

Alignment the Human Resources Strategy (HRS4R) with the I3PT Strategic Plan

Human Resources I3PT

Talent Management

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1.

Previous Context

In 2020, the action plan for HRS4R was developed in response to the identified weaknesses in the SWOT analysis conducted for this purpose. Subsequently, a GAP analysis was performed, which served as the basis for identifying new weaknesses and actions

In December 2022, the Institute initiated the process of reviewing its strategic plan, which included a SWOT analysis, with the active participation of the Institute's staff and representatives from the HRS4R working group.

Later, in January 2023, the resolution of the Institute's accreditation process by ISCIII was communicated, along with a series of recommendations to be implemented in the next 4 years until the next reaccreditation.

Based on this information, the action plan for HRS4R has undergone a thorough review to ensure complete alignment with the current situation.

The I3PT, has a Strategic Plan for the period 2023-2025, which encompasses five strategic pillars:

- Scientific Model
- Talent
- Internationalization
- Managment and Governance
- Strategic Alliances
- Traslation and Innovation

The Talent strategic pillar has an action plan aligned with the HRS4R plan OE 4, and it also includes a component for talent internationalization in OE3, as well as the promotion of collaborations among research groups as outlined in OE5 and OE1 focuses on aspects related to the improvement of infrastructures

**OE : Strategic objective*

2.

Alignment

Currently, the Institute has an appropriate Collective Agreement that specifically addresses the requirements of its work. This Collective Agreement is directly linked to the career development plan for both researchers and support and management categories

The Institute has a Job Descriptions (JDs) are also available, outlining the technical and cross-functional competency requirements for each position. among other details.

The training requirements for accessing to career development along with the training needs outlined for cross-functional competencies form the basis for developing the annual training program. This enables all professionals to have access to the necessary training resources to advance in their careers.

The Institute has considered a range of contracts and agreements to support the research career progression based on currently legal regulation in Spain.

Lastly, through the personnel onboarding process, we have actively worked on and identified specific areas for improvement at each stage. These areas include:

1. Talent attraction: Attracting and retaining top talent is a key priority for the Institute. It is recognized as a strategic focus and is reflected in our strategic plan and ongoing policies. In order to address the weaknesses identified in the HRS4R analysis, we are actively working to enhance the following aspects:
 - **Insufficient research stimulus for new generations**
 - **Limited appeal for international researchers**
 - **Lack of generational relief for senior researchers**

In this regard, we have already made progress in developing evaluation criteria for the career advancement process, which will be implemented in 2023.

2. Selection and hiring of personnel: In t 2023, the Institute has updated the selection code, allowing for the coverage of all the Institute's hiring needs, including the ongoing process of position stabilization. This process enhances the Institute's attractiveness in talent acquisition.

3. Regarding the onboarding process for new hires, we have identified the need for improvement in the onboarding plan, which will be addressed in the coming months. Additionally, we have conducted a comprehensive review of our training program.
4. Training plays a vital role in our talent attraction and career development policies. In the first quarter of 2023, we conducted a thorough review and update of our Training Program. We have placed a new emphasis on developing training itineraries aligned with professional profiles and Job Descriptions (JD's).
5. Internationalization: The strategic plan includes a dedicated strategic pillar for internationalization which involves developing a growth plan in this aspect in the Institute. This plan encompasses attracting international talent and promoting mobility to both attract and retain talented researchers.
6. Infrastructures and impact: In addition to the favorable working conditions provided by the Institute, the infrastructure and impact of its outcomes are two crucial factors in talent attraction. In this regard, the new facilities are more appealing and allow for future expansion of research spaces. Moreover, the concept of open spaces that foster multidisciplinary interactions among professionals is an attractive feature that is highly valued.

Regarding impact, successful scientific outcomes enhance the attractiveness of the institution. The Strategic Plan includes Action Plan 7.3 which focuses on developing an impact strategy. This strategy defines a methodology that involves stakeholders and incorporates Responsible Research and Innovation (RRI) and Sustainable Development Goals (SDGs) principles.

