

HUMAN RESOURCES STRATEGY FOR RESEARCHERS (HRS4R)

ACTION PLAN 2016-2020

**Institute of Chemical Research of
Catalonia (ICIQ)**



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1.- ICIQ overview

The Institute of Chemical research of Catalonia (hereinafter ICIQ) is a foundation devoted to research in the field of chemistry (<http://www.iciq.org/>). The foundation was created in 2000 by the Government of Catalonia and started its activities in 2004.

Since its creation, ICIQ has aimed to become an internationally recognized leading institution in the field of chemistry, committed to performing ground-breaking research. A second objective of ICIQ is knowledge and technology transfer to the chemical, pharmaceutical and energy industrial sectors. Finally, the ICIQ is fully committed to training the next generation of scientists with the necessary skills and knowledge for tackling future challenges in chemical research.

ICIQ's mission is to lead, from the vantage point of molecular science, cross-strategies to solve major social and economic challenges, thereby contributing to the establishment of a knowledge-based economy and improving citizens' quality of life.

ICIQ performs top quality research in two main areas: catalysis and renewable energies. Activities in the catalysis area cover all aspects of this fundamental discipline: homogeneous, heterogeneous and enantioselective catalysis, organocatalysis, supramolecular catalysis, the development of new ligands and catalysts and innovative catalytic processes, the elucidation of catalytic mechanisms and the design and simulation of catalytic reactors.

The research in the field of renewable energies focuses on the generation of hydrogen from water through sustainable processes, the development of more efficient photovoltaic devices and the conversion of CO₂ into liquid fuels and feedstock for the chemical industry.

At present, ICIQ has 310 employees, about 250 of them directly involved in research activities: 19 research groups, each one headed by a group leader; 96 post-doctoral researchers; 94 pre-doctoral researchers; 6 laboratory engineers; 9 master students and 23 staff members (managers and technicians) of the research support units. Researchers at ICIQ, come from very diverse geographical origins, 40% of them being non-nationals.

ICIQ provides an excellent research environment and culture that attracts the best talent worldwide which will contribute to achieving outstanding results in our research lines.

ICIQ is fully committed to the principles of the European Charter for Researchers and the Code of Conduct for the recruitment of Researchers. In February 2011, ICIQ signed the Declaration of Commitment to the Charter & Code, and since then has been implementing actions in the direction to better comply with these principles.

The current action plan describes the planned steps for the 2016-2020 period.

ICIQ truly believes that obtaining the HRS4R award will strongly contribute to providing an excellent research environment that attracts the best researchers worldwide to the Institute. We envision implementing the current HRS4R Action Plan as a means of boosting our researchers' careers and enhancing their future opportunities.

2.- Methodology for designing the HRS4R 2016-2020

Following the guidelines issued by the European Commission, the ICIQ has performed an internal gap analysis comparing the existing institutional rules and practices with the 40 principles of the Charter & Code. From this internal gap analysis, the current Action plan has been designed with the aim of bridging the main gaps between the ICIQ practices and the Charter & Code principles.

Both, the Internal Analysis and the Action Plan have been drawn up taking into account the contributions of all ICIQ employees, especially scientific staff. The process has been led by the ICIQ human resources unit, through its manager, together with the ICIQ Social Involvement Committee (hereinafter SIC). The SIC is an ICIQ working group composed of 10 representatives from all ICIQ staff, both scientists and non-scientists. It has two representatives for each one of the five personnel areas: research group leaders, post-doctoral researchers, pre-doctoral researchers, research support technicians, and administrative staff. The SIC members were elected through open elections by all ICIQ staff and are, thus, the representative body of all ICIQ's workers before ICIQ's management. The SIC is a valid interlocutor that allows the ICIQ management (Prof. Miquel A. Pericàs, General Director and Dr. Lluís Solà, Administrative Director) to hear employee concerns. The SIC also collaborates in defining projects oriented to improving the ICIQ working environment such as the HRS4R.

Currently, the SIC is composed of the following members:

- Mario Lorenzo (HR Manager) – acts as the SIC Coordinator.
- Laia Pellejà (Scientific Education and Outreach).

- Josep Ramon Sarro (accounting technician).
- Luca Dell'Amico (post-doctoral researcher).
- Muralidhar Chourashiya (post-doctoral researcher).
- Lucas Carreras (pre-doctoral researcher).
- Franziska S. Hegner (pre-doctoral researcher).
- Marta Giménez (research instrumental facilities technician).
- Fernando Bozoglian (research instrumental facilities technician).
- Arjan Kleij (Research Group Leader).
- Marcos Garcia-Suero (Research Group Leader).

Additionally, in order to obtain feedback from all employees, the SIC elaborated a survey on the application of the Charter & Code principles at the Institute directed to all ICIQ staff (both scientific and non-scientific). The survey was designed to evaluate the employees' perception on the correlation between ICIQ's policies and practices and the corresponding C&C principles. The survey was answered by 141 participants, representing 45 % of the ICIQ employees, 121 (86 %) of them being researchers (14 Group Leaders, 46 post-doctoral researchers, 39 pre-doctoral researchers and 22 staff members of the research support units). Participation in the survey was anonymous, making use of Google form; a tool that does not reveal the identity of the participants. We wanted to guarantee the anonymity of participants in order to obtain answers as honest and transparent as possible.

