

Action Plan

Case number: 2019PT383950

Name Organisation under review: IMM João Lobo Antunes

Organisation's contact details: imm-hr@medicina.ulisboa.pt

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 *	563
Of whom are international (i.e. foreign nationality) *	52
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	278
Of whom are women *	363
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	165
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	111
Of whom are stage R1 = in most organisations corresponding with doctoral level *	287
Total number of students (if relevant) *	117
Total number of staff (including management, administrative, teaching and research staff) *	661
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	15.795.680
Annual organisational direct government funding (designated for research)	2.900.000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	9.357.311
Annual funding from private, non-government sources, designated for research	3.538.369

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

The IMM – Instituto de Medicina Molecular João Lobo Antunes is a leading Portuguese private non-profit research institute that offers a vibrant scientific environment, aiming to nurture innovative ideas in basic, clinical and translational biomedical research, with more than 500 Researchers.

Created in 2002, IMM has established itself as a leading national and internationally competitive biomedical institute. Its strategy has been defined by the promotion of excellence, leveraged by high-quality human resources, increasing expenditure in infrastructures and knowledge transfer to the society.

iMM is an inclusive, equal opportunity employer offering attractive conditions and benefits.

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.

Ethical and professional aspects *
<p>Strengths</p> <p>Research freedom within our research community encouraged and promoted by our board; A knowledge sharing environment with regular seminars and lectures open to all iMM community; A strong professional attitude and responsibility actively promoted by our Board, Group Leaders and Heads of Facility; Code of Good Conduct for Equality, Non-Discrimination and Prohibition of Harassment at work and Anti Bullying committee; Technology Transfer Office in charge of Intellectual Property Rights (IPR) management, IPR exploitation, Entrepreneurship promotion & start-up creation, Industry collaboration and Open innovation (e.g.: participation in international open innovation platforms); Dissemination, Public Engagement and Outreach is in charge of the Communication Office;</p> <p>Weaknesses</p> <p>Necessity of a written official document addressing Ethical Principles; Widen the scope of the Induction to address Ethical aspects in research; Insufficient information on Open Science</p>

Recruitment and selection *
<p>Strengths</p> <p>OTM Recruitment Principles Good practices in advertising available positions Knowledgeable Human Resources Technician on the specificity of Research recruitment International environment and proximity with Academia and Santa Maria Hospital</p> <p>Weaknesses</p> <p>Dependence of funding agencies (public or private) rules for recruitment Budget limitation on calls dissemination</p>

Working conditions *

Strengths

Well-equipped infrastructure for research and for the supporting departments (Accounting, Project Management, Pre-Award, Technology Transfer Office (TTO), Human Resources, Safety and Compliance, Purchase and Procurement, Information Systems Unit, among others);
Services provided by research support units (Bioimaging Unit, Flow Cytometry Unit, Zebrafish Facility, Rodents Unit and in-house BioBank, among others);
Emergency procedures implemented by the Safety and Compliance (emergency response procedures, Lab safety procedures);

Weaknesses

Being inserted in the Medicine Faculty Facilities, lack of space presents as a challenge;
Lack of career recognition and progression;
Inexistence of a performance evaluation system;
Gender balance is not sufficiently addressed in the Institute;

Training and development *

Strengths

Existence of the Training Hub Office that provides training opportunities;
Existence of an HR program focused on self-knowledge and career design;
Existence of a complaint system in accordance with ISO 9001:2015 for facilities related issues;
Existence of an HR Office for all complaints/ appeals regarding HR issues;

Weaknesses

No formalized or fixed process for career advice at Training Hub;
Lack of structured training offer except for the ones for PhD students;
Guidance for researcher's career path needs to be improved;
Lack of Supervisor or managerial training.

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):

http://www.yoursite.com

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 retrieved from the GAP Analysis.