7. Prestige and visibility: It is another critical factor in attracting talent, aligned with Action 5.2 of the strategic plan. This action plan specifically focuses on enhancing the visibility and positioning of the Institute.
8. Support for talent attraction and retention: The Institute has established a research promotion plan that includes various internal funding opportunities such as scholarships, intensifications, and awards. In response to the findings of the HRS4R Action Plan, there has been a recognized need to increase scholarships specifically for research intensifications. Regarding intensification needs, the I3PT established a working group with representatives from CSPT. Its purpose is to explore various ways of defining intensifications for researchers. This is particularly crucial considering the clinical research model at I3PT.

Currently, the limited availability of healthcare professionals presents a significant challenge, resulting in insufficient coverage for clinical personnel who also aspire to dedicate time to research activities. In response to this challenge, the action has been reformulated to strengthen the composition of research groups by focusing on predoctoral and postdoctoral programs. This approach provides greater potential for future growth in research lines and groups that are not solely dependent on clinical activities.

3.

Review of the Strengths and Weakness

Thematic heading of the Charter and Code	STRENGTHS	WEAKNESSES
Ethical and professional aspects	<p>The institute has a strong governance structure and management committed and participative leadership</p> <p>The institution's R+D+I policy is made up of basic guidelines that are specified in 9 points and which include the principles of C&C.</p> <p>The I3PT has obtained the accreditation as a CERCA Centre, which grants it access to funding allocated by the Generalitat de Catalunya. Additionally, as a result of this accreditation, the Institute is eligible to participate in various competitive calls, including opportunities like the Marie Curie program.</p> <p>The I3PT has obtained accreditation as a Carlos III Health Institute (ISCIII), this achievement provides more opportunities to apply for competitive calls and enhances its position and visibility within the network of Spanish Health Institutes</p> <p>The internal communication has been improved throughout 2021. the Communication area has been created. It is led by a corporate communications expert, who was already working on the implementation actions addressed to improving the internal communications. This is put into practice through weekly newsletter, internal notifications on topics of interest.</p> <p>Since 2021, the internal communication has been oriented to giving visibility to the progress (putting it out there) and to raise awareness among all staff about scientific and management activities of the Institute. Researchers and their development activities in I+D+I have become an I3PT priority's and</p>	<p>The I3PT does not have a well-defined strategy to access private funds, nor does it have the structure to implement it. However, the I3PT has always worked with patronage actions.</p> <p>There is no stimulus to the research by the new generations of health care personnel.</p> <p>There is no evidence of the follow up by the area manager of the research group's achievements</p> <p>The I3PT doesn't have a specific itinerary in the training plan for Researchers</p> <p>The I3PT does not count on an integrated I. T. system, permitting a better control of the Institute's activities. Altogether, this makes unnecessarily expensive the collection and analysis of the results of the I+D+I activity.</p>

