

Action Plan

Case number: 2018PT317265

Name Organisation under review: INEB - Instituto Engenharia Biomedica

Organisation's contact details: Rua Alfredo Allen, 208, 4200-135 Porto, 4200-135 Porto

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1. Organisational Information

*Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	151
Of whom are international (i.e. foreign nationality) *	7
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	118.5
Of whom are women *	108.4
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	14
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	34
Of whom are stage R1 = in most organisations corresponding with doctoral level *	65
Total number of students (if relevant) *	95
Total number of staff (including management, administrative, teaching and research staff) *	52.10

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	4264658,00
Annual organisational direct government funding (designated for research)	00,00
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	6346888,00
Annual funding from private, non-government sources, designated for research	177500,00

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

INEB is a private non-profit association with the statute of public interest, founded in June 1989 by six institutions, including the University of Porto (UPorto).

INEB is part of the research unit i3S headed by the University of Porto. i3S results from a long-term collaboration between IBMC, INEB and IPATIMUP, and focuses on three Integrative Programs: Cancer, Host Response and Interaction, and Neurobiology and Neurologic Disease. The transdisciplinary character of i3S is achieved by promoting projects addressing questions that require participation of basic and applied sciences. It gathers more than 1300 workers and has a strong social implementation.

2. Strengths and weaknesses of the current practice

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Note: Click on the name of each of the four thematic headings of the Charter and Code to open the editor and provide your answer.

Ethical and professional aspects*



Strengths and Weaknesses (max. 800 words)

Strengths

1. Existence of a commission for Ethics and Responsible Conduct in Research
2. Existence of a PhD student Ombudsperson
3. Clear Guidelines for responsible research, namely:
 - Affiliation Guidelines in Publication
 - I3S authorship Guidelines;
 - Responsible Research with Animal info 2018;
 - Ethical Code for Academic Conduct of the University of Porto;
 - Code of Good Conduct for Preventing and Combating Harassment at Work
 - Regulation of the Committee on Ethics and Responsible Research of i3S (CECRI-i3S)
4. Participation in some projects regarding professional principals

Weaknesses

1. Lack of regular training on this matters
2. Lack of clear guidelines for supervision and management duties
3. Missing a transversal Evaluation / Appraisal system

Recruitment and selection*



Strengths and Weaknesses (max. 800 words)

Strengths

1. OTM recruitment principles
2. No limits on disclosure
3. Large expertise options for the selection committees
4. Good practice of advertising available positions
5. User-friendly e-tool application platform
6. Participation in projects to implement GEP (Gender Equality Plan)

Weaknesses

1. Lack of specific training of the researchers on recruitment and selection
2. Lack of monitoring systems of the OTM-R principals on recruitment and selection
3. Dependence on the rules from funding agencies (public or private) for recruitment

Working conditions*



Strengths and Weaknesses (max. 800 words)

Strengths

1. Well-equipped infrastructure both for research (lab space, several scientific platforms) and for social needs (canteen, bar, open spaces, library, nursery room, among others) and supporting departments (accounts, project office, technology transfer, IT, among others).
2. Established procedures and available resources for Health and Safety, namely Occupational Medicine, Health and Safety department, i3S Biosafety Committee (iBC)
3. Specialized units that provide conditions and support to dissemination, public engagement, exploitation of results and intellectual property rights
4. All groups from R1 to R4 have access and representation in decision bodies
5. Existence of family-friendly work practices even though not always formally supported by internal regulations. Some improvements should be made, namely on the schedule for instance of meeting appointments.

