Career Model in Core Facilities at the Instituto Gulbenkian de Ciência

GULBENKIAN SCIENCE

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The Instituto Gulbenkian de Ciência (IGC)

GULBENKIAN SCIENCE

FUNDAÇÃO CALOUSTE GULBENKIAN

Overview of the IGC

390
PEOPLE
WOMEN 230 × MEN 160

284
RESEARCHERS
WOMEN 164 × MEN 120

44
NATIONALITIES
33% REST OF THE WORLD
67% PORTUGUESE

33
GROUP LEADERS
WOMEN 15 MEN 18

9
CORE FACILITIES

13
SERVICES

Overview of the IGC

120
COLLABORATATIONS WITH OTHER INSTITUTIONS
94 National 26 Internal

104
PUBLICATIONS
In the last 6 years
855 Peer-reviewed publications from IGC Research Groups
107 Peer-reviewed publications from Associated Groups & PhD programmes

19 PRIZES & HONOURS IN 2019

SEMINARS AND MEETING PARTICIPATION
75 National | 121 International

23
THESES
02 BSc
07 MSc
14 PhD

ORGANIZING
32 Meetings Conferences Workshops
210 IGC Seminars

BUDGET
122 Projects
28 New projects
261 Grants in the last 5 years
▸ TOTAL BUDGET
17.4M€
48% CORE FUNDING
52% EXTERNAL FUNDING

