICACIÓ I PARTICIPACIÓ INTERNAL COMUNICATION	**Human Resources Strategy for Researchers**
ADMINISTRATION	iFUNDANET	CALENDARI LABORAL WORK CALENDAR	PETICIONS A PERSONAL REQUESTS	FAQs	

5. How has your organisation ensured that the proposed actions would be also implemented?

- For our institution, the implementation of HRS4R is a key point in our strategy and this commitment is reflected in the following actions:

- A dedicated position to lead HRS4R (HR Manager) has been created in the institution.

- The HRS4R action plan is included in the Institution's Strategic Plan 2018-2022.

- In the new Strategic Plan 2024-2027 there is a specific line that will allow us to implement new actions related to consolidate the people and values model, always with HRS4R (Human Resources Strategy for Researchers) as a reference point with focus on:

  ✓ Optimise the IRSJD scientific career model
  ✓ Focus on recruitment processes.
  ✓ Retention and development of talent

- The overall HR policy integrates HRS4R as one of its pillars in the Global Action Plan.

6. How are you monitoring progress (timeline)?

Monitoring and follow-up of the plan is ongoing and one of the main responsibilities of the HR Manager (TS). The following specific mechanisms are in place

1- Scorecard based on the indicators proposed in the plan.
2. Annual reporting to the Board of Trustees.
3. Reporting to the Steering Committee.
4. Reporting to the IWG.
5. Regular meetings with the working groups.

7. How will you measure progress (indicators) in view of the next assessment?

We are measuring progress with different actions:

- Registration of all the actions carried out on a regular basis with the supporting evidence (view attached excel).
- We have also indicators in our annual management plan for each objective.
- In addition, we have indicators of progress in different areas of the department (recruitment, training, gender...) so this information allows to measure progress for specific areas.

8. How do you expect to prepare for the external review?

To prepare the external review, we will follow the following actions:

Preparation of the Internal Review for the Award Renewal Phase	Jan	Feb	March	Abril	May	June
Communication and awareness campaign linked to surveys results adressed to all professionals						
Preparation of the site-visit with collaboration of IWG and WG						
Simulation of site visit with researchers						
Site-Visit	Pending CE					
Complete revision, preparation and publication of the NEW ACTION PLAN						

As we have explained, we are in a phase of change with the new strategic plan, which should give a strong boost to scientific policies linked to talent, and this requires a more precise monitoring of the new actions included in the new action plan. In order to prepare this new strategic plan, working sessions were held in which 119 researchers participated. The SWOT analysis carried out enabled the design of the new strategic plan, which will guide the implementation of the new actions in the action plan.

The next few years will be crucial in order to further engage the working groups and to stabilise and embed the defined processes.

The revised strategy and Action Plan are available in our web page upon completion of the internal review for award renewal phase.

Additional remarks/comments about the proposed implementation process:

PREPARATION OF NEW ACTION PLAN 2024-2027

We are now in the approval phase of the 2024-2027 Strategic Plan. The strategic lines of the plan have been agreed, including a line dedicated to HRS4R, but the specific actions to be carried out over the next few years will be developed in the coming months.

In this document, we present a first proposal of actions for a new Action Plan based on:

- ✓ the review of the progress and degree of completion of the previous Action Plan
- ✓ The results of the analysis with the working groups
- ✓ The SWOT analysis for the preparation of the Strategic Plan 2024-2027
- ✓ European recommendations (revision of the Charter&Code and the European Competence Framework for Researchers, called ResearchComp.)

Note: *The timetable presented in this initial proposal could also be adjusted once the final global version is finished.*

