

The Human Resources Strategy for Researchers incorporating the European Charter for Researchers and the Code of Conduct for the recruitment of Researchers

Report on the implementation of the 5 steps

Luxembourg Institute of Health is a public biomedical research organization founded in 1988, reviewed by a new Law on December, 3rd, 2014 (CRP-Santé + IBBL).

Striving for excellence, its researchers, by their creativity, enthusiasm and commitment, generate knowledge on disease mechanisms and contribute to the development of new diagnostics, preventive strategies, innovative therapies and clinical applications that impact the healthcare of Luxembourgish and European citizens.

Financed via a **performance contract** with Government that guarantees organisational autonomy and basic funding since 2008

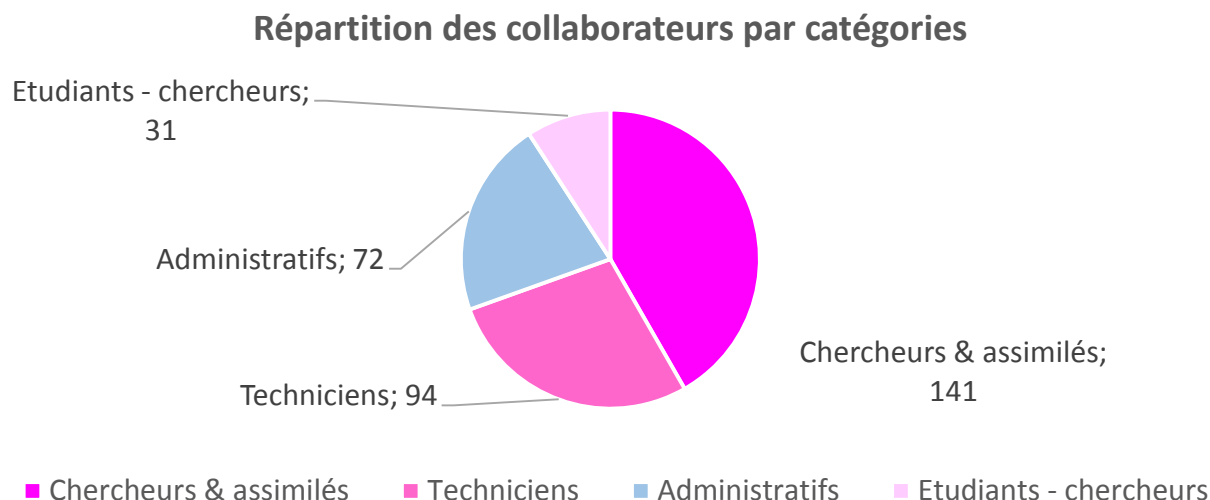
In exchange, LIH agrees to performance standards:

- Scientific publications (number and impact factor)
- Number of PhD students trained
- External funding (competitive and contract research)
- Quality systems for some units
- HR policy incorporating **the C&C**
- Economical valorisation (patents/spin-offs)



Our Boards: Executive Committee, Board of Administration, Scientific Advisory Boards

About 365 collaborators focusing on biomedical research:



3 Departments: Infection and Immunity, Oncology, Population Health

Administrative, Research support services & Competence Centers in the field of Proteomics, MicroArray, Statistics, Animal facility, Confocal Microscopy, Flow Cytometry, valorization & patents experts

LIH has signed the European Charter for Researchers in 2008 and has received the acknowledgment of the EU in **March 2010** (1st National Institution & cohort, pioneer in Luxembourg)

Each institution needs to undertake an internal analysis to compare their current practices against the Charter and Code

Procedure and Methodology: Working group has met and discussed during 2 working session (July and September, 2009) and has performed the internal analysis of the 40 C&C principles in 4 areas:

- Ethical and professional aspects (Research Freedom, Ethical Principles, responsibility, public engagement...)
- Recruitment
- Working conditions & Social security (Recognition, career development, mobility, teaching, IP rights...)
- Training (research training and continuous development)

Composition of the internal analysis team as key players: CEO, CFO, Communication Manager, Researchers, Senior Researchers, Head of Laboratory, HR Manager.