122
PROJECTS BY FUNDING
- 13% EU
- 57% FCT
- 17% INTERNATIONAL
- 13% OTHER NATIONAL

The IGC Core Facilities

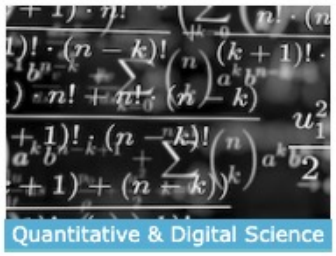

Vivaria

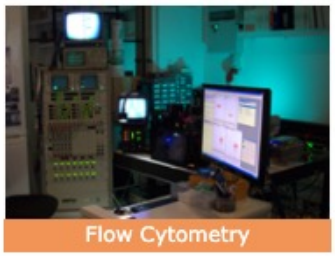

Light Microscopy


Transgenics


Antibodies

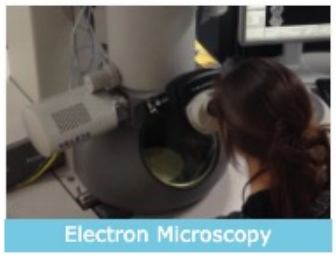

Histopathology


Quantitative & Digital Science


Flow Cytometry


Genomics

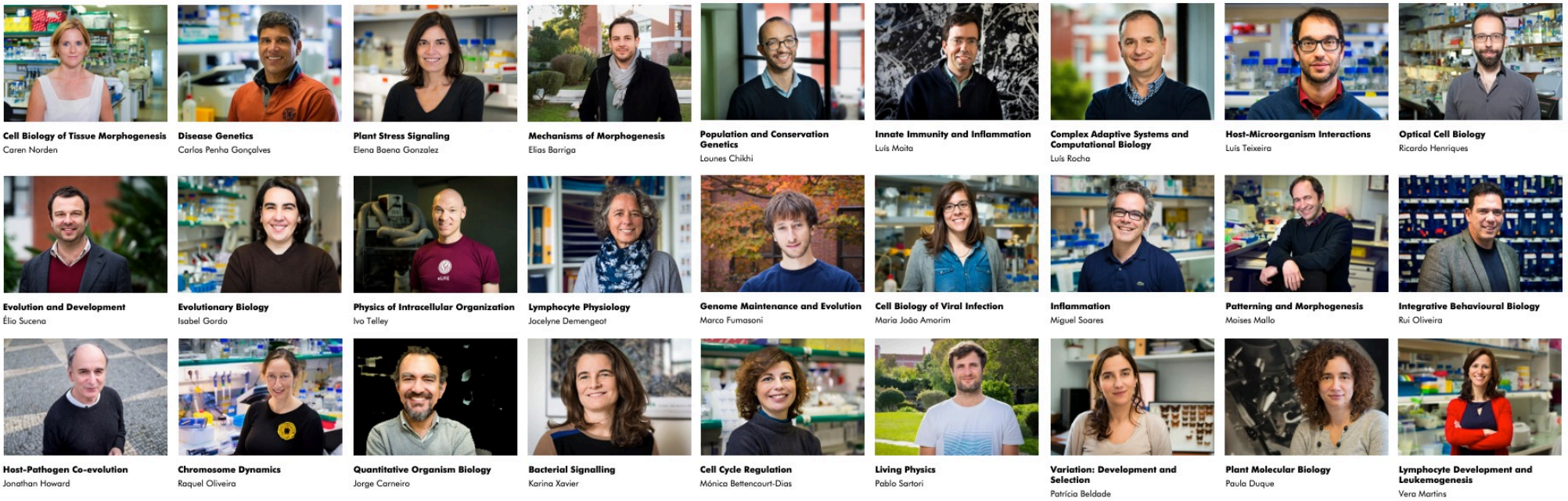

BioInformatics


Electron Microscopy

9 **CORE FACILITIES** IN 2021

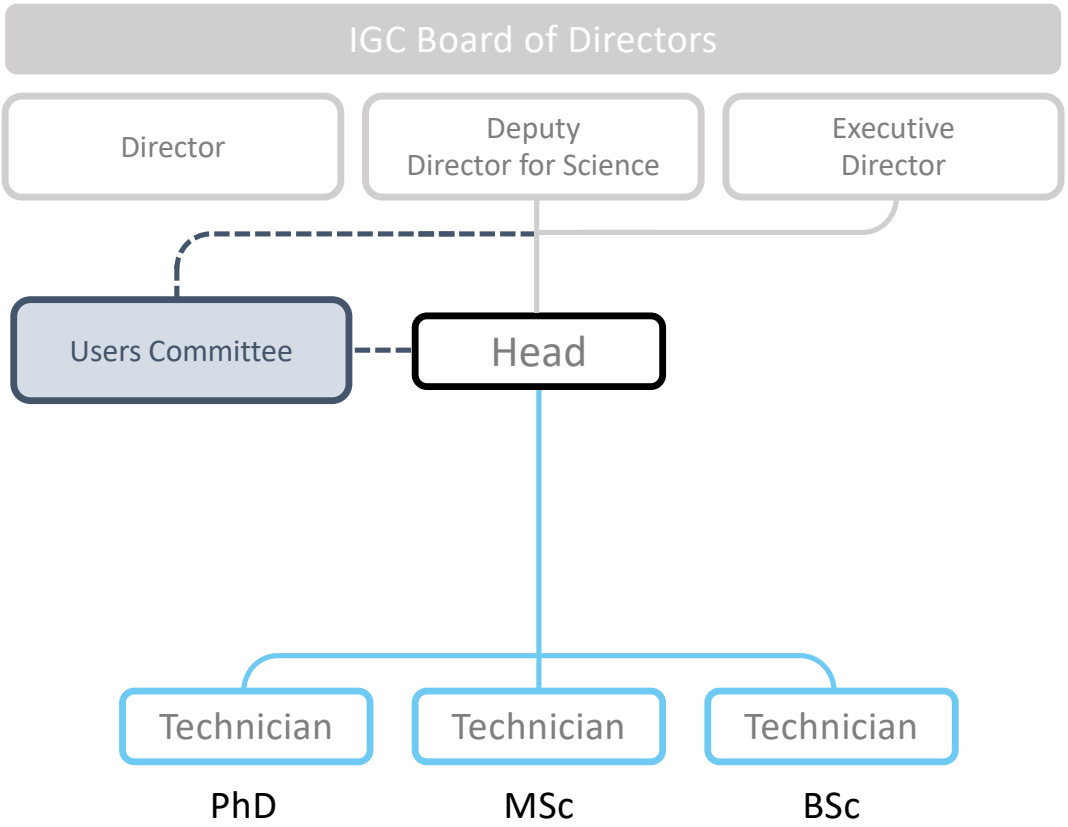
54 **PEOPLE** 18 PhD | 36 Non-PhD

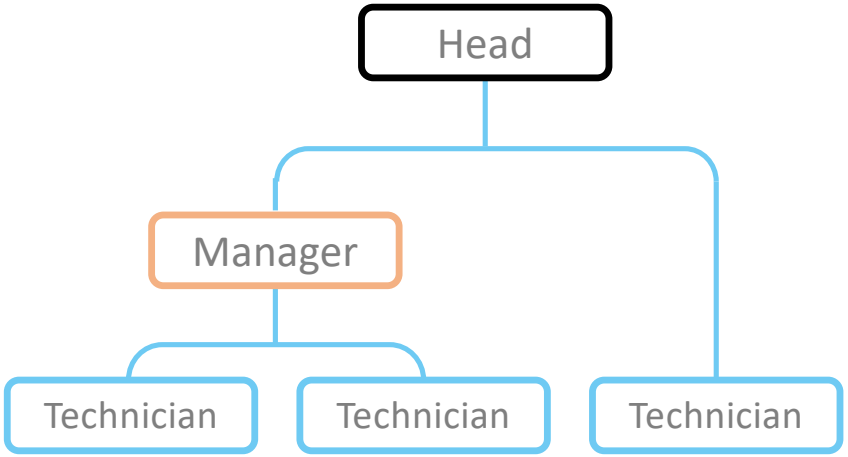
Mission of the Core Facilities at the IGC