The results of the survey complemented the internal analysis performed by the SIC and was taken into consideration when designing the Action Plan. The final Action Plan was proposed by the SIC and was agreed and approved by the ICIQ management.

Therefore, the process followed for designing the Action Plan has counted on intensive participation by researchers and has the support of the ICIQ management in its implementation, providing both policy maker backing and budgetary resources.

3.- Action Plan

Based on the gap analysis between the ICIQ practices and policies and the Charter & Code principles, the Human resources unit, together with the SIC, have defined the following Action Plan to be executed from the last quarter of

2016 to the last quarter of 2020. Actions have been organized according to the four areas of the HRS4R (a.- Ethical and Professional Aspects; b.- Recruitment; c.-Working Conditions and Social Security; d.- Training). The Action Plan has been approved by the ICIQ management, and consequently has the Institution support necessary for its implementation.

3.1- Ethical and professional Aspects

Action	1
Title	Improvement dissemination of the Guidelines for Research Integrity and Good Scientific Practice
Refers to principle	2. Ethical principles
Lead by	ICIQ Direction
Timeframe	From Q4 2016
Indicator	Number of people who know the document.

Action	2
Title	Define job descriptions for all ICIQ's posts.
Refers to principle	5 Contractual and legal obligations
Lead by	HR Dep.
Timeframe	From Q1 2017 to Q4 2017.
Indicator	Number of job descriptions done Vs Number of job descriptions pending to be done.

Action	3
Title	Implement the ICIQ equality plan 2015-2018.
Refers to principle	10 Non discrimination 24 Working conditions 27 Gender balance
Lead by	HR Dep.
Timeframe	From 2016 to 2018
Indicator	Status of implementation report prepared by SIC

Action	4
Title	Develop an internal psychological harassment protocol
Refers to principle	10 Non discrimination
Lead by	HR Dep.
Timeframe	From Q3 to Q4 2017
Indicator	Document approved by ICIQ Director. Number of people who has received the document.

3.2- Recruitment

Action	5
Title	Design a recruitment policy for researchers incorporating the principles of the Charter & Code and aligned with the

	Open, transparent, and merit-based recruitment of researchers (OTM-R) toolkit
Refers to principle	12 Recruitment 13 Recruitment (Code) 14 Selection (Code) 15 Transparency (Code) 16 Assessing merits (Code) 17 Variations in the chronological order of CVs (Code) 18 Recognition of mobility experience (Code) 19 Recognition of qualifications (Code) 20 Seniority (Code) 21 Postdoctoral appointments (Code) 27 Gender balance
Led by	HR Dep.
Timeframe	From Q4 2016 to Q2 2017
Indicator	Number of incorporation following the recruitment policy Vs total number of incorporations.

Action	6
Title	Create general ICIQ guidelines for researchers' recruitment and selection that incorporate the principles of the Charter & Code
Refers to principle	12 Recruitment 13 Recruitment (Code) 14 Selection (Code) 15 Transparency (Code) 16 Assessing merits (Code) 17 Variations in the chronological order of CVs (Code) 18 Recognition of mobility experience (Code) 19 Recognition of qualifications (Code) 20 Seniority (Code) 21 Post-doctoral appointments (Code) 27 Gender balance
Led by	HR Dep.
Timeframe	From Q3 2017 to Q4 2017
Indicator	Document approved by ICIQ Director. Number of Hiring managers who know the document.

Action	7
Title	Create specific ICIQ guidelines for the recruitment of post-doctoral researchers that take into consideration additional professional development opportunities
Refers to principle	21 Post-doctoral appointments (Code)
Led by	HR Dep.
Timeframe	From Q3 2017 to Q4 2017
Indicator	Document approved by ICIQ Director. Number of Hiring managers who know the document.

3.3- Working conditions and social security

Action	8
Title	Integrate the prevention plan into the culture and activities of ICIQ
Refers to principle	23 Research environment
Led by	SHEQ Dep.
Timeframe	From Q4 2016 to Q4 2017
Indicator	Number of safety coordinator Vs Research groups Number of Safety and Health committee's meetings yearly Number of safety coordinator's meetings yearly

Action	9
Title	Create a training program in safety in chemistry laboratories
Refers to principle	23 Research environment
Led by	SHEQ Dep.
Timeframe	From Q1 2018 to Q4 2018
Indicator	Number of training actions implemented in this field yearly Number of Researchers trained on safety Vs Researchers pending to be trained yearly

Action	10
Title	Create a guide on safety in chemistry laboratories
Refers to principle	23 Research environment
Led by	SHEQ Dep.
Timeframe	From Q1 2018 to Q4 2018
Indicator	Document approved by ICIQ Director. Number of people who know the guide.