Proposed ACTIONS

Principles:

- 1. Research freedom 2. Ethical principles 3. Professional responsibility 4. Professional attitude 5. Contractual and legal obligations
- 6. Accountability 7. Good practice in research 8. Dissemination, exploitation of results 9. Public engagement 10. Non discrimination
- 11. Evaluation/ appraisal systems 12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code)
- 16. Judging merit (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) 22. Recognition of the profession
- 23. Research environment 24. Working conditions 25. Stability and permanence of employment 26. Funding and salaries
- 27. Gender balance 28. Career development 29. Value of mobility 30. Access to career advice 31. Intellectual Property Rights
- 32. Co-authorship 33. Teaching 34. Complains/ appeals 35. Participation in decision-making bodies 36. Relation with supervisors
- 37. Supervision and managerial duties 38. Continuing Professional Development 39. Access to research training and continuous development
- 40. Supervision

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicators/Target(s)
ACTION 1 – Create Ethics Code and Principles	2. Ethical principles 3. Professional responsibility	4 th Quarter 2022	Training Hub	Existence of the Ethics Code
ACTION 2 – Onboarding Ethics Sessions	1. Research freedom	4 th Quarter 2022	Research Ethics Work Group	Attendance list and session evaluation forms
ACTION 3 - Electronic lab books distribution	3. Professional responsibility	3 rd Quarter 2023	Purchasing and Procurement	Number of electronic lab books vs number of researchers
ACTION 4 – Creation of Safety Management system	6. Accountability	3 rd Quarter 2022	Safety and Compliance	System is online
ACTION 5 – Environment Management system	6. Accountability	End 2022	Safety and Compliance	System is online
ACTION 6 – Create content on health, safety and environment	6. Accountability	4 th Quarter 2022	Safety and Compliance	Content available on Institute's intranet
ACTION 7 – Create funding agencies project audit guidelines	6. Accountability	End 2022	Project Management	Content available on Institute's intranet
ACTION 8 – Create Occupational health awareness document	7. Good practice in research	4 th Quarter 2022	Safety and Compliance	Content available on Institute's intranet
ACTION 9 – Workshop attendance importance	7. Good practice in research	4 th Quarter 2022	Safety and Compliance	Number of Emails sent

ACTION 10 – Accident awareness	7. Good practice in research	4 th Quarter 2022	Safety and Compliance	Number of Emails sent
ACTION 11 - iMM Handbook of Scientific Data Management, Deposition and Curation	8. Dissemination, exploitation of results	3 rd Quarter 2023	Open Science Working Group	Existence of Handbook and availability on the Institute's intranet
ACTION 12 – Open Science Awareness sessions	8. Dissemination, exploitation of results	4 th Quarter 2023	Open Science Working Group	Number of sessions and Attendance list and session evaluation forms
ACTION 13 - Revision of internal and institutional communication	9. Public engagement	End 2022	Communication Office	Revised iMM website and media channels, number of emails with inclusive language
ACTION 14 – Resume in person activities (iMM Horizon and School visits)	9. Public engagement	End 2022	Communication Office	Number of sessions and participants, number of school visits
ACTION 15 – Revise language according to Gender Equality Plan	9. Public engagement	2 nd Quarter 2022	Gender Equality working Group; Human Resources	Language revised on all iMM channels and communications
ACTION 16 – Include indication of international work environment and Gender sensitive in all calls	12. Recruitment	2 nd Quarter 2022	Human Resources	Calls posted include indication of international work environment and Gender sensitive
ACTION 17 – Create facility	24. Working conditions	End 2022	Safety and Compliance; Human	Availability of Facility

adequate to Breast-feeding			Resources	
ACTION 18 – Create Gender Equality Plan	27. Gender balance	2nd Quarter	Gender Equality working Group	Content available on Institute’s website
ACTION 19 – Create Alumni Webpage	28. Career development	2 nd Quarter	Training Hub	Alumni web page available
ACTION 20 – Alumni initiatives (Alumni sessions, Annual Alumni meetings, Mentoring Program, Science careers sessions)	28. Career development	End 2022	Training Hub	Number of sessions and participants
ACTION 21 – resume MyID Program	28. Career development 30. Access to career advice	2 nd Semester 2023	Human Resources	Number of sessions and participants
ACTION 22 – include clause in all calls stating that mobility is valued	29. Value of mobility	2 nd Quarter 2022	Human Resources	Calls posted include clause where mobility is valued
ACTION 23 – Include in the Ethical Code and Principles	32. Co-authorship	4 th Quarter 2022	Training Hub	Existence of the Ethics Code
ACTION 24 - Provide Leadership workshops for supervisors	36. Relation with supervisors; 37. Supervision and managerial duties; 40. Supervision	2 nd Semester 2023	Human Resources	Number of supervisors participating
ACTION 25 – Move backup system to Cloud	7. Good practice in research	End 2023	Information System Unit	% successful backups offsite
ACTION 26 –	7. Good practice in research	End 2023	Information System	% of storage and

Upgrade server infrastructure to hybrid			Unit	virtual machines offsite at least 50%
ACTION 27 – Install Azure Sentinel Anti-virus on Institute’s computers	7. Good practice in research	End 2023	Information System Unit	90% of equipments with Anti-Virus installed

Note: Add as many actions as needed.