To support research, offering services and expertise to IGC researchers, as well as to outside groups; facilitating the access to state-of-the-art techniques and instrumentation; developing new methods; providing advanced training and scientific advise; promoting good practices; and fostering scientific integrity.

HR structure of Core Facilities at IGC





Future Career Paths in IGC Facilities

Human Resources Strategy for Researchers Certification Process (HRS4R)

Criteria for progression:

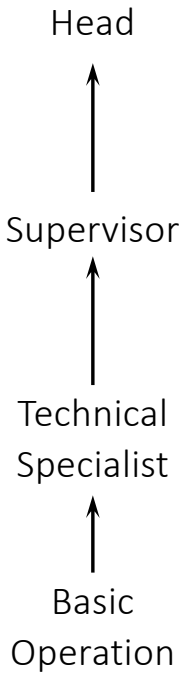
- Merit
- Academic degree
- Experience (years in function)

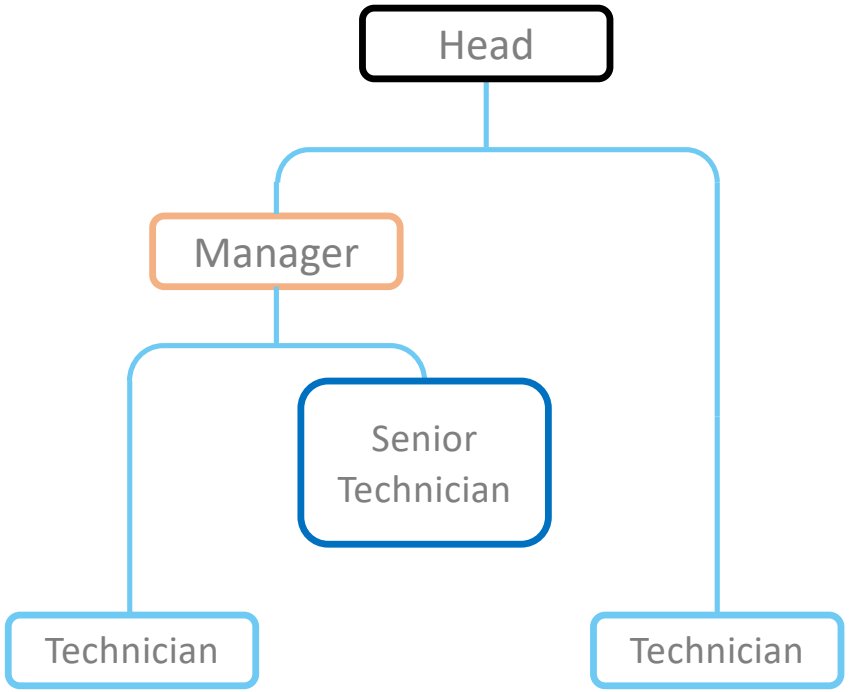
Support to career:

