

HUMAN RESOURCES STRATEGY FOR RESEARCHERS (HRS4R)

REVISED ACTION PLAN 2020-2023

**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 Catalan Government 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 groundbreaking research. A second objective of ICIQ is knowledge and technology transfer to the chemical, pharmaceutical and energy industrial sectors. Finally, 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, photocatalysis, 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 the beginning of 2020, ICIQ has 315 employees, about 260 of them directly involved in research activities: 17 research groups, each one headed by a group leader; 84 post-doctoral researchers; 105 pre-doctoral researchers; 7 laboratory engineers; 10 master students and 23 staff members (managers and technicians) in the research support units. Researchers at ICIQ, come from very diverse geographical origins, 48% of them being non-nationals.

ICIQ provides an excellent research environment and culture that attracts the best talent worldwide, which contributes 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 this direction to better comply with these principles.

The current action plan describes the planned steps for the 2020-2023 period, after the interim evaluation of the degree of execution of the plan in 2016-2020.

ICIQ truly believes that obtaining the HRS4R award strongly contributes 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.- Internal Review HRS4R

In August 2017, ICIQ was awarded the HR Excellence in Research stamp by the European Commission. Following the guidelines issued by the European Commission, ICIQ 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, an Action plan was designed with the aim of bridging the main gaps between ICIQ practices and Charter & Code principles. Both, the Internal Analysis and the Action Plan were drawn up taking into account the contributions of all ICIQ employees, especially scientific staff. The process was led by the ICIQ human resources unit, through its manager, together with the ICIQ Social Involvement Committee (hereinafter SIC). The SIC was an ICIQ working group composed of 10 representatives from all ICIQ staff, both scientists and non-scientists. It had 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 disappeared in November 2018 when the ICIQ Workers' Committee came into being.

During the year 2019, a new working group was created in order to monitor the HRS4R plan. This working group has been responsible for the internal review of the HRS4R and the creation of a new action plan.

Currently, the HRS4R working group is composed of the following members:

- Leticia Chico (HR Manager) – acts as the WG Coordinator.
- Sara Martínez de Salinas (post-doctoral researcher).
- Pablo Bonilla (pre-doctoral researcher and member of the Workers' Committee).
- Marcos Garcia-Suero (Research Group Leader).
- Lorena Tomás (Head of the Project's Department).

The internal review was undertaken using the following approaches: a survey of the entire ICIQ community, four focus groups (23 participants) and meetings with the administrative director. As a result of this review process, we generated the current revised Action Plan consisting of 16 actions to be implemented from 2020 to 2023.

The survey was designed to evaluate employees' perception of the correlation between ICIQ's human resources policies and practices and the corresponding Code & Charter principles. The survey was answered by 98 participants, representing 33 % of ICIQ's employees (65 researchers, 13 technicians from the research support area and 20 management area staff). Participation in the survey was anonymous.

The focus groups included people with different professional roles within ICIQ such as technicians from the research support area, projects department officers, human resources and health and safety prevention officers, and post-doctoral and pre-doctoral researchers. Despite the fact that the number of participants was low, (23 people) the majority of the professional positions within ICIQ were represented. Unfortunately, the majority of the participants were from the administrative area with the research area being underrepresented.

The results of the survey together with the focus group analysis was taken into consideration by the working group when designing the new Action Plan. The final Action Plan was proposed by the working group and was agreed and approved by ICIQ management.

Due to a lack of personnel in the Human Resources Unit in 2018 and 2019, actions that were planned to start in that period suffered some delay, whereas

actions that had already been started were maintained and implemented as planned. Following is a brief description of the degree of execution of actions in the 2016-2020 Plan, and the new actions intended for execution in the Action Plan for 2020-2023:

Ethical dimension: Two actions were completed, (3 - Implement the ICIQ equality plan 2015-2018 & 4 - Develop an internal psychological harassment protocol). Two actions were partially completed and will be developed during the next 3 years, (1 - Improve dissemination of the Guidelines for Research Integrity and Good Scientific Practice & 2 - Define job descriptions for all ICIQ posts. This last action was complemented with an appraisal system). For the next few years we have planned three new actions, (Implement the ICIQ equality plan 2019-2023, Develop a conflict resolution protocol & Create a Wellbeing & Mental Health Programme).

