

The European Charter for Researchers and Code of Conduct for the Recruitment of Researchers

“The BioCruces Resources Strategy For Researchers Incorporating The Charter And Code: Implementation process”



Control of changes		
Version	Date	Change
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Content

1	FOREWORD.....	4
2	INTERNAL ANALYSIS.....	10
2.1	LAUNCHING THE PROCESS	10
2.2	ANALYSIS AND INTERPRETATION	12
2.3	PRESENTATION OF RESULTS	17
3	ACTION PLAN.....	18
3.1	MULTIDISCIPLINARY WORKSHOPS	18
3.2	DEFINITION AND EVALUATION OF THE ACTION PLAN	18
3.3	APPROVAL BY THE GOVERNING BOARD	19
4	ANNEX:	20

1 FOREWORD

BioCruces is the scientific institution around the Cruces University Hospital (**CUH**), a clinical assistance reference in the Basque Country that fosters a strongly established training and research career. It was created by the Department of Health of the Basque Government, the Basque Health Service (**Osakidetza**, the University of the Basque Country and the Basque Foundation for Innovation and Research (**BIOEF**).



Department of Health of the Basque Government.



Osakidetza

Osakidetza, the Basque Health Service.



University of the Basque Country (UPV/EHU).

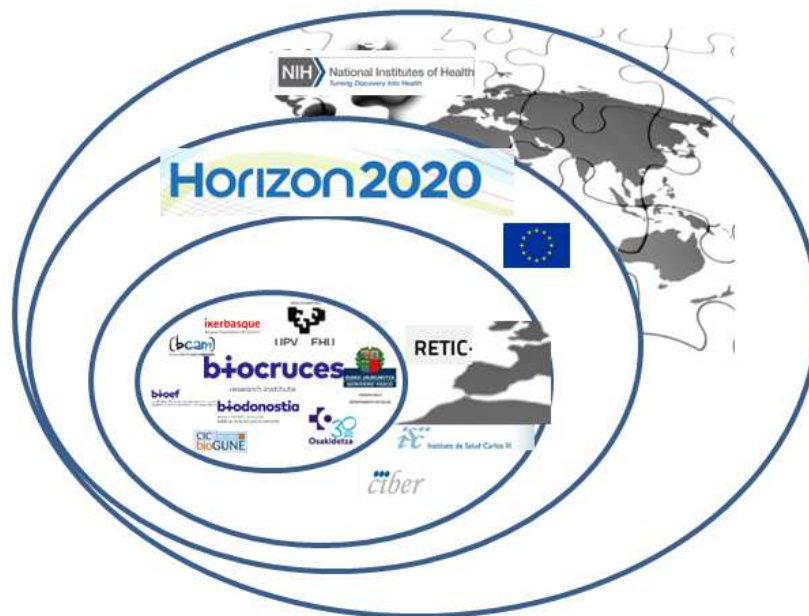
bioef

berrikuntza + ikerketa + osasuna eusko fundazioa
fundación vasca de innovación e investigación sanitarias

BIOEF, the Basque Foundation for Innovation and Research.

Additionally, BioCruces has collaborations with the main hospital and Cooperative Research Institutes of the Basque Country focused on the biosciences (**CIC bioGUNE**), the Basque Center for Applied Mathematics (**BCAM**), a center with a strong reputation in the field of applied mathematics, and **Ikerbasque**, an organisation founded by the Government of the Basque Country to strengthen science in the region, through programmes for attracting and recruiting researchers and stimulating research.

Connections of BioCruces with the environment



The BioCruces Health Research Institute was established in the year 2008, in accordance with the line set out by the Carlos III Health Institute (**ISCIII**) for Health Research Institutes as organized structures of research promotion and enhancement in Hospitals, however, the associated research activity started more than 25 years ago, and aims to:

- Promote biomedical, epidemiological and public health research in healthcare facilities
- Lay the scientific foundation of the health system policies and programmes
- Strengthen translational research

The research activity in BioCruces lays down mainly in clinical investigation, but there is also a place for animal experimentation, and other pre-clinical investigation, such as the use of human samples from the CUH-BioCruces Biobank and from external Biobanks, and more recent innovative developments (software, 3D devices and procedures). Investigational activity managed by BioCruces is mainly performed in the facilities intended for research within the CUH, but not limited to these physical spaces; University of the Basque Country and Primary Healthcare Services in the area of interest are other available centers. According to the Scientific-Cooperative Programme and the general scientific structure of BioCruces, the research activity is framed under the following main Research Areas:

RESEARCH AREAS IN BIOCRUCES

Area 1

- **Primary Care for Health, Prevention and Chronic Diseases Research Area**

Area 2

- **Cancer**

Area 3

- **Endocrinology, Metabolism, Nutrition and Renal Diseases**

Area 4

- **Autoimmune, Inflammatory and Infectious Diseases**

Area 5

- **Nervous system diseases**

Area 6

- **Innovation in Surgery, Transplantation and Healthcare Technologies**

Area 7

- **Mother and Child Health and Assisted Reproduction**

The mission of BioCruces is to promote, bring together and support its research groups enabling them to undertake high-quality translational research and promoting effective innovation and collaboration with other organisations in order to provide new tools, practices and knowledge to contribute to enhancing healthcare, public health, wealth creation and economic development.

In January 2015, BioCruces was recognized as a Health Research Institute within the strategy of the ISCIII, thus initiating its activity under the frame of the Spanish legislation on Health Research Institutes.



