



Centre for Genomic Regulation

HR Strategy for Researchers Action Plan 2013-2015

November 2013

Executive Summary HR Strategy for Researchers

The Centre for Genomic Regulation is an international biomedical research institute of excellence created in 2002. It has become one of the **top life sciences research institutes worldwide**, providing a research environment and culture that attracts the best researchers and achieves world-class results.

CRG is **committed to the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers**. In 2008, CRG signed the Declaration of Commitment and, since 2012 is member of the 3rd cohort of the Human Resources Strategy Group. The HR Strategy for Researchers complements several initiatives currently being implemented at the CRG and provides a common framework to establish a **comprehensive and coherent HR strategy adopting international best practices and high-quality standards**. An institutional strategic reorientation towards human capital will also allow CRG to sustain excellence in research by reviewing, improving and consolidating policies to attract and develop academic and research support staff of the highest quality. The Excellence in HR logo will also enhance the international visibility of the CRG as a provider of an attractive workplace for researchers and will be an added value in the EU funding landscape, having an impact on the CRG as a whole.

The proposed HR Strategy is based on the HR Vision and HR Strategic Objectives outlined below:

HR Vision

CRG aims to recognize researchers and staff as essential contributors to the CRG success by offering a supportive, encouraging and challenging working environment that promotes equal opportunities, ethical integrity and work-life balance.

HR Strategic Objectives 2013-2017

1. Promote and enhance recruitment policies to attract top talent and train the next generation of scientists
2. Provide a positive work environment that builds on the principles of equal opportunities and work-life balance
3. Support the talent through career development, including guidance to researchers looking for their next professional step inside and beyond CRG
4. Develop an integrated set of transparent HR policies and Code of Conduct to ensure ethical integrity at all levels throughout the CRG
5. Deliver high quality and professional HR services to the CRG community

The actions proposed in the Action Plan have been defined in an **inclusive and open process involving an internal Working Group with representatives from all research professional categories** and approved by the CRG Executive Board in October 2013, described in the full document submitted to the European Commission. The Action Plan will enable CRG to fulfill the HR Vision and HR Strategic Objectives in alignment with the European Charter and Code principles. The table below summarizes the highlights of the HR Action Plan 2013-2015 described in this report:

HR Action Plan 2013-2015 Highlights

- Strengthen the Gender Action Plan at CRG-level with actions ranging from a Coaching Programme for female postdocs to training sessions to address gender bias in recruitment
- Create a Training Unit with a dedicated Training Officer and an annual training plan for all professional categories, including professional skills and career development
- Develop a comprehensive Staff Handbook providing user-friendly information tailored for each professional category

Action Plan 2013-2015

The actions proposed in the Action Plan 2013-2015 have been approved by the CRG Executive Board in October 2013 and will enable to fulfill the HR Vision and HR Strategic Objectives for the period 2013-2017 in alignment with the European Charter and Code principles. They have been grouped in 4 areas in alignment with the European Code and Charter: Ethical and Professional Aspects, Recruitment, Working Conditions and Social Security and Training and Career Development. For each action a responsible, timeframe and indicator have been defined. A Monitoring Committee will be established to assess the implementation of the Action Plan and the Self-Assessment. Reporting twice a year to the Executive Board, the Monitoring Committee will follow-up the progress of the Action Plan and propose adjustments, whenever applicable. The Action Plan will be reviewed by the Monitoring Committee after two years and a new Action Plan for 2016-2017 will be proposed.

I. Ethical and Professional Aspects			
Action	Responsible	Timeframe	Indicator
1. Integrate the HR Vision and HR Strategy into the institute's Research Strategy (Strategic Plan or similar)	Executive Committee	Q2 ¹ 2014	Documentation & Dissemination
2. Revise the PRBB Code of Ethics and Good Scientific Practice (within PRBB Working Group) and define actions for implementation at the CRG (Q1 2015). Specifically, a CRG Conflict of Interest Policy shall be defined (Q1 2014)	Members of PRBB Working Group I.Vernos & M.Bertero	Q1 2014 & Q1 2015 (see Action for details)	Documentation & Dissemination
3. Provide training and talks in good scientific practice for all CRG research and technical personnel (within PRBB Working Group)	Members of PRBB Working Group I.Vernos & M.Bertero	Q1 2015	Num. of courses & people trained. Participants feedback
4. Integrate the Conciliation Committee into the CRG work regulations, facilitate awareness and provide training/guidelines for the members of the Conciliation Committee	HR	Q4 2014	Documentation & Dissemination Num. of courses & people trained.
5. Revise the CRG internal ethical approval procedure for projects not requiring an approval by the funding agency	Grants Office	Q4 2014	Documentation & Dissemination
6. Develop a Faculty Evaluation Policy documenting the well-established practice that can be easily accessible on the Intranet	Executive Committee	Q1 2014	Documentation & Dissemination

II. Recruitment			
Action	Responsible	Timeframe	Indicator
1. Provide feedback to applicants that have been invited for an interview in a selection process involving an evaluation panel, and that have been finally not selected (if requested by the applicants)	HR, Selection Panels	Q2 2014	Num. of feedback provided
2. Lobby the government to facilitate immigration procedures for non-EU researchers	HR, Director	Ongoing	Num. of lobbying actions

¹ Quarter of calendar year.

3. Develop a Policy on Recruitment and Selection of CRG personnel containing the C&C principles	HR	Q3 2014	Documentation & Dissemination
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III. Working Conditions and Social Security

Action	Responsible	Timeframe	Indicator
1. Develop a comprehensive and user-friendly Staff Handbook tailored to the needs of each professional community. It shall include also a "Good-bye Section" to facilitate a smooth and friendly departure from the CRG and move into the next step after the end of their time	HR	Q4 2014	Documentation & Dissemination
2. Design a Welcome Package that is tailored to the needs of each professional community, with special efforts towards non EU-personnel	HR	Q4 2014	Documentation & Dissemination Survey in 2015
3. Develop a Welcome Booklet for the International PhD Programme with relevant academic and practical information that can be easily accessible on the Intranet	Academic Office	Q3 2014	Documentation & Dissemination
4. Strengthen the Gender Action Plan at the institute-level with actions ranging from a Coaching Programme for female postdocs to training sessions to address gender bias in recruitment	Chair of Gender Balance Committee, HR	Q4 2014	Num. of actions developed
5. Explore the possibility to establish a Mentorship Programme for all CRG personnel, starting with improvements in the existing one in the PhD Programme and pilot actions within the Gender Action Plan	HR	Q4 2015	Documentation & Dissemination
6. Revise the HR professional career of technicians, considering their training needs and clarifying their responsibilities	HR	Q2 2014	Documentation & Dissemination

IV. Training

Action	Responsible	Timeframe	Indicator
1. Create a Training Unit with a dedicated Training Officer	Director HR	Q4 2013	Training Officer hired
2. Develop a CRG-wide annual Training Plan for all professional categories with training in professional skills & career development	Training Unit	Q2 2014	Documentation & Dissemination
3. Provide training in technology transfer (basic and advanced)	Technology Transfer Office	Q2 2014	Num. of courses & people trained. Participants feedback

All actions shall be accompanied by an appropriate internal and external dissemination strategy.