	<p>an audience segment very important for internal communications</p> <p>The I3PT has a Cooperative Scientific Plan that supports the scientific organization of the Institute into areas and research groups and allows the accreditation of groups and monitoring.</p> <p>The scientific and cooperative plan contemplates the proposal of objectives to be achieved in the short, medium and long term, and it sets forth clear lines of projection. Every year the evaluation of the achievement of these objectives is carried out.</p> <p>The I3PT has a Plan for the participation of society. This Plan promotes activities related to matters of research. The action is made effective by open spaces for society, a suggestions mailbox, interactive platforms and virtual forums.</p> <p>The I3PT has a Working Committee for the follow-up Action Plan. This is formed by professionals with different Scientific profiles, as well as representatives from Scientific Management, the human resources department, the quality department and, in addition, other people get involved to ensure the successful fulfilment of the plan. The working group take care of the implementation of the process and approves the execution of the corresponding actions to advance the plan.</p> <ul style="list-style-type: none"> • The i3PT has always worked with different strategic plans that they are aligned to challenges facing Europe, Spain and Catalonia, and they are oriented toward the Institute development. The strategy of these plans is participatory. It collects the opinions of different bodies of the institute 	
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	<p>and count on the participation of external agents.</p> <ul style="list-style-type: none"> • The main ethical aspects for R+D+I projects are related to: <ul style="list-style-type: none"> ➤ Good Clinical Practice guidelines: The guidelines for good scientific practices including the most important aspects for working in responsible and ethic research. These guidelines address the scientific excellence and transfer of scientific knowledge from public to private sector ➤ Research Staff Guide/handbook for Researchers: the purpose of the guide is to provide researchers and the research community with information about the culture of the institution. They are also intended to help understanding into how the health professionals contribute to and work on their research ➤ The Institute's commitment is to comply with the applicable privacy data politics. The Institute is subject to periodic external audits on this matter The Ethics Committee accredits for Clinical Research and reviews and evaluates national and international projects carry out by the institute, so as to ensure the ethical standards and scientific merit of research involving human subjects. ➤ The specific good research and innovation practices training from 2012. These courses place special emphasis on ethical and legal standards related to research. ➤ The I3PT was audited and it has been certified to UNE166002:2014 standards since 2013 • 	
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	<p>The I3PT abides by its internal regulations on the protection and commercial exploitation of the results of the research and innovation activities, which grants researchers and innovators specific rights in terms of authorship and intellectual property and/or industrial, as well as the right royalties, if there are any. These regulations, together with the good clinical practices guidelines, form part of the Institution Welcome Manual.</p> <p>The I3PT is advised by external committees to guarantee the quality of the research and innovation</p> <ul style="list-style-type: none"> ➤ Institutional Committee for Research and Innovation ➤ External Scientific Advisory Committee ➤ Quality Committee ➤ Equality Committee ➤ Health and Safety Committee <p>The I3PT complies with the regulations established by the Law of Transparency and Good Governance (Law 19/2013) of December 9, 2013 of the Government of Spain that develops the Directive of the European Union 2013/50 / EU.</p> <p>The institute is committed to transferring research results and supports its researchers in their project protect and / or disseminate the results obtained in their research, favouring publications with a high impact factor with peer review.</p> <p>The institute draws up the process map and work procedure manuals available to professionals and the necessary structure to provide support to research and innovation activities.</p>	
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<p>Recruitment and selection</p>	<p>The Institute's recruitment processes are transparent, based on the competencies and merits of the candidates.</p> <p>The Fundació I3PT, currently has its own collective labour agreement, which was approved in October 2021.</p> <p>The collective labour agreement incorporates those developing professional careers, promoting enhancement and progress in their work for the Institute</p> <p>The Fundació Parc Taulí (the Institute's management body) has been classified as SEC-95, a public sector company of the Generalitat, and is therefore governed by the principles of transparency, efficiency and equality.</p> <p>The I3PT has:</p> <ul style="list-style-type: none"> ➤ Selection Manual based on the OTM-R principles ➤ Welcome Manual accessible on the intranet. It is for a new employee ➤ Equality Plan ➤ Risk prevention and self-protection plan ➤ Disengagement procedure for the personnel who is leaving the Institute. ➤ The I3PT has its own jobs offer template, which includes the improvement proposals from their workers. ➤ The job offers templates which include a section in compliance with the law on the social integration of people with disabilities. 	<p>There is a difficulty in incorporating research personnel with training linked to the I3PT research groups.</p> <p>There is no attraction in the Institute for international investigators (R4), possibly due to there not being resources or infrastructure.</p> <p>There is not a plan for the generational renewal of researchers, which leads to a loss of scientific knowledge and expertise.</p>
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	<ul style="list-style-type: none"> ➤ A questionnaire aimed to identified the reasons why a person voluntarily leaves the Institute. ➤ A procedure in which the selection criteria for Research Staff are defined. <p>Open advertisements for the recruitment of researchers were published on several national and international scientific employment websites.</p> <p>In recent years, the indicators of impact have improved significantly, and also there has been an improvement of the Institute's positioning.</p>	
Working conditions	<p>With the new approved labour agreement by the Department of Health (Generalitat de Catalunya), The Institute ensures the best for the professional careers of the researchers.</p> <p>After receiving CERCA accreditation, the funds obtained from the Generalitat, which have been increasing each year, have enabled the implementation of the professional career since 2023, thereby providing economic stability to the career path.</p> <p>Due to the fact that I3PT has been recognized as a CERCA and a Carlos III Institute, the Institute has become more attractive for new research talents.</p> <p>The structure of the Institute includes the advisory committees and participatory groups of the research community which are necessary to safeguard the principles and commitments established in the C&C.</p> <p>The Institute provides researchers with Common Support Services to facilitate their research projects: Scientific and Technical Services, Biobank, Technological Laboratories and Support Units.</p>	<p>The intramural program does not have sufficient economic resources to finance national and international mobility of researchers. However, once the Institute has been recognized as a CERCA Institute, the intramural program was reinforced by the funding allocated</p> <p>There is not a high enough number of the European Reasearch Council (ERC) and Marie Skłodowska-Cuire (MSC) grants. If the numbers were sufficient, it would allow the Institute to take on achieve sustainable growth, progress and evolution</p> <p>Internationalisation is still a weak point at the I3PT. The Institute has a very low number of foreign personal (4%).</p> <p>The implementation of the data management plan is still incipient and requires more investment and effort in order to</p>