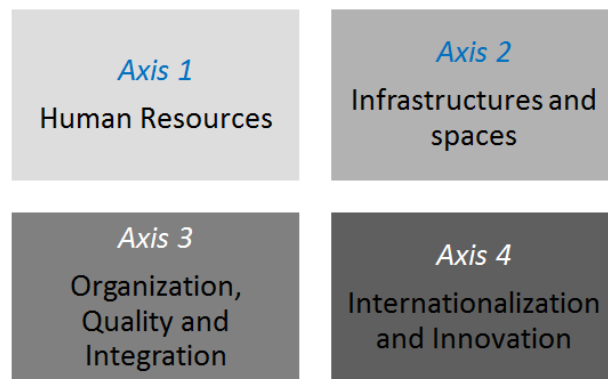
The management model of the BioCruces Health Research Institute is based on a legally established association with the CUH and the entities forming part of BioCruces, an organizational structure under a Scientific Director and a Management and Organization structure separated from the clinical practice and training managements. The model complies with documentation and record requirements, as defined by the ISCIII, among other requirements; Strategic Plan, Training Plan, Quality Assurance Guidelines, scientific activity indicators measurement and personnel records.

Recognition by the ISCIII is an acknowledgement of excellence in scientific results and positive translation (healthcare, social and economic) as a result of the research activity around a Hospital environment.

The **Strategic Plan 2013-2017** of BioCruces includes Human Resources management within the 4 strategic axis of the institution, focused on 3 main action lines that are coincident with the Human Resources (HR) Excellence Strategy for researchers established by the Charter & Code of Conduct by the European Commission. These are the 3 main action lines defined by the Strategic Plan of BioCruces:

- Consolidation of internal BioCruces staff
- Incorporation of new personnel into the institution
- Career development

STRATEGIC PLAN BIOCRUCES 2013-2017



The Legislation Framework (LF) related to the activity of the BioCruces Health Research Institute and to working conditions in biosciences and the scientific field is defined by the following national and autonomic regulations:

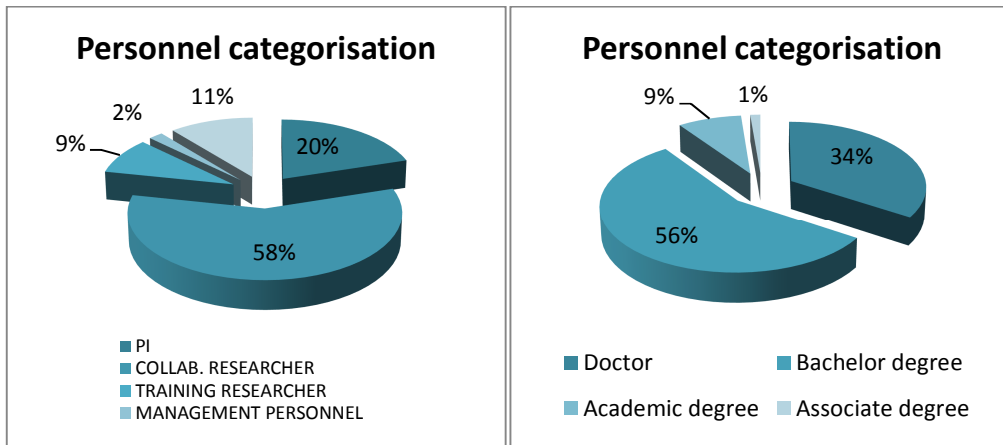
National:

- Spanish Constitution: Articles 44.2, 20.1, 20.4 and 149.15
- Law 7/2007 on the Statute of Public Officials
- Law 30/1992 on the Legal Regime of Public Administrations and Unique Administrative Procedure
- Law 3/2007 on the Effective Gender Equality amongst Women and Men
- Law 54/2003 on the Reform of the Normative Frame of Labour Risk Prevention
- Law 31/1995 on Labour Risk Prevention
- Law 14/2007 on Biomedical Investigation
- Law 14/2011 on Science, Technology and Innovation
- Royal Decree 2/2015 on the Law of the Statute of Workers
- Royal Decree 1/1996 on the Law of Intellectual Property
- Royal Decree 279/2016 on the Recognition of Health or Biomedical Research Institutes

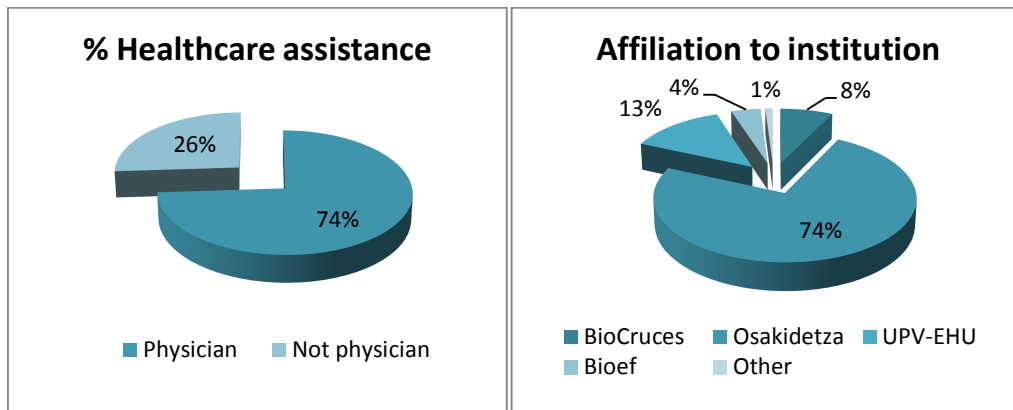
Autonomic:

- Decree 109/2015 on the Composition of the Basque Network on Science, Technology and Innovation

The Human Resources composition of the BioCruces Health Research Institute reaches **684 persons** during year 2015, distributed into researchers, technicians and management personnel categories. Researchers are additionally categorised into Principal Investigators (PI), Collaborative Senior Researchers, and Training Researchers (Pre, Postdoctoral and Medicine Resident Researchers).

