

TEMPLATE 2: HR STRATEGY - ACTION PLAN

Name of organisation under review: VHIO (Vall d'Hebron Institute of Oncology)

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Web link to published version of organisation's HR Strategy and Action Plan: www.vhio.net.

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1. ORGANISATIONAL INFORMATION

STAFF & STUDENTS	FTE
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	105 + 25 (clinical)
<i>Of whom are international (i.e. foreign nationality)</i>	22
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	*
<i>Of whom are women</i>	66 + 17 (clinical)
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	18 + 7 (clinical) 39 + 18 Researchers
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	30
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	18
<i>Total number of students (if relevant)</i>	18 PhD Students + 8 Students
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	305 + 50 (clinical)
RESEARCH FUNDING (figures for most recent fiscal year)	€
<i>Total annual organisational budget</i>	19.751.417,76 €
<i>Annual organisational direct government funding (designated for research)</i>	2.149.227,13 €
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	4.835.474,43 €
<i>Annual funding from private, non-government sources, designated for research</i>	12.392.003,87 €
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>Established in 2006 and located within the Vall d'Hebron Barcelona Hospital Campus, the Vall d'Hebron Institute of Oncology (VHIO) is a leading comprehensive cancer center of excellence where its researchers and physician-scientists adopt a purely translational research model, working together as multidisciplinary teams to both accelerate and advance more precise and powerful anti-cancer therapies. Undertaking one of Spain's most dynamic cancer research programs, VHIO is dedicated to delivering on the promise of precision medicine in oncology – turning cancer discovery into more effective treatments and better practice for the care of our patients.</p>	

2. NARRATIVE (MAX. 2 PAGES)

Organized into four main programs: Preclinical, Translational, Clinical, and Core Technologies, VHIO's research team is composed of more than 100 researchers and physician scientists focused on understanding the fundamental biology of human cancer, from cellular and molecular biology and genetics through to therapeutics. From its beginnings, VHIO has strongly believed that its main value and competitiveness derive from the quality and professionalism of its staff, and particularly those focused on research, VHIO's main mission. Therefore, VHIO has always been very devoted to creating optimal working conditions for its researchers, as a strategy to obtain their commitment to both the institution and the research projects developed within their teams.

In order to evaluate researchers' opinion on VHIO's performance in the different categories established by the 40 principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, an online survey was launched, and its results have been analysed in detail. Apart from the numerical ratings of each statement, one of the main conclusions has been the different vision that researchers have depending on their professional category. PIs and Clinical Research Fellows have clearly rated most of the statements more highly than PhD students and Staff Scientists.

A. Ethical and Professional aspects

VHIO is a Non-profit Foundation with a mixture of Public and Private highly reputed Trustees. It also has a strong link with Vall d'Hebron Hospital, one of the leading Tertiary public hospitals in Catalunya. These features make VHIO an institution with a high degree of sensitivity to all the issues related to ethics. In fact, ethics is a crucial issue for clinical research, and VHIO is highly committed to perform under the basic ethics principles and thus looks after all details related to ethics. Ethical aspects linked to professional management and development (non-discrimination, accountability, ...) are a priority for VHIO's governing bodies. As seen at the survey results, this area is one of VHIO's main strengths related to HR policies. Actually, the best rated statement was "Ethical principles", and 5 statements of this category were within the 8 best rated statements.

However there are always potential improvements that can be applied. In that case, transparency is one of VHIO's major challenges for the future. Transparency at distinct levels (governing bodies, organisation, strategic goals and priorities, policies, finances, internal procedures, ...) is nowadays demanded by society of institutions like VHIO. So, it will be one of the main issues to be tackled within the action plan.

B. Recruitment

VHIO is highly committed to attract the best, most talented researchers worldwide in the field of oncology. VHIO's reputation depends on the scientific quality of its staff, so talent recruitment is one of the institutional priorities in order to keep an international top-level staff that allows VHIO to be one of the world leading oncology research centres. Thus, VHIO's recruitment policy is mainly based on objective merits related to candidates' professional experience and track record. VHIO has a clear and well-defined procedure for recruitment. VHIO's main weaknesses related to the recruitment process are the feedback to non-selected candidates and the lack of diffusion or transparency of the established procedure.

C. Working conditions and social security

Although VHIO is putting a lot of effort to continuously enhance working conditions for its staff, it is clearly the area with more potential for improvement. While some aspects like gender balance, professional recognition, and also individual itinerary tracking have been faced since its beginnings and no substantial issues have been detected, there are other aspects in which there is still a gap for improvement. These are:

- Lack of a social benefit policy applicable to the entire staff.
- Relatively high number of temporary contracts (work and service agreements), although this is difficult to change, due to the characteristics of the institution.
- Lack of a specific conciliation policy.

On the other hand it is worth noting that the staff have a relatively high antiquity, which is particularly relevant given that VHIO such a young institution. It is a result of VHIO's strategy to staff stabilization.

D. Training

Training is clearly a prominent activity within VHIO's HR strategy. Much effort is dedicated to PhD students and Post-Doctoral Fellows to enhance their knowledge and capabilities in the field of research. In VHIO we believe training is a key issue not only to keep an updated and competitive staff, but also as a social responsibility that concerns such a public institution. Training in VHIO is organized in several ways:

- Symposia & conferences
- Workshops & courses
- Supervision

All the efforts in order to enhance and improve VHIO's training approach will be made, although it is one of the best rated categories.