- On the job training (secondments; short-assignments; mentoring)
- Formal training (seminars; conferences; technical training)
- Specific learning path for Team Leaders, on leadership skills

Salary levels & evolution criteria:

- Linked to Public Salary Tables
- Considering external competitiveness





Employment Contracts and Fellowships

- Social responsibility
- More attractive career development and salary conditions
- Higher commitment and satisfaction of workers

- Higher headcounts
- Higher costs *(1.3 to 1.5 times higher than a fellowship)*

- Reduced costs with salaries
- Higher number of investigators
- Higher rotativity

- Lower commitment and satisfaction of workers
- Reduced talent retention
- Instability of services

Contracts and Fellowships in IGC Core Facilities

54 **PEOPLE**

74%
EMPLOYMENT CONTRACT

26%
RESEARCH FELLOWSHIP

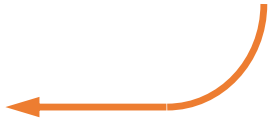
Funding of HR

EMPLOYMENT CONTRACTS

- Employment contracts with Gulbenkian Foundation (FCG)
  - core funding
  - contracts included in national research grants
  - contracts included in international research grants
  - funding from consortia
- Employment contracts with HR outsourcing company (+ 30% costs)
  - core funding
  - used for non-differentiated work
- Employment contracts with Science and Technology Foundation *(FCT – Portuguese Government Science Funding Agency)*
  - individual applications (uncommon in CFs)

FELLOWSHIPS

- Signed with FCG



- Fellowship contract with FCT
  - individual applications for PhD

Salary Conditions and Career Progression – I

Research Fellowship Remuneration (net of tax per month)

PhD Researcher	€ 1600
MSc Researcher	€ 1064
BSc Researcher	€ 798
Research Initiation	€ 412

Social Security Subsidy: €129.89
(corresponding to the minimum wage salary €665)

- Social security payments ensure the years people work are accounted for retirement purposes
- Fellowship holders pay no taxes

- Legal void (e.g. limited access to bank loans)
- No right to unemployment allowance
- No right to Christmas subsidy, Holiday allowance or other allowances (e.g. meal, transport)
- Short career progression

Salary Conditions and Career Progression – II

Gross Salary for Research Career Path (per month)

	Grade			
	1	2	3	4
Investigator & Research Coordinator	€ 4678.96	€ 4925.22	€ 5089.39	€ 5417.74
Principal Investigator w/ Qualification	€ 4022.26	€ 4186.44	€ 4350.61	€ 4678.96
Associated Researcher w/ Qualification	€ 3611.83	€ 3776.00	€ 4104.35	€ 4268.52
Associated Researcher	€ 3201.39	€ 3447.65	€ 3776.00	€ 4022.26
Research Assistant	€ 2298.44	€ 2380.52	€ 2544.70	
Research Trainee	€ 1641.74	€ 1805.91		

Head

Technicians with BSc or MSc

Will be complemented, by law: Christmas subsidy, Holiday allowance and meal allowance