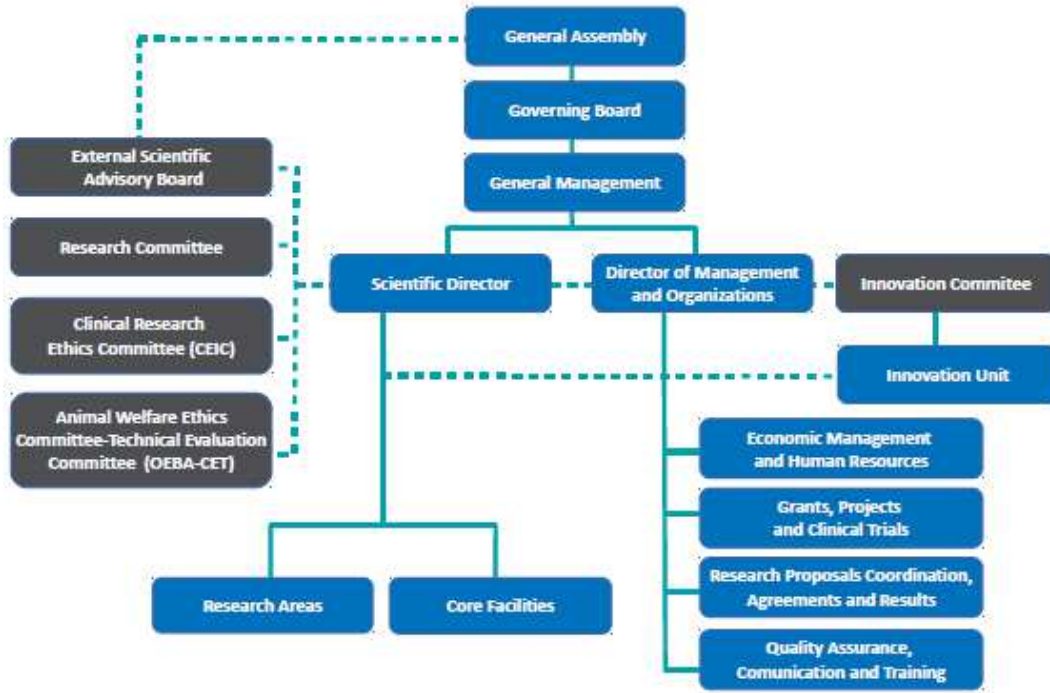


An important characteristic of the Human Resources structure in BioCruces is the high proportion of physician researchers who provide healthcare assistance within the organization of Osakidetza, the Basque Health Service, compared to other researchers in the institution.



This fact together with the high proportion of personnel from Osakidetza, confers a special view of the compliance to the statements within the Charter & Code (**C&C**). As we can see further ahead in this report, every person in BioCruces has been offered the opportunity to participate either in the analysis or in the action plan proposal, in order to have a wider as possible and most representative view of the Human Resources politics in the institution.

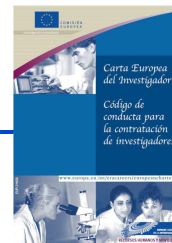
The organizational chart in BioCruces is detailed next:



More information about BioCruces is available in <http://www.biocruces.com/web/biocruces/presentacion>

2 INTERNAL ANALYSIS

2.1 LAUNCHING THE PROCESS



The process was initiated with the **Declaration of Endorsement to the HR Charter & Code for researchers** on June 8th 2015. During several months, information was gathered regarding the characteristics and stages of the process and implementation experiences in other similar institutions in the State, thus the actual process in BioCruces started with the beginning of year 2016.

A Working Group (WG) was created, that would lead the different stages of the process. This group was formed by members from the General Management (GM) and personnel from the Management Area. Initially, the 40 HR principles of the HR strategy were evaluated by this WG, once assessment criteria were defined. From that point on, the analysis was extended in the form of workshops, to 5 multidisciplinary groups that included a representative sample of the staff categorization in the institution, and later to the whole staff in BioCruces through an online survey. Gathered data was statistically managed to draw conclusions about the level of compliance and relevance of each of the principles. An extended timeline of the process is shown below.



