

Centre for Genomic Regulation

**HR Strategy for Researchers  
2016-2017 Action Plan**

December 2015



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## 1. CRG HR Strategy for Researchers. Introduction

The Centre for Genomic Regulation (CRG) is an international biomedical research institute of excellence, established in December 2000. It has become one of the top life sciences research institutes worldwide, providing a research environment and culture that attract the best researchers, who achieve world-class results.

On November 19, 2013 the CRG received the '[HR Excellence in Research](#)' award from the European Commission. This is a recognition of the institute's commitment to developing an HR Strategy for Researchers, designed to bring the practices and procedures in line with the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (Charter and Code).

An action plan was designed for the 2013-2015 period with the involvement of a Working Group made up of representatives from all professional research categories and approved by the CRG Executive Board. The CRG 2013-2015 Action Plan enabled CRG to fulfil the HR Vision and HR Strategic Objectives in alignment with the European Charter and Code principles.

The original Action Plan is on the CRG website at: <http://www.crg.eu/en/content/about-us-general-information/hr-excellence-research>.

## 2. Designing the 2016-2017 HRS4R Action Plan

The new 2016-2017 Action Plan was designed with the coordination of HR (Inés Fonseca) and the support of the HRS4R Monitoring Group (Managing Director, Head of HR and Head of Scientific and International Affairs) and HRS4R Working Group, composed of representatives from each category (Principal Investigators (PIs) /Heads of Unit, Postdocs, PhDs and Technicians).

During the first meeting on November 11, 2015, the progress of the 2013-2015 Action Plan was presented and discussed, and initial ideas for the next period were proposed. It was agreed to launch the same survey that had been sent during the gap analysis in 2013 to identify the progress in the previous actions and future needs of the scientific community for the next period.

On November 27, during the second meeting of the HRS4R Working Group, the results of the surveys of all scientific communities were presented and discussed within the group and actions for the 2016-2017 period were proposed.

As a result, the main gaps identified focused on the following three areas:

1. Implementation of HR policies (recruiting and career development)
2. Enhanced promotion of gender balance and work-life balance
3. Further development of training activities

The 2016-2017 Action Plan was presented and approved by the Executive Board on December 14, 2015.

### 3. 2016-2017 Action Plan

The proposed actions have been grouped in four areas in alignment with the European Code and Charter: Ethical and Professional Aspects, Recruitment, Working Conditions and Social Security and Training and Career Development. A coordinator, timeframe and indicator have been defined for each action.

The CRG HRS4R Monitoring Committee will assess the implementation of the Action Plan and propose adjustments, whenever applicable.

I. Ethical and Professional Aspects			
Action	Coordinator	Timeframe	Indicator
1. <u>Integrate the HR Vision and HR Strategy into the institute's Strategic Plan</u> (action partially covered in the 2013-2015 Action Plan).	Executive Board	Q2'16	Documentation & Dissemination
2. <u>Implementation of the Code of Conduct and Good Governance</u> , approved in November 2015 by the Executive Board and in December 2015 by the Board of Trustees	HR	Q4'16	Documentation & Dissemination

II. Recruitment			
Action	Coordinator	Timeframe	Indicator
1. <u>Implementation of tailored Immigration guidelines</u> (i.e. EU vs. non-EU citizens) to be designed to ensure a smooth relocation of each newcomer (from the Visa process, to the social security or national health system registrations, or to offer accommodation tips), as the CRG has a high number of international staff joining the institute	HR	Q1'16	Documentation & Dissemination
2. <u>Design a Recruitment Policy and Recruitment Guide</u> aligned with the Open, Transparent and Merit-based Recruitment of Researchers toolkit provided by the Working Group of the Human Resources Steering Group in October 2015 (action identified in the 2013-2015 Action Plan )	HR with HRS4R working group	Q4'16	Documentation & Dissemination
3. <u>Develop a Training Programme to improve recruiting and interviewing skills</u> , addressed to all potential interviewers	HR	Q4'16	Documentation & Dissemination