3. ACTIONS

Title action	Timing	Responsible Unit	Indicator(s) / Target(s)
1. Inclusion of the HRS4R vision within the new strategic plan and future VHIO regulations.	Q4, 2017	Executive Board	Inclusion in the strategic plan
2. Ensure the availability on the intranet of all relevant documents concerning the principles of the C&C.	Q4, 2017	Communication	Availability on the intranet
3. Upload VHIO's MISSION, VISION & strategic goals to VHIO's homepage	Q1, 2018	Communication	Availability on the website
4. Boost and enhance employee's awareness of the online Transparency portal	Q4, 2017	Communication	50% increase in entries to the portal
5. Improvement of the intranet	Q4, 2018	General Services	New intranet
6. Establishment of a once-a-year meeting with all VHIO staff in order to review main achievements and highlight new strategic challenges	Q4, 2018	Executive Board	Nº attendees to the meeting > 50% researchers
7. Establishment of a welcome day for new incorporations in the already existing welcome package	Q1, 2018	HR	2 welcome days per year
8. Revision and improvement of the current procedure for the evaluation of researchers	Q1, 2018	HR, Scientific Committee	Availability of the procedure Annual evaluation of researchers
9. Revision and improvement of the current recruitment procedure.	Q1, 2018	HR	Availability of the procedure
10. Approval of VHIO's Gender Equality Plan	Q1, 2018	Executive Board	Availability of the plan
11. Revision of all the Job offer templates for identifying eventual discrimination	Q1, 2018	HR	All templates reviewed
12. Implantation and development the agreement reached with the works council on employment conditions	Q2, 2018	HR, Managing Office	Improvement of working conditions Increase in the staff satisfaction % Increase of applications
13. Reach an agreement on career development	Q2, 2018	Executive Board	Increase in the staff satisfaction % Increase of applications
14. Establishment of a specific compliance procedure	Q1, 2018	Executive Board	Availability of the procedure Researchers trained for compliance
15. Establishment of once-a-year session open to all researchers focused on the state of the Labour market	Q1, 2019	HR, Managing Office	Nº attendees to the session > 50% Post-docs > 50% PhD students
16. Incorporate resumes of all researchers to the VHIO's webpage	Q2, 2018	Communication	100% researchers' resumes available on the web
17. Promote the incorporation of different professional categories to the works council	Q1, 2018	HR	All professional categories represented at the works council
18. Creation of a scientific improvement group	Q1, 2019	Executive Board	2 meetings per year
19. Creation of a scientific meeting committee	Q1, 2018	Scientific Committee	Creation of the Committee
20. Establishment of an internal scientific meeting agenda	Q3, 2018	Scientific meeting committee	12 meetings per year > 35 attendees
21. Reinforcement of the external scientific meeting agenda	Q4, 2018	Scientific meeting committee	6 meetings per year > 35 attendees
22. Search, identification and establishment of initiatives that promote researchers' active participation	Q4, 2018	Managing Office	At least, 1 activity per year
23. Update of VHIO's professional categories	Q3, 2018	Executive Board	Availability of the document
24. Organization of a seminar focused on Labour regulations and work and family conciliation	Q3, 2019	HR	At least, 1 seminar per year
25. Implementation of the actions established by the already approved VHIO's Gender Equality Plan	Q2, 2019	Executive Board	% Actions implemented
26. Definition of new tools to identify needs and ideas from all professional categories	Q1, 2019	Executive Board	Existence and use of the new tools defined
27. Establishment of a PhD Training Program	Q3, 2019	HR	Existence of the Program

Actions addressing the implementation of Open, Transparent, Merit-Based Recruitment principles:

- Translation and upload of the OTM-R policy to VHIO's homepage.
- Review and improve the established recruitment procedure.
- Approval and implementation of the Equality Plan.
- Inclusion of the HRS4R vision and OTM-R principles within the new strategic plan, currently under construction

4. IMPLEMENTATION (MAX. 1 PAGE)

The implementation of the established action plan will begin in Q4, 2017 and will be lead by the Head of Personnel and the Deputy Managing Director (Leading Committee). Communication efforts will be done at the kick off, in order to gain awareness from all VHIO staff. A specific webpage will be created with all HRS4R related documentation. An internal HRS4R Steering Committee will be constituted. It will be composed of seven VHIO researchers from different professional categories, plus the Leading Committee. A specific email address will be created (hrs4r@vhio.net) in order to centralize all communications related to the HRS4R and to receive comments or ideas from researchers not members of the HRS4R Steering Committee.

The monitoring system will consist of:

- Leading Committee regular meetings with those responsible for the implementation of specific actions to closely evaluate the progress of the actions
- HRS4R Steering Committee quarterly meetings in order to monitor the global progress of the plan, and eventually approve modifications to existing actions or the inclusion of new actions. For each action, it will be necessary to identify its status between: "already done", "still in progress" or "not initiated yet". Similarly, each action will be updated according to its performance between: "according to schedule" or "delayed". In this last case, a description of the cause must be given, as well as alternatives for overcoming the eventual difficulties.

One of the principal actions is the inclusion of the HRS4R vision and OTM-R principles within the new strategic plan, currently under construction. This specific action will involve the Executive Board and will be directly supervised by the Managing Director.

After each HRS4R Steering Committee meeting, the minutes will be shared through the intranet to all VHIO's researchers. Also, a summary of the progress of the action plan will be uploaded to the specific HRS4R webpage. Once each action is implemented, it will be communicated through the intranet to all VHIO staff.

VHIO's Executive Board, Board of Trustees and Scientific Committee will be regularly updated with the progress of the plan. Thus, there will regularly be an HRS4R point for discussion in the agenda of those meetings.

At the end of the 2nd year of the implementation process, the same online survey that was used for the elaboration of the gap analysis will be made available to all of VHIO's research staff. An external experienced consultant will analyse the results and will make a comparison with the initial survey

(form Q2, 2017). This will be a very valuable input in order to evaluate the effectiveness of the action plan, and eventually identify new actions to be implemented.