Calendar of the process

When	What
Jun 2015	Declaration of Endorsement to the HR Charter & Code
Jan 2016	Creation of the Working Group and feed-back from HR experience in other institutions
Feb 2016	Definition of the assessment criteria of the HF principles and analysis of the 40 principles by the WG
March 2016	Communication to all the staff in BioCruces regarding the initiation of the HR process and invitation/request to participate <ul style="list-style-type: none"> - Via email - On behalf of the GM, through the Communication address - Informing about the framework of the HR strategy and - The next stages in the process

April 2016	Communication to the general public regarding the HR process in BioCruces - Via news in the webpage
April-May 2016	Definition of the multidisciplinary groups and workshops for the internal analysis of the 40 HR principles
May 2016	Submission of the online survey to all the staff in BioCruces - Via email and online questionnaire
June-July 2016	Statistical analysis of data from the internal analysis by the WG
Sept 2016	Presentation of results from the internal analysis to the multidisciplinary groups
Sept 2016	Communication of results from the internal analysis to all the staff in BioCruces - Via email - On behalf of the GM, through the Communication address - Informing about the next stages in the process
Sept 2016	Communication to the general public regarding the HR process in BioCruces (results of the internal analysis) - Via news in the webpage
Oct 2016	International contrast/suggestions from researchers with experience in other international research institutions - Via personal meetings
Oct 2016	Multidisciplinary workshops for the proposal of actions
Oct-Nov 2016	Definition of the Action Plan by the WG and Evaluation Group
Nov 2016	Approval of the Action Plan by the Governing Board
Nov 2016	Submission of the Report: Gap analysis and Action Plan to the UE Commission



2.2 ANALYSIS AND INTERPRETATION

Analysis Plan

The 40 principles of the C&C are framed under 4 areas:

- I. Ethical and professional aspects (11)
- II. Recruitment (10)
- III. Working conditions and social security (14)
- IV. Training (5)

Each principle was measured from 2 different points of view:

- Relevance: measured by Likert scale from 1 to 5, being 1 the worst score.
- Compliance: measured by a 0 to 100% scale.

	Negative		Neutral	Positive	
Relevance	1	2	3	4	5
Compliance (%)	0-20	20-40	40-60	60-80	80-100

Using this way of computing people’s opinion, relative frequencies were calculated for each principle.

Some additional information was collected in order to draw potential conclusions about the results, such as affiliation to institution, professional category, academic grade or previous experience in national or international research institutions.

The 40 principles were grouped into **11 dimensions** based on similarity, in order to facilitate the statistical analysis of the data. See the following list of dimensions and each corresponding set of principles:

1. Independence of the research activity (1, 11, 32, 35)
2. Code of conduct (2, 5, 7, 10, 27, 31)
3. Demanding attitude during research (3, 4, 6, 8, 9)
4. Selection committees (12, 14, 16, 19, 20, 33)
5. Transparency in recruitment processes (13, 15)
6. Acknowledgement of variations/mobility during the professional career (17, 18, 21, 29)
7. Contractual-professional acknowledgement (22, 26, 28)
8. Working conditions/environment (23, 24, 30, 34)
9. Stability (25)
10. Supervision of the researcher (36, 37, 40)
11. Promotion of career development (38, 39)

For each dimension, the frequency of positive answers with respect to the total number of answers was calculated: a dimension was regarded as “strength” when $\geq 75\%$ answers were positive. It was considered “neutral” when positive answers ranged from 50 to 75%, and it was considered an “opportunity for improvement” when positive answers were $< 50\%$.

Results

The total number of analysed surveys was **64**: 6 surveys from the Working Group, 28 surveys from the multidisciplinary workshops and 30 surveys coming from the online survey. Age average of participating staff was $41,7 \pm 10,5$ years age (Range: 27-61).

See below the baseline characteristics of the people participating in the HR analysis process:

Affiliation to institution		Professional category	
BioCruces	57,8%	Head of Area	7,8%
BIOEF	3,1%	PI	21,8%
Osakidetza	39,1%	Collaborator researcher	12,5%
UPV-EHU*	1,28%	Post-doc researcher	10,9%
		Pre-doc researcher	9,4%
		Technician	14,1%
		Management personnel	23,4%

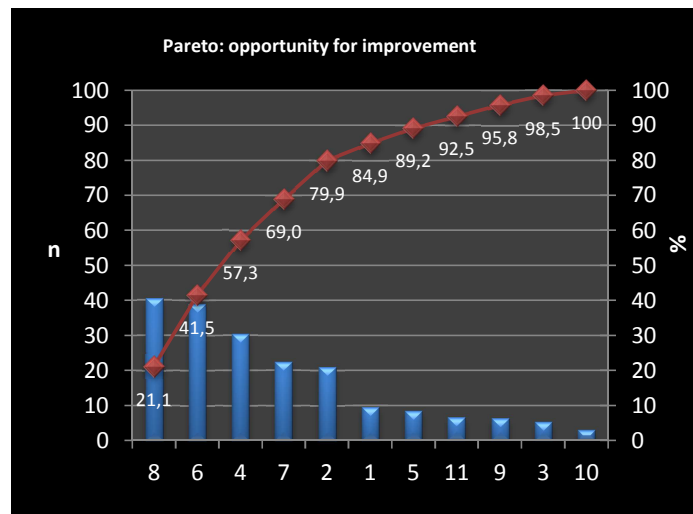
**includes staff from Osakidetza linked to UPV-EHU*

International experience	
No other center	37,5%
National	32,8%
International	4,7%
National & International	25,0%