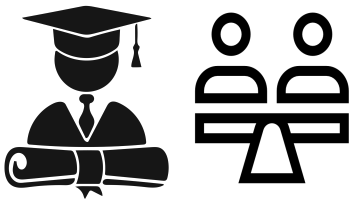
(Plus fringe benefits)

Remuneration criteria

Degree

less than 6 years

BSc, MSc, PhD



Degree Stability

more than 6 years

Work experience, PhD

more than 3 years
at a position

Recruitment of Personnel for Core Facilities

Fellowships or employment contracts paid by public funds (FCT or EU)

Public Call

Job Opening Announcement

- Type of contract (employment vs. fellowship)
- Degree level eligibility
- Working place
- Funding body
- Scientific area
- Admission requisites (mandatory and preferential criteria)
- Work plan / description of job functions and responsibilities
- Legislation and applicable regulation
- Contract duration, indicating if it is renewable
- Monthly allowance
- Selection methods (weight in % of CV, motivation letter, references, interview, mandatory and preferential criteria, etc.)
- Jury composition
- Period and mode for communication and announcement of results and appeals
- Application opening and closing dates
- Instructions on application mode (e-mail to be sent, language in which application should be written, documents required, formats accepted, naming of documents and e-mail, etc.)

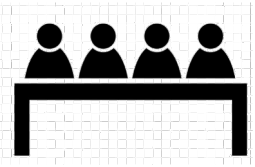
Recruitment of Personnel for Core Facilities

Fellowships or employment contracts paid by public funds (FCT or EU)

Public Call

- Announcement of the call is sent for approval to FCT
- Announcement published in a government website (PT/EN)
- Call open for 14 days

- Selection of applications by the jury
- Selected candidates are invited to interview



- Jury is composed by 3-4 people
- HR person + CF head + member of users committee and/or other CF head

Interview

Selection

Communication of results

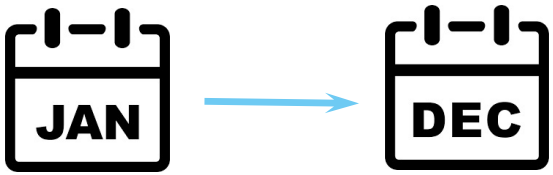
Minute

- Selection jury writes a minute describing the recruitment process
- Minute is sent to FCT

Performance Review

Annual process

- Individual objectives (SMART, up to 5)
- Competencies (identify strengths and development areas; define development objectives)
  - Functional/Technical
  - Leadership:
    - Managing Vision and Purpose
    - Supervision Skills (priority setting, delegation, decision making)
    - Coaching Skills (continuous feedback; individual support and development)
  - Action
    - Objectives Focus & Decision Making
    - Quality & Rigor
    - Initiative & Proactivity
  - People
    - Interpersonal Communication
    - Teamwork
- Assessing the future
  - Professional interests
  - Identify the strengths of the facility and IGC
  - Suggest improvements for the facility and IGC



Quality Assessment of Core Facilities

Users Surveys (annual)

Users Committee Meetings (at least 1x year)

External Assessment of IGC Scientific Facilities

- Maximum every 5 years (ideally every 2-3 years)
- International panel (e.g. institute director, CF program coordinator, CF head, COO, executive management officer, etc.)
- Facilities prepare a white paper
- External panel visit:
  - Presentation by facility heads
  - Discussion with facility technicians, PIs, institute directors
  - Visit to facilities
- External panel elaborates a report that is sent to the direction with appreciations, considerations and recommendations on facility operation model, financial aspects, facility policies, vision, HR, facility evaluation model, equipment renovation, collaborations, general aspects, etc.

Final remarks

The optimization and standardization of core facilities has an impact beyond individual services and institutions, contributing to the existence of similar structures in different places that can benefit from shared experiences, and facilitate the mobility of scientists.

Technology

Funding

Operation model

Research infrastructures management system (e.g. Agendo Science)

Staff

Best HR practices – HR4E certification