HRS4R

Human Resources Strategy
for
Researchers

Extended Action Plan 2020-2024

Lleida, December 2021

IRB Lleida

Institut de Recerca Biomèdica

TEMPLATE 4: ACTION PLAN

Case number: 2020ES567206
Name Organisation under review:
Institut de Recerca Biomèdica de Lleida- Fundació Dr. Pifarré (IRBLLEIDA)
Organisation's contact details: Postal address: Av. Rovira Roure, 80 – 25198 LLEIDA.
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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	Affiliated researchers
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	*91,1	364
Of whom are international (i.e. foreign nationality)	*5	29
Of whom are externally funded (i.e. for whom the organisation is host organisation)	*45,9	364
Of whom are women	*70,9	200
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	*13	138
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	*3	38
Of whom are stage R1 = in most organisations corresponding with doctoral level	*23,2	175
Total number of students (if relevant)		
Total number of staff (including management, administrative, teaching and research staff)	*52,8	13
RESEARCH FUNDING (figures for most recent fiscal year)	€	
Total annual organisational budget	6.613.381,90	
Annual organisational direct government funding (designated for research)	1.972.320,75	
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	1.814.738,70	
Annual funding from private, non-government sources, designated for research	2.826,332,45	
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)		

The Biomedical Research Institute of Lleida, IRBLleida, is the health research institute that brings together all the biomedical research carried out in Lleida, both the Lleida University (UdL) and the health system in the region. It includes researchers from the faculties of medicine, nursing and physiotherapy of the UdL, the Arnau de Vilanova University Hospital (HUAV), Regional Health Services of Lleida, and the Santa Maria University Hospital (HUSM). In addition, it collaborates with the Parc Científic I Tecnològic Agroalimentari de Lleida (PCTiAL) and AgroTecnio research centre focus on the impact of diet on health and nutrition.

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.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	MAIN STRENGTHS: • Code of Ethics and Good Scientific Practices of the Catalan Health Institute • Ethic Committee for Research with medicinal products • Ethics Committee on Animal Experimentation • Internal and External Scientific Committees • Clinical Trials Unit - SCT Farma • Innovation Unit of IRBLleida Results and Transfer Office (OTRI) of the University of Lleida (UdL) • Group research leaders ensuring the professional responsibility among the researchers • Communication crisis protocol • Technical Management Office of IRBLleida supporting administrative and management aspects • External legal advice • Annual economic and scientific reports • Transparency Portal available on the website • Occupational risk prevention and work safety plan and external audits • Data protection officer and periodic audits in data protection • Internal and external communication channels • Equal opportunities plan • Protocol of prevention and action against discriminatory, moral or sexual harassment • Periodic assessments for research group activity by Scientific Director. MAIN WEAKNESSES:

	Principle 2. Ethical principles (implementation level: +/-): • Currently, there is a lack of training activities about ethic and professional responsibility aspects with in all research categories. **Principle 4. Professional attitude (implementation level: +/-):** • It is identified a lack of activities to inform and train researchers on funding mechanism and administrative requirements before starting a research project. **Principle 5. Contractual and legal obligations (implementation level: +/-):** • It is perceived a limited acknowledgment among researchers about contractual and legal support available at the institution. • Currently, IRBLleida has not formalized the procedure on Intellectual Property Rights, technology transfer and exploitation of results. • It is identified a lack of activities to inform and train researchers, including new staff, on Intellectual Property Rights and being committed to respecting them. **Principle 9. Public engagement (implementation level: -/+):** • It is perceived a limited institutional support to promote the dissemination of research activities to the society. **Principle 11. Evaluation/ appraisal systems (implementation level: -/+):** • Currently, there is not a standard procedure or institutional mechanism to carry out evaluation of the research activities.
Recruitment and selection	MAIN STRENGTHS: • Institution's HR policy • Personnel selection and recruitment process, including the appointment of postdoctoral researchers • Clear rules for access and admission of candidates • Functions of all research categories are clearly defined • Job offers dissemination through the website and other communication channels, detailing the specific requirements for candidates • Resolution of job offers published on the website • Dismissal letter to candidates • Technical Management Office and Human Resources Manager offering support to candidates • Salary ranges for each professional category available in the transparency section on the website • Selection committee to evaluate the candidates according to specific criteria