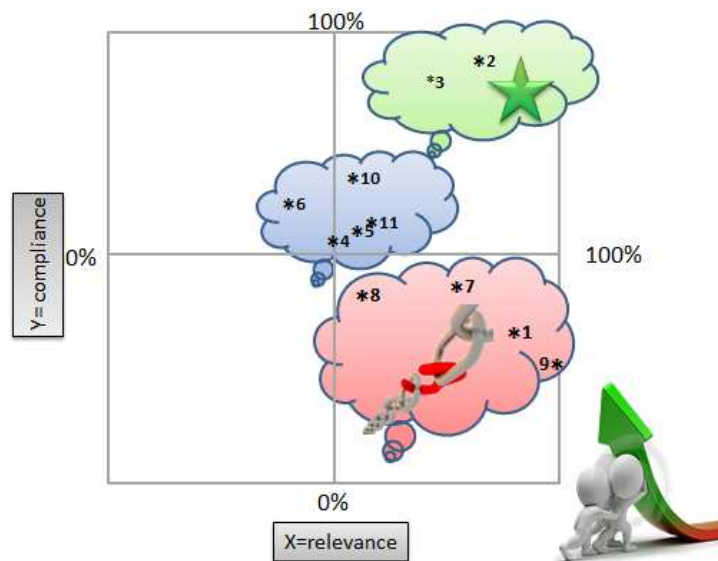
The high participation of the staff from BioCruces with respect to staff from Osakidetza (mainly clinicians) is to be highlighted, since this is the HR group most affected by the HR policies in the institution.

Initially, a Pareto analysis was performed for the variable "compliance", taking account of the negative answers, in order to detect the 20% of the effort to be done that would improve as much as the 80%. But this analysis was partial since we did not include the other variable "relevance". Instead, we performed a Boston Consulting Group (BCG) alike analysis, plotting "relevance (x)" vs. "compliance (y)", in order to introduce variable "relevance" also within the analysis. Remarkably, several dimensions matched the ones we got by the Pareto analysis. We decided to draw our conclusions from the BCG analysis.

Pareto:



BCG Matrix:



As a result, we got the following general conclusions for the 11 dimensions:

We are doing well for:



- 2. Code of conduct (2, 5, 7, 10, 27, 31)
- 3. Demanding attitude during research (3, 4, 6, 8, 9)

Principles with reasonable compliance:



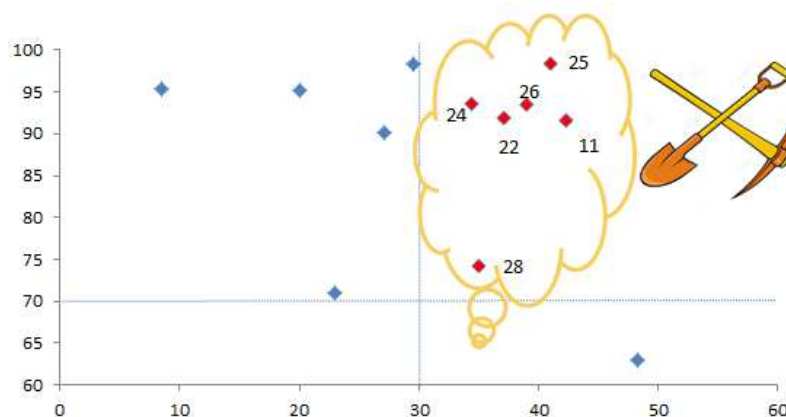
- 4. Selection committees (12, 14, 16, 19, 20, 33)
- 5. Transparency in recruitment processes (13, 15)
- 6. Acknowledgement of variations/mobility during the professional career (17, 18, 21, 29)
- 10. Supervision of the researcher (36, 37, 40)
- 11. Promotion of career development (38, 39)

We have an opportunity for improvement in these principles:



- 1. Independence of the research activity (1, 11, 32, 35)
- 7. Contractual-professional acknowledgement (22, 26, 28)
- 8. Working conditions/environment (23, 24, 30, 34)
- 9. Stability (25)

These 4 dimensions correspond to 12 HR principles from the C&C. An additional analysis was performed for prioritization of the most relevant and less compliant within this set of 12 principles. Again, principles were plotted "relevance" vs. "compliance" to identify the principles that were rated with >30% negative answers of compliance and >70% positive answers of relevance.



We finally concluded that our efforts needed to be focused towards the following HR principles:

- 22. Recognition of the profession**
- 24. Working conditions**
- 11. Evaluation/appraisal systems**
- 28. Career development**
- 26. Funding and salaries**
- 25. Stability and permanence of employment**

Additionally, repetitive recommendations arose during the process will also be taken into account within an **“Other suggestions”** clause.

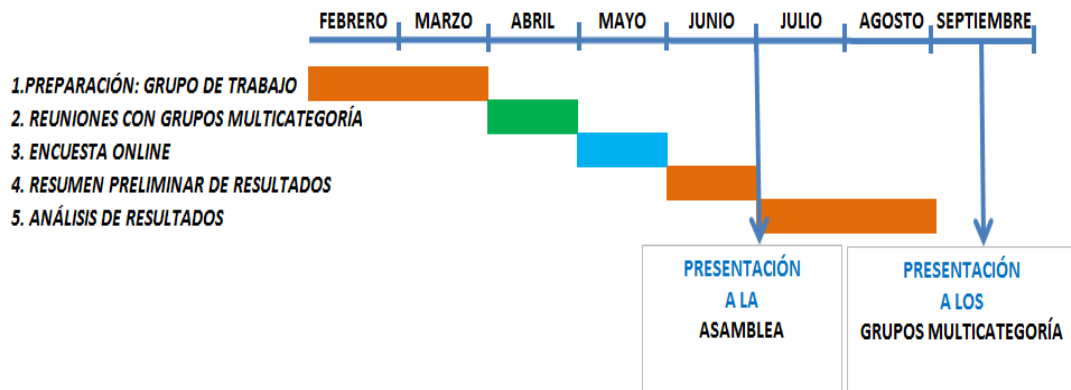


2.3 PRESENTATION OF RESULTS

Final conclusions from the internal analysis were publicly presented to the people participating in the analysis on September 15th 2016. This presentation was also made available to all the staff in BioCruces on September 29th 2016.