PROPOSAL OF ACTIONS *(to be completed and timing to be adjusted)*

Action number	C&C	RESPONSIBLE UNIT	TITLE ACTION	Description	INDICATORS / TARGET Detail of actions 2020 + until 2023	Initial Timing for actions
A15	8	Knowledge Management Unit	Update the Open Science policy and development/ dissemination /teaching of new tools for researchers	With the hiring in 2023, of a person responsible for Open science and Data Management we are developing an action plan in this area: Update the Open Access policy to a full fledged Open Science policy. Update and/or develop new protocols for the management of open publications and FAIR research data Develop an institutional Data Management Plan templantes&guidelines as well as the institutional instance in einaDMP service by CSUC Creation of an institutional FAIR research data repository Continue offering training courses about Open Science	A15.1 Open Science policy approved and disseminated to the research community A15.2 Institutional Data Management Plan template&guidelines for Horizon Europe and Agencia Estatal de Evaluación, at least, developed. A15.3 Instance in einaDMP fully setup and operational, with data management plan templates and guidelines implemented, and disseminated to researchers. A15.4 Data Management plan elaboration support service launched. A15.5 Instance in CORA RDR FAIR research data fully setup and operational, agreement with CSUC signed, dissemination and deposit suport institutional service running. A15.6 At least 2 Open Science training sessions done each year.	2024
A.16	ALL	General Direction, Communication Department and HR	Implementation of new Action Plan aligned with new Charter & Code criteria.	It is essential to maintain the commitment and implementation of the Charter & Code, adapting the actions to the **new Charter and Code for Researcher**s, taking into account Open Science, Integrity, Gender...	A16.1 Documents related to new principles elaborated and published (gender, open science, integrity, ...) A16.2 Action Plan updated incorporating any new principles that could be established	2024

A17	12, 13, 14, 15	Scientific Direction + HR and WG	Improve Researchers Assessment system in Recruitment	In the recruitment process, we need to improve the **researcher evaluation system**, which takes into account the new European Competence Framework for Researchers, called ResearchComp.	*A17.1 A new system for new hirings for Researchers Assessment published* *A17.2 Number of Assessments done for Researchers Career Positions*	2025
A18	27	HR Department and WG	Design and implement the FSJD's New Gender Plan.	Study the present scope of gender issues at FSJD. Define, prepare and implement the FSJD's Gender Plan. Include these competencies in the RH department, specifically assigning them to one staff member. Create guidelines for gender published online and multilingual. Training courses on gender will be provided.	A18.1 Gender diagnosis at FSJD done. A18.2 Gender plan performed. A18.3 Gender plan leader assigned. A18.4 Guidelines for gender equality defined and published online and multilingual. A18.5 Training courses on gender available online. A18.6 Action plan and KPIS of the gender plan followed by the Working Group. A18.7 Outreach Activities done	2024
A19	23	Infraestructure Manager and HR Department	Plan of Infraestructures and Sustanaibility of Research	New incorporation of Infrastructure Manager and deployment of an action plan. This action plan will promote the sustainable implementation of research activities in line with the European Green Deal. We have to develop a plan to reduce our carbon emissions.	A19.1 Infrastructure Policies defined and implemented A19.2 Plan for reducing carbon emissions elaborated	2025
A20	11, 16, 17, 18, 19, 20, 21, 23, 25, 26, 28, 29, 30, 33, 37, 38, 39	Scientific Direction + HR+ WG	Review and implement new talent policies	Aligned with the new Governances and Strategy Plan, and taking into account the talent fund, review and implement new talent policies adressed to: - Improve and optimise the IRSJD scientific career model - Attract talent creating specific Calls for different profiles. - Define and implement new strategies to retain and develop internal talent: the stabilisation policy for "Miguel de Servet" and "Ramon y Cajal" researchers needs to be reviewed.	A20.1 Career Evaluation Criteria and Process reviewed A20.2 New Calls for specific profiles opened A20.3 Stabilisation policy reviewed and published	2024

This proposal of **Action Plan will be further developed in the coming months** with the deployment of the Strategic Plan 2024-2027 and the new participatory groups that will participate in the governance of the entity, such as the Internal Scientific Board.

During the first semester of 2024, the final Action Plan will be completed as part of the process of developing the specific actions for new Strategic Plan 2024-2027. Our priority will be continue developing actions that will have a positive impact in our researchers and staff personnel in Sant Joan de Déu.

For all the above reasons**, new action plan will be completed and published in the coming months** with:

-   Deployment of Actions of new Strategic Plan

-   New principles that could be established in new Charter&Code

-   Last action plan status: actions with weaknesses that should be improved and in progress

-   Including recommendations that we will receive from the European Commission (EC) Auditors during the Site Visit in order to provide better practices and policies to our staff.