	• Merits, career highlights, mobility experience and qualifications of candidates are evaluated by the selection committee MAIN WEAKNESSES: Principle 14. Selection (implementation level: -/+): • Currently there are not defined standard and unified criteria for the prioritization, evaluation and selection of candidates according to the position category of the job offer. • The recruitment of researchers usually is conducted under the criteria of each principal investigator. • Selection Committee should be adequately trained in merit evaluation. Principle 15. Transparency (implementation level: -/+): • Currently, there is not a standard procedure to inform candidates about the internal recruitment process, the selection criteria and the results. Principle 16. Judging merit (implementation level: -/+): • Currently there are not defined standard and unified criteria for the prioritization, evaluation and selection of candidates to fully ensure the judging merit of the candidates based in the Code of Conduct for the Recruitment of Research • The recruitment of researchers usually is conducted under the criteria of each principal investigator. Principle 20. Seniority (implementation level: -/+): • Currently there are not defined standard and unified criteria for the prioritization, evaluation and selection to fully ensure the recognition of the seniority as a valued merit.
Working conditions	MAIN STRENGTHS: • Professional profiles, categories and salary ranges included in the personnel selection and recruitment process • More than 8000m^2 of research spaces • Scientific platforms and services for the use of researchers • Research environment follows the regulations on workplace health and safety • Participation in national and international research networks and collaborative structures • Standard working conditions according with national legislation • Workers´ Committee and Technical Management Office

- Schedule flexibility and telecommuting
- Support to researchers to apply to specific calls for stability and permanence of employment
- Selection of candidates without gender discrimination
- Equal opportunities plan ensuring non-discrimination
- Endorsement to the charter of "Commitment to gender equality in research centres" promoting women's advancement and leadership in science.
- Training Plan to promote the continued training
- Research group leaders and principal investigators acting as mentors of early career researchers and emerging groups
- Activities to promote the career development: tutored coaching program, mobility opportunities, continued training programs, congress attendance, training opportunities, etc.
- Mobility, co-authorship and teaching recognition
- Innovation Unit of IRBLleida and Results Transfer Office (OTRI) offering advice on IPR
- Meetings and internal seminars promoting the collaboration between researchers
- University of Lleida (UdL) as an IRBLleida partner with teaching activities
- A significant percentage of IRBLleida researchers are associate professors at the UdL
- Annually Training Plan report
- Group leaders assume a role as supervisors, handling complains and/or appeals
- Satisfaction survey distributed by IRBLleida´s Quality Commission
- Scientific and Management Direction of IRBLleida handling potential conflicts
- Protocol of prevention and action against sexual harassment
- Decision-making bodies are elected using internal selection procedures
- Researchers are represented in the Internal Scientific Committee of the institution

MAIN WEAKNESSES:

Principle 22. Recognition of the profession (-/+):

- Definition of a specific career development strategy for the recognition and promotion of researchers at all stages of their career is currently under development.

Principle 27. Gender balance (-/+):

- There is not a fully gender balance in decision-making bodies, responsibility positions and leadership.

	Principle 28. Career development (-/+): • A specific career development strategy for the recognition and promotion of researchers at all stages of their career has not been defined. • The activities offer by IRBLleida to promote the career development of researchers are depended on the availability of funds in the institution. Principle 30. Access to career advice (-/+): • IRBLleida has not defined a standard procedure or coordinated plan to establish the figure of senior profiles as mentors to provide advice and guidance for researchers in all professional categories. • There are not specific training activities for mentors and mentees. Principle 31. Intellectual Property Rights (-/+): • The promotion of activities to inform and train researchers on intellectual property rights for a proper exploitation and transfer of results is limited. • IRBLleida has not formalized a procedure on Intellectual Property Rights, technology transfer and exploitation of results. Principle 32. Co-authorship (-/+): • The promotion of activities to inform and train researchers on intellectual property rights and co-authorship importance is limited. • IRBLleida has not formalized a procedure on Intellectual Property Rights, technology transfer and exploitation of results. • A specific career development strategy for researchers, including co-authorship as a valuable merit has not been defined. Principle 33. Teaching (-/+): • Teaching opportunities for researchers depend on the availability of economic resources in the institution. • It is not perceived a fully recognition of teaching in the professional career. Principle 34. Complains/appeals (-/+): • An impartial and standard procedure to handle the complains and appeals from researchers has not defined.
Training and development	STRENGTHS: • Research group leaders supervising the work progress and research results of researchers