ANÁLISIS DE RESULTADOS “HR EXCELLENCE IN RESEARCH AWARD”



3 ACTION PLAN

Following the first stage of internal analysis, an Action Plan needed to be defined for the prioritized HR principles. A methodology initiating with a brainstorming activity in the form of multidisciplinary workshops was planned, for a greater involvement of the staff. The process would go on with an analysis and assessment by the Working Group and the Evaluation Group, and a final approval by the General Management and Governing Board.



3.1 MULTIDISCIPLINARY WORKSHOPS

As seen in the internal analysis stage, an invitation to all the staff in BioCruces was sent for participating in the proposal of actions. Groups were constituted in a balanced way so as to be representative of every professional category. Two workshop sessions were performed at two different dates during October 2016; 4 groups, each conformed by 5 to 6 persons participated in the process. Proposals for each principle were listed and relevance of each action was assessed by each participant.



3.2 DEFINITION AND EVALUATION OF THE ACTION PLAN

Once all the proposed actions were compiled, further assessment was executed by the Working Group in order to evaluate the score for each action and to group them by similarity.

Indicador de éxito		Valor	Objetivo	Acción
Realización de actividades de grupo, talleres de consenso, reuniones	40	21	2,100	3. Realizar los criterios de categorización de los grupos de investigación
Incluir a los líderes e a los grupos nuevos y existentes	40	21	2,100	3. Realizar los criterios de categorización de los grupos de investigación
Realizar un censo de personal para los grupos	22	24	0,48	3. Realizar los criterios de categorización de los grupos de investigación
Realización de los profesionales, según niveles por decanatos (Oscel, Euzko Foru)	0	11	1,100	4. Elaborar un manual que defina la carrera profesional (categorías y niveles)
Participación de Comité de Ética en la evaluación	4	11	0,5	4. Elaborar un manual que defina la carrera profesional (categorías y niveles)
Definir competencias por categorías y definir criterios de evaluación (titulación)	22	21	2,100	4. Elaborar un manual que defina la carrera profesional (categorías y niveles)
Analizar CV, posicionar de forma objetiva y científica y validar criterios	88	11	0,44	4. Elaborar un manual que defina la carrera profesional (categorías y niveles)
Formación específica del CV del investigador por un comité de expertos	8	21	0	4. Elaborar un manual que defina la carrera profesional (categorías y niveles)
Reconocimiento por "batería" de personal de la actividad investigadora en Osakidetza (previsto)	0	21	0,4	4. Elaborar un manual que defina la carrera profesional (categorías y niveles)
Establecer categorías mínimas en el personal investigador a valorar según áreas	52	21	0,77	4. Elaborar un manual que defina la carrera profesional (categorías y niveles)
Definir los puntos clave a valorar para asegurar la continuidad	42	21	0,42	4. Elaborar un manual que defina la carrera profesional (categorías y niveles)
Elaboración de un manual que defina la carrera profesional (categorías, niveles, líneas)	42	21	2,100	4. Elaborar un manual que defina la carrera profesional (categorías y niveles)
Analizar criterios objetivos	39	11	0,44	4. Elaborar un manual que defina la carrera profesional (categorías y niveles)
Definir criterios de investigación	7	21	0	4. Elaborar un manual que defina la carrera profesional (categorías y niveles)
Establecer categorías con niveles (tramos)	14	21	0,35	4. Elaborar un manual que defina la carrera profesional (categorías y niveles)
			17,628	
Calcular de los resultados de los grupos	0	11	1,100	7. Aumentar la visibilidad externa de la labor investigadora hacia el hospital y hacia la sociedad
Aumentar visibilidad externa de la labor investigadora al HDU y a la sociedad	110	11	2,42	7. Aumentar la visibilidad externa de la labor investigadora hacia el hospital y hacia la sociedad
Publicar más los resultados en las Plataformas para aumentar la autovaloración	24	21	0,44	7. Aumentar la visibilidad externa de la labor investigadora hacia el hospital y hacia la sociedad
			0,974	
Pruebas a resultados académicos (p.ej. Liberación profesional)	0	11	0	8. Establecer un sistema de reconocimiento basado en premios y condecoraciones
Consejos de la evaluación: liberaciones, CV para OPE	41	11	0	8. Establecer un sistema de reconocimiento basado en premios y condecoraciones
Más liberación de clínicos	20	21	0	8. Establecer un sistema de reconocimiento basado en premios y condecoraciones
Reuniones	20	21	0	8. Establecer un sistema de reconocimiento basado en premios y condecoraciones
			0	
Disponibilidad de tiempo extra para los clínicos	8	21	0,02	9. Promover una mayor apertura del hospital con la investigación; tiempos de liberación, valoración de la actividad extra-investigadora
Valoración de la actividad extra-investigadora	10	21	0	9. Promover una mayor apertura del hospital con la investigación; tiempos de liberación, valoración de la actividad extra-investigadora
Realizar labor investigadora en programas laborales de clínicos	34	21	2,42	9. Promover una mayor apertura del hospital con la investigación; tiempos de liberación, valoración de la actividad extra-investigadora
Realizar la investigación en el programa laboral clínico	67	21	0,714	9. Promover una mayor apertura del hospital con la investigación; tiempos de liberación, valoración de la actividad extra-investigadora
Apertura del hospital con la investigación	30	21	0,51	9. Promover una mayor apertura del hospital con la investigación; tiempos de liberación, valoración de la actividad extra-investigadora
			4,092	
Calificación de los investigadores como médicos en OPE y lista de certificación	11	11	2,42	9. Promover una mayor apertura del hospital con la investigación; tiempos de liberación, valoración de la actividad extra-investigadora
Aumentar plazas de investigación en Osakidetza	17	21	1,8	9. Promover una mayor apertura del hospital con la investigación; tiempos de liberación, valoración de la actividad extra-investigadora
Calificación de médicos en los centros de investigación de Osakidetza	20	21	1,8	9. Promover una mayor apertura del hospital con la investigación; tiempos de liberación, valoración de la actividad extra-investigadora
Crear lista Clínicos-Investigadores: reconocimiento de la investigación en carrera clínica	11	21	1,3	9. Promover una mayor apertura del hospital con la investigación; tiempos de liberación, valoración de la actividad extra-investigadora
			6,242	
Disponibilidad de horarios	11	21	0,21	10. Establecer mejoras en la conciliación familiar y laboral
Calcular el tiempo extra	12	21	1,8	10. Establecer mejoras en la conciliación familiar y laboral
Días de absentismo programado	13	21	1,7	10. Establecer mejoras en la conciliación familiar y laboral
Acciones de portavoz	24	21	0,4	10. Establecer mejoras en la conciliación familiar y laboral