Recruitment dimension: A recruitment procedure was created as part of the 2016-2020 Plan, defining the steps in the recruitment process and providing templates and guidelines for each of the steps. However, we were not able to complete the following three actions planned for 2016-2020 (5 - Design a recruitment policy for researchers; 6 - Create general ICIQ guidelines for researchers' recruitment and selection and 7 - Create specific ICIQ guidelines for the recruitment of post-doctoral researchers that take into consideration additional professional development opportunities). Therefore, we decided to move these actions to the new action plan 2020-2023. Finally, a new action was incorporated in the 2020-2023 plan, (7 - Adapt the recruitment procedure to OTM-R Recruitment policy).

Working conditions dimension: In recent years, we have focused our efforts on this dimension, and we were able to complete seven of the nine actions planned: (8 - Integrate the prevention plan into ICIQ culture and activities; 9 - Create a training programme on safety in chemistry laboratories; 10 - Create a guide on safety in chemistry laboratories; 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, and 16 - Design an annual career day). Two actions of the 2016-2020 Plan related to the welcome procedure were only partially executed. As a result, we will continue working on our welcome procedure for new staff incorporations and we will move these actions to the new action plan (11 - Develop a welcome procedure for researchers & 12 - Develop a

welcome guide for researchers). Finally, we defined two new actions in order to continue working in the prevention-training plan and in our career service (11 - Improve the training programme in safety in chemistry laboratories and 14 - Develop ICIQ's career service).

Training Dimension: A great effort was made in this dimension in the 2016-2020 Plan, the two actions proposed being fully completed (17 - Create a training policy for researchers and 18 - Set up and execute the annual training plans for researchers). In the following years, we will continue developing and improving the annual training plan and we have added an additional action, focused on the creation and implementation of a mentoring programme.

3.- Action Plan

Based on the results of the focus groups and the survey, the Human resources unit, together with the working group, have defined the following Action Plan to be executed between the first quarter of 2020 and the last quarter of 2023. 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 ICIQ management, and consequently has the Institutional support necessary for its implementation.

3.1- Ethical and professional Aspects

Action	1
Title	Improve dissemination of the Guidelines for Research Integrity and Good Scientific Practice
Refers to principle	2. Ethical principles
Lead by	ICIQ Direction
Timeframe	From Q1 2020
Indicator	Number of people familiar with the document Number of people who attend the training sessions

Action	2
Title	Define job descriptions and an appraisal system for all ICIQ posts.
Refers to principle	5 Contractual and legal obligations 11 Evaluation/appraisal systems

Lead by	HR Dep.
Timeframe	From Q3 2020 to Q4 2021.
Indicator	Number of job descriptions completed Vs Number of job descriptions pending completion. Number of appraisal evaluations per year

Action	3
Title	Implement the ICIQ equality plan 2019-2023.
Refers to principle	10 Non discrimination 24 Working conditions 27 Gender balance
Lead by	HR Dep & Gender Equality Commission
Timeframe	From 2020 to 2023
Indicator	Status of implementation report prepared by the gender equality commission (10 members representing ICIQ staff)

Action	4
Title	Develop a protocol for conflict resolution
Refers to principle	7. Good practice in research 10 Non discrimination
Lead by	HR Dep & Gender Equality Commission
Timeframe	From Q3 2020 to Q2 2021
Indicator	Document approved by ICIQ Director. Number of Training actions for all staff & number of participants Number of people familiar with the document.

Action	5
Title	Wellbeing & Mental Health Programme
Refers to principle	2. Ethical principles 7. Good practice in research 10. Non discrimination
Lead by	HR Dep & SHEQ Unit & Working group
Timeframe	From Q3 2020 to Q4 2023
Indicator	Programme approved by ICIQ Director. Results of the psychosocial risk assessment Number of actions developed Number of people participating in actions. Evaluation of the actions

3.2- Recruitment

Action	6
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.& HRS4R Working group
Timeframe	From Q1 to Q4 2020
Indicator	Document available on the web page Number of incorporations following the recruitment policy Vs total number of incorporations.

