

## **HUMAN RESOURCES STRATEGY FOR RESEARCHERS**

Instituto de Investigación Sanitaria Hospital Universitario de La Princesa - Fundación de Investigación Biomédica Hospital Universitario de La Princesa (IIS Princesa) is a public consortium, founded in 2009, whose main activity is translational biomedical research. IIS Princesa is composed of Hospital Universitario de La Princesa, Hospital Universitario de Santa Cristina, Hospital Infantil Universitario Niño Jesús, Primary Care of Hospital Universitario de La Princesa, Universidad Autónoma de Madrid and Fundación para la Investigación Biomédica Hospital Universitario de La Princesa.

IIS Princesa research community comprises approximately 500 members, divided between researchers, technicians, and administrative and management staff. They are grouped into 51 high-quality research groups.

In June 2016, IIS Princesa signed the Declaration of commitment to the principles of “The European Charter for Researchers” and “The Code of Conduct for the Recruitment of Researchers” with the objective to improve the working conditions for researchers, thereby making IIS Princesa a more attractive place to do research.

In order to implement these Charter and Code, the European Commission started an European initiative called “Human Resources Strategy for Researchers (HRS4R)”, giving public recognition to research institutions that have made progress in aligning their human resource policies with the Charter and Code principles.

The HRS4R has five steps to be followed:

- Step 1 –Internal gap analysis according to a standard template grouping the Charter & Code principles in 4 areas ('Ethical and professional aspects', 'Recruitment', 'Working conditions & social security' and 'Training').
- Step 2 – Publish the "Human Resources Strategy for Researchers" in the Institutional website.
- Step 3 - European Commission "acknowledges" that the participating research institution or funding organisation has adopted a Human Resources Strategy for Researchers.
- Step 4 - Implement “HR strategy” and conduct a self-assessment.

- Step 5 - External evaluation every four years after the HR award, the research institution or funding organisation drafts a short report, showing the progress made towards the objectives of its HR Strategy for Researchers and its compliance with the principles of the Charter & Code.

With the main objective to start the implementation of HSR4R, IIS Princesa set up an internal working group, involving all the key actors, such as, institutional directors, HR management, researchers and management staff. This working group has been decisive to achieve the objectives of steps 1 and 2.

### Step 1 – Internal gap analysis

IIS Princesa working group involves all key players and takes an active position in the process. The different members are listed below in alphabetical order, showing their different institutions and position within IIS Princesa.

Name	Position	Institution
Javier Aspa Marco	Support Units Responsible Clinical researcher Emergent group leader	Hospital Universitario de La Princesa
Jesús Capa Algara	Management – Technical Unit	IIS Princesa
David Lafuente Alonso	Management – Human Resources Unit	Fundación para la Investigación Biomédica Hospital Universitario de La Princesa
Mónica MarazuelaAzpíroz	Clinical researcher Senior group leader	Hospital Universitario de La Princesa
Lucas Moreno Martín Retortillo	Clinical researcher Postdoctoral Researcher	Hospital Infantil Universitario Niño Jesús
Juan José Muñoz González	Medical Deputy Director	Hospital Universitario Santa Cristina
Rosario Ortiz de Urbina Barba	Fundación para la Investigación Biomédica Hospital Universitario de La Princesa Director	Fundación para la Investigación Biomédica Hospital Universitario de La Princesa
Javier Pérez Gisbert	Clinical researcher Senior group leader	Hospital Universitario de La Princesa

Francisco Sánchez Madrid	IIS Princesa Scientific Director. Clinical Researcher Senior group leader	Hospital Universitario de La Princesa
Miguel Vicente Manzanares	Basic researcher Emergent group leader	Universidad Autónoma de Madrid

From these members, Francisco Sánchez Madrid is the HRS4R chair and Jesús Capa Algara the secretary.

IIS Princesa working group had two meetings with the following agendas:

- 27/07/2016: Kick-off meeting: Presentation of HRS4R to IIS Princesa working group and design of a questionnaire based on the template of the European Commission.
- 19/10/2016: Discussion and approval of the Action Plan, and establishment of a procedure to develop “Step 2” and “Step 3”.

Following the European suggestion for the internal analysis a survey was agreed, composed by 24 statements based on the standard template for internal analysis available in the EURAXESS webpage. The working group decided to include only those sections from the 40 proposed which showed more room for improvement.

The survey was sent to all members of IIS Princesa, including management staff, encouraging them to answer anonymously with the objective to improve current practices. The survey was developed in the Internet tool “Google forms”, written in English.

The survey was divided in five different sections (see Annex I):

- I. Profile. It includes general personal and professional information, such as, gender, age, area of research, type of contract. It includes nine questions.
- II. Ethical and professional aspects. It includes eight questions.
- III. Recruitment: It includes six questions.
- IV. Working conditions and social security. It includes eight questions.
- V. Training. It includes four questions, two of them for general comments.

Each worker should answer the first nine questions with personal information, clicking only the option corresponding with their profile. The following twenty six questions

had to be scored from 1 to 5, establishing 1 as the lowest level of agreement and 5 as the highest level of agreement, or in case personnel deems it appropriate, they could select not applicable (N/A).