All the proposed actions were included in the Action Plan, and a Final action was defined for each set of similar proposals.

During November 2016, the proposed Final Action Plan was reviewed by the Evaluation Group, formed by the General Management of BioCruces and the Human Resources Management in the CUH. A column identifying "involved parties" was included in the Plan, derived from a suggestion by the HR Management in the CUH.

Several actions will be carried out in coordination with other Health Research Centers from the Basque Public Health Service in the Basque Country, thus developing a common Operating Rules document. The Health Research Centers from the Basque Public Health Service are, together with BioCruces:

- BIOEF
- BioDonostia
- Kronikgune
- BioAraba

3.3 APPROVAL BY THE GOVERNING BOARD

On November 14th 2016, a Governing Board meeting was held in BioCruces, where the Action Plan for the HR strategy implementation process was presented and approved. See Action Plan and schedule in the Annex to this document.

4 ANNEX:

Action Plan



health research institute

Human Resources Strategy for Researchers Action Plan 2016-2020	Version: 01
	November 2016

22. Recognition of the profession						
Action	Principle	Who	Involved parties	When	Indicators	Deliverables
1. Increase visibility and communication of the results of the research to the Hospital and the society in general.	22	• Communication Commission	• BioCruces	2018 Q1	√ Number of communication activities	√ Communication Plan new version
2. Implement a system of recognition of the professionals based on rewards and grants	22	• Recognition Commission	• BioCruces	2017 Q4	√ Number of initiatives	√ Recognition initiatives (calls, awards, etc.)
3. Create grants for the timed release of clinic researchers based on the CV of the researcher.	22	• Recognition Commission	• BioCruces	2017 Q1	√ Number of calls	√ Intramural calls (internal BioCruces calls)
4. Promote a greater strategic bet by the Hospital towards research; timed releases, assessment of the research activity beyond the established working hours	22	• General Management	• BioCruces • Osakidetza (OSI Ezkerraldea-Enkarterri-Cruces)	2018 Q2	√ Number of proposals √ Number of meetings	√ Proposal to the Hospital Management √ Agreement

24. Working conditions

Action	Principle	Who	Involved parties	When	Indicators	Deliverables
5. Implement actions towards reconciling work and family	24	<ul style="list-style-type: none"> Stability and Conciliation Improvement Group Director of Management and Organization Administration Responsible 	<ul style="list-style-type: none"> BioCruces 	2018 Q3	√ Execution %	√ HRR Management Plan: "Conciliation" section
6. Improve work spaces, infrastructure and computer services (cloud storage, wifi)	24	<ul style="list-style-type: none"> Infrastructures and Platforms 	<ul style="list-style-type: none"> BioCruces Osakidetza 	2019 Q1	√ Number of improvement actions	√ Improvement actions: Equipment (new building), others

11. Evaluation/appraisal systems

Action	Principle	Who	Involved parties	When	Indicators	Deliverables
7. Create a procedure for the evaluation of the research groups.	11	<ul style="list-style-type: none"> Coordinator and scientific evaluator 	<ul style="list-style-type: none"> BioCruces 	2017 Q3	√ Execution %	√ Group evaluation procedure
8. Implement a periodical evaluation system for all professionals in BioCruces	11	<ul style="list-style-type: none"> Coordinator and scientific evaluator Quality 	<ul style="list-style-type: none"> BioCruces 	2020 Q3	<ul style="list-style-type: none"> √ Execution % √ Pilot test 	<ul style="list-style-type: none"> √ Personnel evaluation procedure √ Evaluation pilot test to a sample of Research Group Coordinators