→ Summarise of the main results : **strengths & weakness**

Advantage for LIH and the Researchers:

- Recruitment process applying the Code of Conduct (open recruitment, selection panel, transparency,...)
- Open discussion on all principles and comparison with our existing HR Strategy: what do we have already? (recruitment process, laws, funding agencies,...), what are our key area of improvement?
- Work in group : academic & administrative staff work together on specific HR topics addressed to Researchers
- Positive assessment of rules and practices already in place: show our good work !
- Actions required for improvement and prioritisation: discussions and links with our Performance Contract
- Awareness of our problems: a problem is not a problem till we can discuss it

Each institution has to publish their planned actions for improvements (What, by when, by whom) through a HRS4R incorporating the C&C

Procedure and Methodology: Based on the summarize of the gap analysis, we have discussed our priority actions internatly but also directly with our Ministry of Research (Luxembourg National plan).

According all this information, we have write our own implementation plan with clear milestones and concrete actions, included responsibilities and target dates on key area of improvement such as, for exemple :

- introduction of a general appraisal system
- implementation of a career development plan for Researcher
- participation of the implementation of a doctoral school with the UdL.

Some actions were part of our Performance Contract with the Government and fully aligned with the C&C. Some other focused on our specific needs and longer Strategics items and vision.

IMPORTANT : Think indicators and monitoring / Think SMART

Advantage for LIH and the Researchers:

- Clear engagement, transparency
- Concrete action in place for specific needs of our Researchers
- Time & attention , room for discussion about concerns
- Focus on career & leadership development : develop 21' century leadership skills
- Focus on attract, recruit and retain high level Researcher

The European Commission has assessed compliance with progress and has provided positive feedback. Award “HR excellence in research” logo in March 2010

Acknowledgement of the EU Commission: logo is a recognition of our progress and should not be the main motivation!

Procedure and Methodology:

- Application for acknowledgement by publication of our HR Strategy / Action plan incorporation the C&C: special page on our website advisable
- External Communication (communication plan to do):
 - several interviews and press publication have acclaimed this acknowledgment
 - during official talks, external presentation of CEO, President of Boards,...
 - Job Offer, business card, in order to increase visibility as employer committed to the C&C

Advantage for LIH and the Researchers:

- Concrete implementation of the Charter & Code render Institutions more attractive to researchers looking for a new employer: attract the best!
- Attractiveness of our Institution and our national research systems from all over the world (funding organisations)
- Identification of our Institution as providers and supporters of a stimulating and favourable working environment
- Meet the mandatory criteria for Horizon 2020



→ Positive image of the Institution: visibility of the logo on International portal

After 2 years, the Researcher Institution conduct a self-assessment within the framework of its existing internal quality assurance mechanisms

Procedure and Methodology:

- In 2013, based on continuous improvement, the steering group has review and update the published document and has proposed some new actions depending of the context and needs.

For exemple: new scientific writing and presentation skills program for PhD Student including Intellectual Property Management Tools and Intellectual Property Rights (IPR) workshops

- Strong participation of 3 Units during discussions: Quality Management, Technology Transfert & IPR, Projects management : new summarize published on our website

TOOLS: use indicators defined in step 2 and integrate them in internal existing Quality Assurance mechanisms

Advantage for LIH and the Researchers:

- Focus on progress & change acceleration process
- Clear information on our achievement of our objectives towards the implementation
- On going process , keep tracking records
- More information and data available for different stakeholders (Top management, Researchers, Students,...)

At least every 4 years, the research institution has to performed an external Evaluation to demonstrate progress made

Procedure and Methodology:

- Production of a new progress report similar to the self assessment report showing:
 - Coherence** : to what extent is there coherence between LIH Action Plan and the actions implemented?
 - Progress**: to what extent is there a follow-up/monitoring mechanism put in place to measure the progress in implementing the Action Plan?
 - Results**: to what extent is there tangible results stemming from the implementation of the CRP-Santé HR Strategy/Action Plan?
- Visit of 3 external reviewers on July 18th, 2014 (chosen within the 1st cohort, trained by Deloitte), to carry out the analysis and evaluation of the action plan implementation (evaluation principles: analytical, systematic, reliable, issue-oriented, user-driven)
- Based on the report of the peer reviewers: renewal of acknowledgement logo

Thank you for your attention !

Questions?