	<p>In 2022, the Institute will begin working from a new physical space, which means it will enjoy greater infrastructures and it will have more possibilities to expand the scope of the Institute's research. The new space will mean that total growth capacity of the Institute will have by 2.500 metres approximately.</p> <p>The institute has a Training Plan in R+D+i and all the training courses have official certifications.</p> <p>It also has a Plan of measures and practices to reconcile work and personal life.</p> <p>The institute has an internal intramural program that promotes research and innovation projects through Grants, co-financing of research staff in projects chosen through contest, aid for the recruitment of post-doctoral researchers and support in applying of coordinated European projects. This program also allows the clinical care staff of the Institute to dedicate part of their time to research.</p>	<p>bring it up to European standards.</p> <p>There is not a clear strategy to strengthen the links and contacts with national and international research groups.</p> <p>Although, the intensifications have allowed the clinicians and nurses to increase they allocate to research activities, there is still not enough to cover the demand for professionals who apply for grants/aid and ensure fruitful research and development.</p>
Training and development	<p>The Institute has a Training Program in R+D+I, included in the Institutional Training Plan.</p> <p>Currently, The Institute is facilitating extracurricular practices to address the difficulties in the incorporation of the trained staff linked to the I3PT research groups. Furthermore, a study has been carried out to identify hiring needs for post-doctoral staff in the research groups</p> <p>The Institute is working together with other Institutions in order to obtain co-founding contracts for new staff</p> <p>The Institute has a methodological support department which contributes to researchers in their progress</p> <p>Currently, the Institute is working on the implementation of an internal program aimed</p>	

	<p>to financing around 50% of the post-doctoral contracts.</p> <p>The Institute organizes annual conferences and R+D+I sessions oriented for and aimed at professionals/researchers/staff</p> <p>In the innovation n projects, we collaborate with start-up accelerators that provide mentoring and training in entrepreneurship.</p> <p>The institute is part of several networks that provide training to all staff across the board</p> <p>There is an Emerging Groups Mentoring Plan. It constitutes a clear element of cohesion and strengthens the integration of the entities and groups that make up the Institute, in line with the Institute's Integration Plan.</p> <p>It encourages among others things, the creation of synergies which contribute to promoting scientific and innovative activity developed and established in the Institution's Scientific Cooperation Plan.</p> <p>The I3PT has an Integration Plan to regulate the institute and promote its working with of other research groups, as well as to integrate the groups of all the professionals who carry out R&D&I activities. In the last year, the creation of 3 Mixed Units with research groups from the Autonomous University of Barcelona (UAB) has gone forward successfully</p>	
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4.

SWOT assesment

After revising the SWOT analysis, we identified the key strategic lines to pursue. These strategic lines (SL) are in alignment with the overarching Strategic Plan:

SL 1: Enhance both international and national talent attraction efforts

SL 2: Increase the level of internationalization

SL 3: Enhance the funding programs related to talent attraction and retention

SL 4: Improvement of the internal process to facilitate personnel attraction and retention.

The strategic lines of the HRS4R are closely linked to the objectives of the strategic plan, which were reviewed at the beginning of 2023. The table below illustrates the alignment between the weakness identified in the HRS4R SWOT analysis and the and the objectives outlined in the strategic plan

HRS4R strategic lines	Objectives of the Strategic Plan 2023-2025
SL 1: Enhance both international and national talent attraction efforts	OSP 4: To consolidate the critical mass of research and management personnel, initiatives are implemented to attract, promote, and retain talent
SL 4: Improvement of the internal process to facilitate personnel attraction and retention.	OSP 3: Drive internationalization to enhance visibility and positioning in resource acquisition processes and generate internationally recognized
SL 2: Increase the level of internationalization	OSP 5: Positioning as a reference for promoting the application of new technologies and a model for promoting industrialization.
SL 3: Enhance the funding programs related to talent attraction and retention	OSP 7: Directing the governance and management of the organization towards achieving scientific and innovation outcomes by defining appropriate indicators for their measurement.