Weaknesses

1. Constraints regarding the dimension of the organization, with three different institutions unable to follow total common procedures
2. Lack of informal conversation spaces where ideas can be discussed
3. Dependence on external and non-regular funding to assure permanent appointments
4. Lack of kindergarten

Training and development*	▼
Strengths and Weaknesses (max. 800 words)	
<div><p><i>Strengths</i></p><ol style="list-style-type: none">1. Access to continuous training on research skills and soft skills (Advanced Training Unit in-house; PhD programs running)2. Access to a wide range of expertise and technologies3. Support to career development actions even if on a non-regular basis (workshops for example)4. Recognition and valorization of mobility between sectors, namely public/private; industry, academy and hospitals<p><i>Weaknesses</i></p><ol style="list-style-type: none">1. Lack of career advice2. Lack of uniform evaluation/appraisal systems for all research levels3. Career development not yet established4. Dependence on non-regular external funding that would allow to implement a clear career development strategy for researchers</div>	

3. Actions

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organization's Action Plan/HR Strategy dedicated webpage(s):

<https://www.i3s.up.pt/hr-excellence>

Please fill in the list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.

Proposed ACTIONS

Action 1

Creating an Office for Career Development - Hiring a specialist on Career Development

GAP Principle(s)

(+/-) 21. Postdoctoral appointments (Code)

(-/+) 28. Career development

(--) 30. Access to career advice

(-/+) 37. Supervision and managerial duties

(+/-) 38. Continuing Professional Development

Timing (at least by year's quarter/semester)

last quarter of 2019/ first quarter of 2020

Responsible

Unit

Indicator(s) / Target(s)

i3S

Establish the Careers' Development Office

Proposed ACTIONS

Action 2

Creating an Office for Ethics and Responsible Conduct in Research
- Hiring a specialist on Ethics and Responsible Conduct in Research

GAP Principle(s)

(+/-) 2. Ethical principles

(++) 3. Professional responsibility

(-/+) 4. Professional attitude

(++) 6. Accountability

(++) 7. Good practice in research

Timing (at least by
year's
quarter/semester)

2019/2020

Responsible

Unit

Indicator(s) / Target(s)

i3S

Indicator: number of Reports produced

Action 3

Rules for permanent appointments for researchers and mobility

GAP Principle(s)

Timing (at least by
year's
quarter/semester)

Proposed ACTIONS

GAP Principle(s)		Timing (at least by year's quarter/semester)
(--) 11. Evaluation/ appraisal systems		2021/2022
(+/-) 22. Recognition of the profession		
(++) 23. Research environment		
(-/+) 25. Stability and permanence of employment		
(+/-) 26. Funding and salaries		
(+/-) 29. Value of mobility		
(-/+) 33. Teaching		
(+/-) 38. Continuing Professional Development		
Responsible Unit	Indicator(s) / Target(s)	
i3S	Indicator: number of permanent appointments at the institution	

Proposed ACTIONS

Action 4

Workshops to Pl's and Group Leaders regarding OTM-R practices

GAP Principle(s)

(+/-) 12. Recruitment

(+/-) 13. Recruitment (Code)

(+/-) 14. Selection (Code)

(+/-) 15. Transparency (Code)

(++) 16. Judging merit (Code)

(+/-) 27. Gender balance

Timing (at least by
year's
quarter/semester)

2019/2020

Responsible

Unit

Indicator(s) / Target(s)

HR

Indicator; number of workshops; number of attendants

Proposed ACTIONS

Action 5		Timing (at least by year's quarter/semester)
Kindergarten	GAP Principle(s)	
	(++) 24. Working conditions	2021
	Responsible Unit	
	Indicator(s) / Target(s)	
	i3S/UP/Câmara Municipal Porto	Target: "first stone"

Unselected principles:

- (++) 1. Research freedom (++) 5. Contractual and legal obligations (++) 8. Dissemination, exploitation of results (++) 9. Public engagement
- (++) 10. Non discrimination (++) 17. Variations in the chronological order of CVs (Code) (++) 18. Recognition of mobility experience (Code)
- (+/-) 19. Recognition of qualifications (Code) (++) 20. Seniority (Code) (++) 31. Intellectual Property Rights (++) 32. Co-authorship
- (++) 34. Complains/ appeals (++) 35. Participation in decision-making bodies (++) 36. Relation with supervisors
- (++) 39. Access to research training and continuous development (++) 40. Supervision

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan. (max. 1000 words) *

The institute has clear and transparent rules for recruitment for researchers at all levels (R1 to R4).