28. Career development

Action	Principle	Who	Involved agents	When	Indicators	Deliverables
9. Review the criteria for the categorization of research groups	28	<ul style="list-style-type: none"> Scientific Director External Scientific Advisory Board 	<ul style="list-style-type: none"> BioCruces Health Research Centers(Basque Public Health Service) 	2017 Q1	√ Execution %	<ul style="list-style-type: none"> √ "Categorization criteria" document new version √ "Integration Plan" document new version

10. Define and document a handbook that defines the professional career (categories and research periods)	28	<ul style="list-style-type: none"> • Scientific Director • Director of Management and Organization 	<ul style="list-style-type: none"> • Health Research Centers(Basque Public Health Service) • Osakidetza 	2018 Q2	√ Execution %	√ HHRR Management Plan: "Professional Categories" section
11. Promote the incorporation of the research assessment criteria in the evaluation of the career development by Osakidetza	28	<ul style="list-style-type: none"> • General Management 	<ul style="list-style-type: none"> • Health Research Centers(Basque Public Health Service) • Osakidetza 	2019 Q1	<ul style="list-style-type: none"> √ Number of proposals √ Number of meetings 	√ Evaluation criteria proposal for the career development in Osakidetza
12. Develop training and mentoring systems for the career development of researchers	28	<ul style="list-style-type: none"> • Training 	<ul style="list-style-type: none"> • BioCruces 	2017 Q3	<ul style="list-style-type: none"> √ Number of training activities √ Number of mentoring actions 	<ul style="list-style-type: none"> √ "Training Plan" document new version √ Mentoring Plan

26. Funding and salaries

Action	Principle	Who	Involved parties	When	Indicators	Deliverables
13. Implement a wage scale based on categories and job functions.	26	<ul style="list-style-type: none"> • Director of Management and Organization • Administration Responsible 	<ul style="list-style-type: none"> • Health Research Centers(Basque Public Health Service) 	2020 Q3	√ Execution %	√ HHRR Management Plan: "Remuneration" section
14. Define a procedure for the distribution of benefits derived from the exploitation of the R&D activities (copyrights, intellectual property rights, etc.).	26	<ul style="list-style-type: none"> • General Management 	<ul style="list-style-type: none"> • Health Research Centers(Basque Public Health Service) • Osakidetza 	2018 Q3	√ Number of agreements	√ Benefits distribution and exploitation Agreement

25. Stability and permanence of employment						
Action	Principle	Who	Involved parties	When	Indicators	Deliverables
15. Establish improvements in recruitment policies	25	<ul style="list-style-type: none"> • Human Resources • Quality 	<ul style="list-style-type: none"> • BioCruces 	2017 Q4	√ Execution %	√ Recruitment Procedure
16. Create new ways of funding recruitment process and implement actions towards work stability for research personel.	25	<ul style="list-style-type: none"> • Stability and Conciliation Improvement Group 	<ul style="list-style-type: none"> • BioCruces • Osakidetza 	2020 Q1	√ Number of initiatives	√ Stabilization initiatives: Intramural calls, etc.

Other proposed actions						
Action	Principle	Who	Involved parties	When	Indicators	Deliverables
17. Improve the Welcome procedures (Recruitment)	28	<ul style="list-style-type: none"> • Human Resources • Quality 	<ul style="list-style-type: none"> • BioCruces 	2017 Q2	√ Execution %	√ Reception Guide
18. Develop and communicate a procedure for defining autorship and co-autorship in publications	32	<ul style="list-style-type: none"> • Work Group integrated by research personnel • Scientific Director 	<ul style="list-style-type: none"> • BioCruces 	2018 Q1	√ Execution %	√ "Unique Bibliographic Denomination" new version

Schedule for BioCruces HR strategy Action Plan

	2017				2018				2019				2020			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
22. RECOGNITION OF THE PROFESSION																
1. Increase the visibility and communication of the results of the research to the Hospital and to the society in general																
2. Implement a system of recognition of the professionals based on rewards and grants																
3. Create grants for the timed release of clinic researchers based on the CV of the researcher																
4. Promote a greater strategic bet by the Hospital towards research; timed releases, assessment of the research activity beyond the established working hours																
24. WORKING CONDITIONS																
5. Implement actions towards reconciling work and family																
6. Improve work spaces, infrastructure and computer services (cloud storage, wifi)																
11. EVALUATION/APPRaisal SYSTEMS																
7. Create a procedure for the evaluation of the research groups.																
8. Implement a periodical evaluation system for all professionals in BioCruces																

	2017				2018				2019				2020			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
28. CAREER DEVELOPMENT																
9. Review the criteria for the categorization of research groups																
10. Define and document a handbook that defines categories and research periods: - for researchers (for rest of staff from 2020 on)																
11. Promote the incorporation of the research assessment criteria in the evaluation of the career development by Osakidetza																
12. Develop training and mentoring systems for the career development of researchers																
26. FUNDING AND SALARIES																
13. Implement a wage scale based on categories and job functions.																
14. Define a procedure for the distribution of benefits derived from the exploitation of the R&D activities (copyrights, intellectual property rights, etc.).																
25. STABILITY AND PERMANENCE OF EMPLOYMENT																
15. Establish improvements in recruitment policies																
16. Create new ways of funding recruitment process and implement actions towards work stability for research personnel.																

	2017				2018				2019				2020			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
OTHER PROPOSED ACTIONS																
17.Improve the Welcome procedures (Recruitment)																
18.Develop and communicate a procedure for defining autorship and co-autorship in publications																