	• Research group leaders and principal investigators assuming a role as supervisors of early career researchers, offering expert advice • Scientific seminars providing a continuous relation between researchers and supervisors • Senior researchers offering an expert advice to emerging groups • Research group leaders and principal investigators assuming the supervision and managerial duties of researchers • Training Commission of IRBLleida coordinating the planification of training activities based on detected needs from researchers • Training Plan compiling all training activities for continuing professional development based on detected needs from researchers • Research group leaders and principal investigators supervising the continuous development of researchers in all their career stages. MAIN WEAKNESSES: Principle 39. Access to research training and continuous development (implementation level: -/+): • The access to research training and continuous professional development of researchers sometimes depends on initiatives from group leaders and on the availability of funds in the group. • It is perceived that the Training Plan is limited in continuing training activities for researchers.

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 organisation's HR Strategy dedicated webpage(s):

*URLmailto:https://www.irblleida.org/en/about-us/hr-excellence-in-research/

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s)/Target(s)
Free text -100 words max	Retrieved from the GAP Analysis			**D (Deliverable)** **I (Indicator)**

Action		Principle	Timeline	Responsible	Indicators
Action 1. **Revise the new Guia de bona pràctica en la recerca en ciències de la Salut de l'ICS and elaborate the IRBLleida Code of Ethics and Good Scientific Practices.**		02. Ethical principles	Continuation of Action Plan 2017- 2019. Q1 2018	Quality Committee	D 1.1: Adherence of IRBLleida to the Code of Ethics and Good Scientific Practices of the Catalan Health Institute
Action 2. **Raise awareness among students/researchers about national & institutional regulations governing,** ethical and professional aspects, good research practices and **working conditions**: **- Provide training activities and talks in complementary skills: tech transfer, EU project and IP management, communication, etc.** - Organize frequent training activities about ethical principles, professional responsibility and contractual and legal aspects for IRBLleida staff. - Disseminate all relevant ethical information, regulatory aspects, co-authorship importance, data protection and intellectual property among researchers, through internal communication newsletter, emails and IRBLleida website. - Standardize frequent contacts from the Innovation Unit to researchers at the start of a research project.		02. Ethical principles 05. Contractual and legal obligations 31. Intellectual Property Rights 32. Co-authorship	Sustained action Continuation of Action Plan 2017- 2019 and new activities for Action Pan 2020-2024 From Q1 2020 to Q4 2024	Human Resources Unit Innovation Unit Training Committee	D. 2.1: Distribution of institutional ethical and regulatory documents through the Welcome Pack. D. 2.2: Dissemination of ethical and regulatory aspects by internal channels (compilation on the IRBLleida intranet, email, website ...) I. 2.1: Number of training activities organized about contractual and legal obligations and other ethical and professional aspects, including IP management
Action 3. Continue promoting the **HR strategy into the new IRBLleida Strategic Plan** - Integrate the HR Strategy in the overall IRBLLEIDA 2021-2025 Strategic Plan - Organize internal meetings to present strategic goals to IRBLleida staff - Provide specific training activities focus on funding mechanism and administrative requirements before starting a research project		04. Professional attitude	Sustained action Continuation of Action Plan 2017- 2019 and new activities for Action Pan 2020-2024 From Q1 2020 to Q4 2024	Scientific and Management Direction	D. 3.1: Incorporation of HR strategy activities in the new IRBLleida Strategic Plan 2021-2025 D. 3.2 Organization of an annual internal meeting with the staff to present the Institute's activity report I. 3.1: Number of training activities organized about funding mechanism and administrative requirements
Action 4. Increase the visibility of IRBLleida activities through the external communication strategy: - Appoint a Scientific Culture Unit focused on promoting scientific, technological and innovation culture - Develop dissemination initiatives based on Responsible Research and Innovation (RRI) - Develop a Corporate Social Responsibility Policy aimed at		9. Public engagement	Sustained action New action, Action Pan 2020-2024 From Q1 2020 to Q4 2024	Scientific and Management Direction Communication Unit	D. 4.1: Appointment of the Scientific Culture Unit D. 4.2: Development of the Corporate Social Responsibility Policy I. 4.1: Number of dissemination activities carried out by the Scientific Culture Unit based on