Action	11
Title	Develop a welcome procedure for researchers that enables them to gain an institutional view of ICIQ and facilitates their incorporation to the institution.
Refers to principle	23 Research environment 24. Working conditions
Led by	HR Dep.
Timeframe	From Q1 2017 to Q3 2017
Indicator	Document approved by Administrative Director. Number of people who is involved in the procedure and know the document Vs Number of people who is involved in the procedure.

Action	12
Title	Develop a welcome guide for researchers with specific attention for non-national researchers.
Refers to principle	23 Research environment 24. Working conditions
Led by	HR Dep.
Timeframe	From Q2 2017 to Q4 2017

Indicator	Number of newcomers who receive the welcome guide.
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Action	13
Title	Optimize administrative procedures related to incorporation of researchers at ICIQ
Refers to principle	24. Working conditions
Led by	HR Dep.
Timeframe	From Q1 2017
Indicator	Number of people who is involved in the procedure and know the Guide and incorporation forms Vs Number of people who is involved in the procedure.

Action	14
Title	Define research career profiles and create a researchers' career development plan
Refers to principle	28 Career development
Led by	HR Dep.
Timeframe	From Q1 to Q4 2018.
Indicator	Career development policy approved by ICIQ Director. Number of research career profiles defined Vs Number of research career profiles pending to be defined. Number of new incorporation following the Career development policy.

Action	15
Title	Include a link to EURAXESS website within the ICIQ intranet.
Refers to principle	30 Access to career advice
Led by	Communication Dep.
Timeframe	Q1 2017
Indicator	Proof of the link (screenshot)

Action	16
Title	Design an annual career day aimed at non-permanent researchers to support their scientific career development
Refers to principle	30 Access to career advice
Led by	HR Dep. / Communication
Timeframe	From Q1 to Q4 2018
Indicator	Number of participants in the Career day

3.4- Training

Action	17
Title	Create a training policy for researchers at all stages of their career with specific emphasis in training in soft-skills
Refers to principle	28 Career development 38 Continuing Professional Development 39 Access to research training and continuous development

Led by	HR Dep.
Timeframe	Q1&Q2 2017
Indicator	Document approved by ICIQ Director. Number of training needs detected for each researcher career stage.

Action	18
Title	Set up and execute the annual training plans for researchers at all stages of their careers
Refers to principle	28 Career development 38 Continuing Professional Development 39 Access to research training and continuous development
Led by	HR Dep.
Timeframe	Q2 2017 to Q4 2020.
Indicator	Number of training needs implemented Vs Number of training needs detected for each researcher career stage. Number of trained researchers for each researcher career stage yearly.

4.- Timeframe

Nº	Actions	2016				2017				2018				2019			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
I Ethical and Professional Aspects																	
1	Improvement dissemination of the Guidelines for Research Integrity and Good Scientific Practice				■	■	■	■	■	■	■	■	■	■	■	■	■
2	Define job descriptions for all ICIQ's posts					■	■	■	■	■	■	■	■	■	■	■	■
3	Implement the ICIQ equality plan 2015-2018.			■	■	■	■	■	■	■	■	■	■	■	■	■	■
4	Develop an internal psychological harassment protocol							■	■	■	■	■	■	■	■	■	■
II Recruitment																	
5	Design a recruitment policy for researchers incorporating the principles of the Charter & Code and aligned with the Open, transparent, and merit-based recruitment of researchers (OTM-R) toolkit				■	■	■	■	■	■	■	■	■	■	■	■	■
6	Create general ICIQ guidelines for researchers' recruitment and selection that incorporate the principles of the Charter & Code							■	■	■	■	■	■	■	■	■	■
7	Create specific ICIQ guidelines for the recruitment of post-doctoral researchers that take into consideration additional professional development opportunities							■	■	■	■	■	■	■	■	■	■
III Working conditions and social security																	
8	Integrate the prevention plan into the culture and activities of ICIQ				■	■	■	■	■	■	■	■	■	■	■	■	■
9	Create a training program in safety in chemistry laboratories									■	■	■	■	■	■	■	■
10	Create a guide on safety in chemistry laboratories									■	■	■	■	■	■	■	■
11	Develop a welcome procedure for researchers that enable them to gain an institutional view of ICIQ and facilitates their incorporation to the institution.					■	■	■	■	■	■	■	■	■	■	■	■
12	Develop a welcome guide for researchers with specific attention for non-national researchers.					■	■	■	■	■	■	■	■	■	■	■	■
13	Optimize administrative procedures related to incorporation of researchers at ICIQ					■	■	■	■	■	■	■	■	■	■	■	■
14	Define research career profiles and create a researchers' career development plan					■	■	■	■	■	■	■	■	■	■	■	■
15	Include a link to EURAXESS website within the ICIQ intranet.					■	■	■	■	■	■	■	■	■	■	■	■
16	Design an annual career day aimed at non-permanent researchers to support their scientific career development									■	■	■	■	■	■	■	■
IV Training																	
17	Create a training policy for researchers at all stages of their career with specific emphasis in training in soft-skills					■	■	■	■	■	■	■	■	■	■	■	■
18	Set up and execute the annual training plans for researchers at all stages of their careers									■	■	■	■	■	■	■	■