5.

Restructured Action Plan of HRS4R in accordance with the Strategic Plan

The alignment of the HRS4R (Human Resources Strategy for Researchers) has been meticulously restructured, considering the key phases or pillars of the I3PT strategic plan, which incorporates strategies to enhance human resources. Furthermore, this alignment has also taken into account the action plan that was submitted for intermediate evaluation to the European Commission.

Weakness detected 2022	HRS4R strategic lines	Proposed Action (HRS4R)	Action plan (Strategic Plan)
There is a difficulty in incorporating research personnel with training linked to the I3PT research groups.	SL1/SL4	<p>A_22. Include strategies for collaboration with universities in pre- and post-doctoral research programmes.</p> <p>A_26. Apply measures to ensure transparent information about the application of the professional career and related assessments.</p> <p>A_27. Ensure that new employees receive the orientation manual before being incorporated in the team.</p> <p>A_29 Define the selection process in much greater detail, specifying all aspects of the procedures to be followed for each employment category</p>	<p>4.2. Design a pre-doctoral program in close collaboration with the Graduate School of the UAB.</p> <p>4.4. Develop a growth plan for support staff to facilitate and drive the Institute's expansion.</p>
There is no attraction in the Institute for international investigators (R4), possibly	SL1/SL2/SL4	A10_ To establish, within the sponsorship program, a policy of capturing funds for R+D+I projects	3.2. Incorporate the attraction of international talent into talent acquisition policies.

due to there not being resources or infrastructure.

A_27. Ensure that new employees receive the orientation manual before being incorporated in the team.

There is not a plan for the generational renewal of researchers, which leads to a loss of scientific knowledge and expertise.

SL1/SL3

Develop a generational transition plan, leveraging the aspects that have been addressed by the research committee, such as Co-IP figures, emeritus and senior researchers. Additionally, to enhance an authorship strategy in publications within groups led by senior investigators. Drawing from experiences with other teams and establishing an internal policy.

There are no specific strategic objectives related to the generational transition plan as it pertains to internal policies."

There is not a high enough number of the European Research Council (ERC) and Marie Skłodowska-Curie (MSC) grants

SL2

A21_ Develop a programme to help pre- and post-doctoral researchers identify sources of funding from publicly available funds and from the institute's patronage policy.

3.1. To Develop a growth plan in internationalization of the Institute

Internationalisation is still a weak point at the I3PT. The Institute has a very low number of foreign personal (4%).

SL2

A18_To create foreign qualification homologation procedure

A_25. Defining an international policy taking into account the academic background and development of researchers

3.2. Incorporate into the Institute's ongoing talent attraction policies measures to enhance the appeal and attraction of top talent.

<p>There is not a clear strategy to strengthen the links and contacts with national and international research groups.</p>	<p>SL2</p>	<p>A_22. Include strategies for collaboration with universities in pre- and post-doctoral research programmes.</p> <p>A_23. Include assessments of researchers' stays in other research centres among the criteria for evaluating researchers' curricula.</p> <p>A_24. Organize joint sessions between research groups from the university and the I3PT.</p>	<p>3.1. To Develop a growth plan in internationalization of the Institute.</p> <p>5.1. Review the strategic alliances plan.</p> <p>5.2. Enhance the visibility and positioning of i3PT through participation in networks and interest groups</p>
<p>The current availability of intensifications is insufficient to meet the demand from professionals applying for grants and aid, which hinders the progress of productive research and development activities.</p>	<p>SL3</p>	<p>A_30 Establish a collaborative working group in conjunction with the CCSPT to formulate and define the strategies for intensification</p>	<p>7.1. Searching for overarching and specific financing alternatives with the launch of the Institute's patronage plan</p> <p>7.2. Define in collaboration with the CCSPT, the growth plan of the Institute, especially in the areas that directly impact the Hospital, ensuring a unified and shared guidelines</p>