The Action Plan should allow the adjustment of “Human Resources Strategy for Researchers” to reality. Therefore, only the points with lower punctuation would be included in it.

To obtain the best dissemination, the survey was sent to the 530 workers, including researchers, management staff, technicians and direction Area and group leaders were encouraged to give maximum publicity of the survey among their team members.

The first mail was sent the 1<sup>st</sup> of August and a new reminder message was sent the 29<sup>th</sup> of August. The survey period was closed the 9<sup>th</sup> of September.

### Results of the survey

The survey was answered by 61 persons out of 530. The rate of participation was 11%. Although the rate could be considered low, the survey represented all the professional categories (Figure 1) and all the institutions that conform the IIS Princesa (Figure 2), with a higher participation in the centres with a higher number of Institute members. The low participation could be due to the summer holidays.

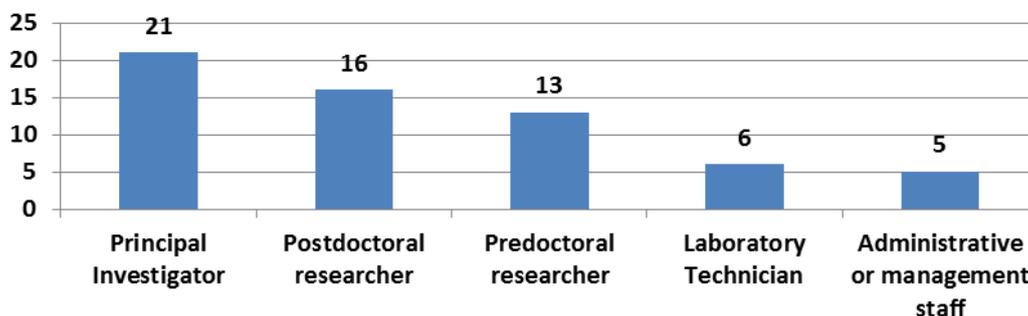


Figure 1: Professional categories

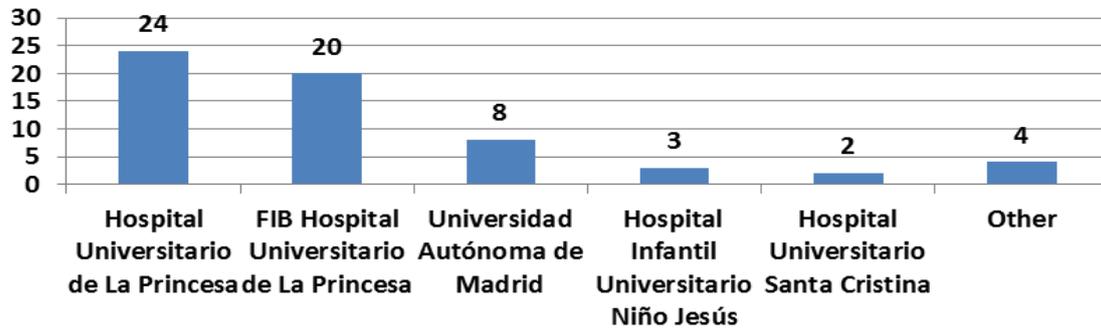


Figure 2. Employer institution

In order to prioritise the aspects requiring improvement, the following actions were taken:

- The answers marked with N/A were substituted by a 0.
- All the values obtained in each question were added.
- The number obtained was divided by the number of employer institutions which answered the survey.

The information obtained is shown in the following table.

	Mean
10. Ethical principles	3.56
11. Professional responsibility	3.82
12. Contractual and legal obligations	3.03
13. Good practice in research	3.46
14. Dissemination, exploitation of results	3.36
15. Public engagement	3.11
16. Non discrimination	4.18
17. Evaluation/ appraisal systems	2.77
18. Recruitment (Code)	3.41
19. Selection (Code)	3.11
20. Transparency (Code)	3.11
21. Judging merit (Code)	2.84
22. Seniority (Code)	3.54
23. Postdoctoral appointments (Code)	2.84

24. Research environment	3.00
25. Stability and permanence of employment	2.97
26. Stability and permanence of employment	2.70
27. Funding and salaries	2.84
28. Gender balance	3.23
29. Intellectual Property Rights	3.03
30. Co-authorship	3.15
31. Teaching	2.89
32. Relation with supervisors	3.23
33. Supervision	3.11

IIS Princesa working group analysed the results and established the value of 3 (60 % of agreement) as the cut off mark, giving priority to the issues whose mark was below this point. Eight out of 24 principles were chosen to be included in the IIS Princesa Human Resources Strategy for Researchers.

**Step 2 – Publish the "Human Resources Strategy for Researchers" in the Institutional website.**

The "IIS Princesa Human Resources Strategy for Researchers" has been placed in the IIS Princesa web page: <http://www.iis-princesa.org/instituto/human-resources/>.

The IIS Princesa HRS4R, includes a summary of the main results of the internal analysis and presents the actions proposed to ensure and/or improve the alignment with the Charter and Code principles.