<p>4. As a step toward the design of welcome packages tailored to the needs of each professional community (action implemented in the 2013-2015 Action Plan ), <u>tailored induction training plans are to be designed for each professional research category</u>, including the introduction of a “buddy” in the lab to support the integration of newcomers</p>	<p>HR with working group HRS4R</p>	<p>Q4'16</p>	<p>Documentation &amp; Dissemination</p>
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<h3 style="text-align: center;">III. Working Conditions &amp; Social Security</h3>			
<h4 style="text-align: center;">Action</h4>	<h4 style="text-align: center;">Coordinator</h4>	<h4 style="text-align: center;">Timeframe</h4>	<h4 style="text-align: center;">Indicator</h4>
<p>1. <u>Develop a Welcome Booklet for the International PhD Programme</u> with relevant academic and practical information that will be easily accessible on the Intranet (action identified in the 2013-2015 Action Plan )</p>	<p>Academic Office</p>	<p>Q2'16</p>	<p>Documentation &amp; Dissemination</p>
<p>2. <u>Revise the HR professional career of technicians</u>, considering their training needs and clarifying their responsibilities (action identified in the 2013-2015 Action Plan)</p>	<p>HR</p>	<p>Q4'16</p>	<p>Documentation &amp; Dissemination</p>
<p>3. <u>Establish an annual feedback interview system</u> with one-to-one meetings (employee and supervisor) aiming to review past performance and define career development milestones for the coming year and individual career development planning. A pilot project targeting the Administration team will be implemented in 2016</p>	<p>HR &amp; Training Unit</p>	<p>Q4'17</p>	<p>Documentation &amp; no. of interviews &amp; participants feedback</p>
<p>4. <u>Implement EC funded LIBRA project and related activities</u> (see details on <a href="http://www.eu-libra.eu">www.eu-libra.eu</a>), awarded in the H2020 Call for promoting Gender Equality in Research and Innovation. The project, coordinated by the CRG and with the participation of ten full partners and three associated partners from the EU-LIFE Alliance, will first assess the current policies and procedures to identify gender biases and obstacles and will culminate with the design and implementation of ten harmonised and institute-tailored Gender Equality Plans</p>	<p>Gender Balance Committee</p>	<p>Q4'17</p>	<p>CRG Gender Equality Plan &amp; no. of activities</p>
<p>5. <u>Implement other activities and actions within the Gender Balance Committee</u></p>	<p>Gender Balance Committee</p>	<p>ongoing</p>	<p>CRG Gender Balance actions &amp; no. of activities</p>
<p>6. <u>Design job descriptions for CRG non-research members (Lab &amp; Core Facilities Technicians)</u> and define roles and responsibilities for research positions. A pilot project focused on the Administration team is being implemented</p>	<p>HR</p>	<p>Q4'17</p>	<p>no. of job descriptions &amp; no. of positions defined</p>

7. Improve and develop <u>Farewell and Career Services</u> (given the high turnover of CRG personnel), promoting career advisor roundtables, workshops and networking events	Alumni Office/ HR with working group HRS4R	Q4'16	no. of activities implemented
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IV. Training			
Action	Coordinator	Timeframe	Indicator
1. <u>Develop a Peer-coaching Programme for Junior Group Leaders</u>	Training Unit	Q4'16	no. of participants & participants feedback
2. <u>Increase the institutional collaboration on transversal training activities</u> (i.e. with the Barcelona Institute of Science and Technology (BIST); ESADE Business School or <a href="#">EU-LIFE Alliance</a> research members)	Training Unit	Q4'16	no. of courses & people trained & participants feedback
3. <u>Expand the current annual training portfolio</u> (i.e. training for technicians on trending topics; diversity & cultural awareness training; intellectual property)	Training Unit	Q4'16	no. of courses & people trained & participants feedback