Action	7
Title	Review the recruitment procedure to adapt it to OTM-R Recruitment policy (new)
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 .& Working group
Timeframe	From Q3 2020 to Q2 2021
Indicator	Document approved by ICIQ Director. Number of Hiring managers familiar with the document, after training. Complaint mechanism for applicants.

Action	8
Title	Create specific ICIQ guidelines for PhD 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) 27 Gender balance
Led by	HR Dep.& working group
Timeframe	From Q1 to Q4 2021
Indicator	Document approved by ICIQ Director. Number of Hiring managers familiar with the document, after training.

Action	9
Title	Create specific ICIQ guidelines for the recruitment of post-doctoral researchers, taking into consideration additional professional development opportunities
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. & working group
Timeframe	From Q1 to Q4 2021
Indicator	Document approved by ICIQ Director. Number of Hiring managers familiar with the document, after training.

3.3- Working conditions and social security

Action	10
Title	Develop the safety prevention plan, integrated into ICIQ culture and activities
Refers to principle	23 Research environment
Led by	SHEQ Dep.
Timeframe	From Q1 2020 to Q4 2023
Indicator	Number of safety coordinators Vs Research groups Number of Health and Safety committee meetings yearly Number of safety coordinator meetings yearly

Action	11
Title	Improve the training program in safety in chemistry laboratories
Refers to principle	23 Research environment
Led by	SHEQ Dep.
Timeframe	From Q1 2020 to Q4 2023
Indicator	Number of training actions implemented in this field yearly Number of Researchers trained on safety Vs Researchers pending training yearly New actions developed

Action	12
Title	Implement the welcome procedure for researchers, enabling them to gain an institutional view of ICIQ and facilitating their incorporation to the institution
Refers to principle	23 Research environment 24. Working conditions
Led by	HR Dep.
Timeframe	From Q3 to Q4 2020
Indicator	Document approved by ICIQ Director. Number of newcomers participating in the welcome programme per year

Action	13
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 Q3 to Q4 2020
Indicator	Document available on the intranet Number of newcomers who receive the welcome guide.

Action	14
Title	Develop the ICIQ career service
Refers to principle	28 Career development 30 Access to career advice
Led by	HR Dep.
Timeframe	From Q1 2020 to Q4 2023.
Indicator	Number of workshops held yearly Number of people participating in the 3 specific workshops (self-awareness, CV and job interview) Participant evaluation of the training actions Number of individual sessions per year. Number of people participating in the annual career day

3.4- Training

Action	15
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	Q1 2020 to Q4 2023.
Indicator	Number of training actions developed Number of participants per year (by gender & by typology)

Action	16
Title	Develop a mentoring programme
Refers to principle	28 Career development 38 Continuing Professional Development 39 Access to research training and continuous development 40 Supervision
Led by	HR Dep.
Timeframe	Q4 2020 to Q1 2022.
Indicator	Mentoring Programme defined and implemented. Guidelines for mentors and mentees. Number of mentors and mentees, participating in the programme, per year.

4.- Timeframe

Nº	Actions	2020				2021				2022				2023			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
I	Ethical and Professional Aspects																
1	Improve dissemination of the Guidelines for Research Integrity and Good Scientific Practice																
2	Define job descriptions and an appraisal system for all ICIQ's posts																
3	Implement the ICIQ equality plan 2019-2023.																
4	Develop a protocol for conflict resolution																
5	Wellbeing & Mental Health Programme																
II	Recruitment																
6	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																
7	Adapt the recruitment procedure to OTMR Recruitment policy																
8	Create specific ICIQ guidelines for PhD researchers' recruitment and selection that incorporate the principles of the Charter & Code																
9	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																
10	Develop the safety prevention plan integrated into ICIQ culture and activities																
11	Develop the training program in safety in chemistry laboratories																
12	Implement the welcome procedure for researchers, enabling them to gain an institutional view of ICIQ and facilitating their incorporation to the institution.																
13	Develop a welcome guide for researchers with specific attention for non-national researchers.																
14	Develop the ICIQ career service																
IV	Training																
15	Improve the annual training plans for researchers at all stages of their careers																
16	Develop a mentoring programme																