promoting the scientific culture and participation of civil society - Update frequently public contents on the website with the activities developed on the mentioned aspects (Corporate Social Responsibility Report, scientific results, etc.)				Responsible Research and Innovation
Action 5. Define and promote an equal opportunities policy, jointly addressing the elimination of any form of discrimination or inequality **- Develop the IRBLleida equal opportunities and diversity management Plan** - Define a Protocol of prevention and action against discriminatory, moral or sexual harassment - Organize conferences on gender equality for the promotion of women in science	10. Non discrimination 27. Gender balance OTMR check list principles 8	Sustained action Continuation of Action Plan 2017- 2019 and new activities for Action Pan 2020-2024 From Q4 2020 to Q4 2024	Human Resources Unit	D. 5.1: Redefinition of the IRBLleida Equality Commission D. 5.2: Revision of the IRBLleida's equal opportunities and diversity management Plan D. 5.3: Definition of the Protocol of prevention and action against discriminatory, moral or sexual harassment I. 5.1: Number of meetings held by the IRBLleida Equality Commission I. 5.2: Number of dissemination activities organized on gender equality, non-discrimination and equal opportunities
Action 6. Implement a standard procedure to carry out periodic assessment of the research activities - Define unified criteria for the internal classification and evaluation of research groups, including scientific results, seniority, teaching, mobility, public engagement, among others. - **Develop the IRBLleida initiatives to support IRBLleida research groups Plan** with particular attention to emerging groups	11. Evaluation/ appraisal systems 16. Judging merit (Code) 20. Seniority 22. Recognition of the profession 28. Career development 30. Access to career advice 33. Teaching	Continuation of Action Plan 2017- 2019 and new activities for Action Pan 2020-2024 From Q1 2021 to Q4 2024	Scientific and Management Direction	D.6.1.: Definition of internal criteria for the evaluation of research groups D. 6.2: Development of support initiatives for emerging groups
Action 7. Develop a Policy on Recruitment and Selection of IRBLLEIDA personnel according to Open, Transparent and Merit-based recruitment (OTMR) principles. - **Develop the Recruitment and Selection (OTM-R) policy of IRBLleida personnel.** - Define standard and unified criteria for the judging merit prioritization, evaluation and selection of candidates. - Publish an English version of the OTM-R policy in the website	13. Recruitment (Code) 14. Selection 15. Transparency 16. Judging merit 20. Seniority 27. Gender balance OTM-R check list principles: 1, 2, 3, 5, 6, 7, 8, 10, 16, 17, 18, 19, 21, 23	Sustained action Continuation of Action Plan 2017- 2019 and new activities for Action Pan 2020-2024 From Q1 2020 to Q4 2024	Scientific and Management Direction Human Resources Unit	D. 7.1: Definition of the Recruitment and Selection Policy of IRBLLEIDA D. 7.2: Publication of the Recruitment and Selection Policy and immigration guidelines online (in English) D. 7.3: Revision of the personnel selection and recruitment process including unified criteria for