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) *

At IMM, all recruitment processes are transparent and are well defined. All candidates are selected based on their merits and qualifications. All vacancies are published on several platforms (Euraxess, LinkedIn, Netempregos) as well as on the IMM website. The website includes an online application form. There is a mandatory preliminary hearing period required by law on which complaints can be presented. This process can be initiated by email. All results are public and of public knowledge.

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: <https://imm.medicina.ulisboa.pt/hrs4r-human-resources-strategy-for-researchers/>

4. Implementation

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

iMM is committed to implement and follow the Code of Conduct and the OTM-R Principles. This implementation process will require the participation of several departments, as it involves the revision/ implementation of important procedures, as well as the whole community.

The Training Hub for the creation of the Ethics Code and Principles and for the appointment of the Research Ethics Group. This Group will then deliver the Ethics sessions as part of the Onboarding process. The Training Hub is also responsible for all the Alumni initiatives (create an Alumni webpage, Annual meetings and Mentoring Program) and for the Science careers sessions.

The Purchasing and Procurement is responsible for the acceptance of the Electronic Lab books and for its distribution.

The Safety and Compliance is responsible for implementing the Safety Management and Environment Management systems. This department is also in charge of making the contents on Health and safety and on occupational health to be available on the Institute's intranet, as well as for the institutional communication on accident prevention and awareness and workshop attendance.

The Pre-Award department created the Open Science working Group to be responsible for Open Science matters to be compiled in the Handbook of Scientific Data Management, Deposition and Curation and for delivering the Open Science awareness sessions.

The recently created Gender Equality working Group will carry out the actions defined in the Gender Equality plan to promote equal participation of women, men, transgender and non-binary employees, identifying and eliminating any stereotype or barrier that impedes anyone from developing their best selves in the professional life at the iMM. This plan is structured in thematic areas: 1. gender equality in recruitment and career progression; 2. gender balance in leadership and decision-making; 3. prevention of gender-based and sexual harassment; 4. integration of the gender dimension into research content; 5. work-life balance; 6. organisational communication and culture.

The Communication Office is responsible for the revision of the internal and institutional communication in all its channels (website, social media and others) with the objective of making it more inclusive and gender neutral as proposed on the Gender Equality Plan. This department is also responsible for resuming the in person activities (iMM Horizon and school visits).

The Human Resources department is responsible for revising the call notices to include the indication of international work environment and gender sensitive and the valorization of mobility. On the development aspect, the HR department is responsible for the MyID Program sessions.

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

How will the implementation committee and/or steering group regularly oversee progress?*

The working group managers meet every 3 months in order to oversee the action execution and timeline completion. In these meetings, objectives may be redefined and needed resources may be adjusted accordingly to the action in question. When actions are fulfilled a report is sent to the Steering Committee with that information.

How do you intend to involve the research community, your main stakeholders, in the implementation process?*

The research community involvement began with the application of a survey on the 40 Principles of the Charter and Code in order to conduct a more accurate GAP analysis. On this survey proposed suggestions of measures to be implemented were asked. All the working Groups created (Diversity and Inclusion, Open Science, Research Ethics) are composed with members of our research community with various degrees of seniority. This survey is to be repeated regularly (annually) to assess the effects of the proposed measures and to identify improvement opportunities.

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.

All measures and changes proposed by any of the working groups or departments are checked for conformity with the HRS4R policies by the Steering Committee and Human Resources and afterward approved by the Board of Directors before being put in place.

How will you ensure that the proposed actions are implemented?*

The implementation is going to be ensured by frequent monitoring and with the use of the timeline proposed in the action plan.

How will you monitor progress (timeline)?*

Progression meetings will be scheduled with every working Group involved to ensure completion within the timeline or to adjust the timeline.

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

Progress will be measured with completion rates for each of the proposed actions.
The survey will be applied again to all the community and statistical data compared to identify areas to address.

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