The most important recruitment tool we use is a public advertisement with specific metric of evaluation and that we publish on EraCareers (the researcher's mobility portal in Portugal) on our website, on i3S Facebook, LinkedIn and disseminate by other online tools like email.

In case the funding program demand it we also publish the advertisements on a national or international journal.

There is total transparency in the selection of candidates, the merit they are judge on and the recognition of their qualifications.

The current regulations guarantee that there is no discrimination and include complaint mechanisms: after the selection process, that is public and of public knowledge, results are published online and those who are interested have 10 working days to question the results. The process is very easy and with no administrative complexity; an email is enough.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL: <http://www.ineb.up.pt/institute/positions>

4. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

For INEB the implementation of the action plan will be a challenge that will involve many departments, researchers and employees of the institution.

Although the institution is committed to the Code of Conduct and to OTM-R principles, to active participate and plan the implementation of the specific actions outlined above will allow reflection and involvement of the whole community and the application of the principles of the Code certainly will bring concrete and visible benefits.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Note: Click on each question of the checklist to open the editor.

How will the implementation committee and/or steering group regularly oversee progress?*	▼
Detailed description and duly justification (max. 500 words)	
<div><p>Once the HRS4R is presented to Euraxess and the Action Plan is approved, the Working Group for Implementation of the HRS4R will be responsible for initiating the Actions. This committee is composed of staff from the three institutes, namely the Human Resources managers and its teams.</p><p>Meanwhile, the Steering Committee (that includes researchers at every level: R1, R2, R3 and R4) that will oversee the progress of the project, will be the same that supervised the strategic plan for HRS4R. The supervision will happen with regular meetings (per trimester) and reports from the working group.</p></div>	

How do you intend to involve the research community, your main stakeholders, in the implementation process?	* ▼
Detailed description and duly justification (max. 500 words)	
<div><p>The fact of including all types of researchers in the Steering Committee guarantees the participation of the research community in any action and implies the development and approval of new guidelines, protocols and regulations.</p><p>Furthermore, the entire community and public in general, will be updated on the progress of any actions through regular postings on the HRS4R section at the institute site, as well as through public seminars and workshops.</p></div>	

How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.	*	▼
Detailed description and duly justification (max. 500 words)		
<p>Progress in implementing actions will be continuously monitored. The Working Group will be obliged to report on the progress of each action to the Steering Committee and to the Board of Directors, the highest decision-making body at the institute. If the Board of Directors considers that it is not possible to implement a particular action, an adequate justification will need to be provided and, if this happens, the working group is committed to proposed compensatory measures to the action.</p>		

How will you ensure that the proposed actions are implemented?*	▼
Detailed description and duly justification (max. 500 words)	
<p>The majority of the Actions of this Plan are intended to make the principles of the HRS4R more visible and explicit in aspects relevant to practices.</p> <p>Meanwhile, the fact that INEB is actively seeking recognition through the HRS4R seal of Excellence, demonstrates a clear commitment to include the principles of the OTM-R as part of the strategic implementation of the institutes human resources policy.</p> <p>Once more, we reinforce that all the actions must be approved by the Board of Directors.</p>	

How will you monitor progress (timeline)?*



Detailed description and duly justification (max. 500 words)

The HRS4R Working Group will be responsible for monitoring the progress of the Action Plan, including any corrective action considered necessary to achieve the plan's objectives in the event of delays, impediments or circumstances that arise requiring specific action.

As already mentioned above, the HRS4R Working Group will report regularly to the Steering Committee and to the Board of Directors.

How will you measure progress (indicators) in view of the next assessment?*



Detailed description and duly justification (max. 500 words)

Mostly with statistics analysis or/and feedback of the implementation of the action plan from the research community in general.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)