- Include a balanced representation of profiles, competences and gender equality in selection committees - Provide specific training to selection committees in transparent and merit-based selection policies. - **Implement and disseminate immigration guidelines**, publishing a version of the guidelines online in English. - Monitor the Recruitment and Selection Policy of IRBLleida through the annual measurement and analysis of the specific indicators defined in this action - Improve the adequate feedback to interviewees about the internal recruitment process, the selection criteria and the results.				the judging merit of candidates and the internal rules for the assignment of the Selection Committee I. 7.1: Number of dissemination or training activities carried out about the Recruitment and Selection Policy and OTM-R principles I. 7.2: Number of selection processes carried out I. 7.3: Number of candidates presented I. 7.4: Percentage of interviewees contacted by letter, email or phone
Action 8. To **develop the IRBLLEIDA's researcher's career development Plan** - Provide and promote a career development strategy for researchers at all stages of their career - Improve initiatives for researchers' mobility as a valuable contribution to the professional development. - Improve other activities offered by IRBLleida to promote the career development of researchers: continued training programs (related with action 11) and the stability and permanence promotion of researchers (depending on the availability of funds). - Disseminate through the internal communication channels the career development strategy and guidelines among all researchers	22. Recognition of the profession 28. Career development	Continuation of Action Plan 2017- 2019 and new activities for Action Pan 2020-2024 Q3 2020 Q4 2024	Scientific and Management Direction Human Resources Unit	D. 8.1: Definition of the Professional Career Development Strategy I. 8.1: Number of stays in collaborating centres I. 8.2: Number of researchers intensified or with a co-financed support
Action 9. Implement a mentoring strategy through a specific senior profile figure that provides support, advice and guidance for researchers in all career stages - Define a standard procedure for establishing of senior profile figures as mentors - Assign mentors by a specific procedure to provide career advice to researchers.	28. Career development 30. Access to career advice	New action, Action Pan 2020-2024 Q2 2020 Q4 2024	Scientific and Management Direction	D. 9.1: Definition of general rules to establish the figure of senior profiles as mentors I. 9.1: Mentors appointed
Action 10. Implement a standard procedure to handle complains and appeals from researchers - Disseminate the complains and appeals procedure among researchers through the internal	34. Complains/ appeals OTMR check list principle 22	Sustained action New action, Action Pan 2020-2024	Scientific and Management Direction	D. 10.1: Dissemination among researcher the available channels to compile complaints and appeals

communication newsletter, email and IRBLleida website - Promote the use of a mailbox to identify and monitor possible complaints of researchers - Promote the participation in the annual satisfaction survey to compile the needs and concerns from researchers.		Q1 2020 Q4 2024	Quality Committee	D. 10.2 Organization of an annual satisfaction survey I. 10.1: Number of collected complaints and/or appeals
Action 11. Promote the access to research training and continuous development among researchers: - Identify training needs from researchers according to the professional development. - Increase the offer of continuing training activities among researchers with the support of the Training Commission. - Monitor the training activities annually and the quality perceived by researchers.	39. Access to research training and continuous development	Sustained action New action, Action Pan 2020-2024 Q1 2020 Q4 2024	Training Committee	D. 11.1: Development of satisfaction surveys in training activities. I. 11.1: Number of courses and training activities organized I. 11.2: Number of participants in organized training activities.
Action 12. Enable the development of the professional career, applying an appraisal system whose remuneration results are equitable, proportionate, coherent and feasible in terms of implementation, taking into account the legal provisions of the moment and the budgetary availability of the institution. - Elaboration of the Job Evaluation through the analysis, description and technical evaluation of the jobs, including the gender perspective, in order to subsequently draw up the Job List with its respective economic simulation and technical and legal justification. - Development of a remuneration policy that regulates the remuneration of employees in an equitable manner, taking into account the objectives achieved and the performance of the employee.	22. Recognition of the profession 24. Working conditions 26. Funding and salaries 27. Gender balance 28. Career development OTM-R check list principles: 8,9	New activities for Action Plan 2020-2024 Q1 2022 Q4 2024	Human Resources Unit Working Committee	D.12.1: Job descriptions D.12.2: Job evaluations D.12.3: Job list D.12.4: Remuneration policy
Action 13. Increase the visibility of women scientists throughout our community. - Organise seminars given by female figures. - Organise actions on the occasion of 11F: International Day of Women and Girls in Science (exhibition of women IRBLleida, round table organised by the Working Committee).	10. Non discrimination 27. Gender balance	New activities for Action Plan 2020-2024 Q1 2022 Q4 2024	Human Resources Unit Equality Committee	I.13.1: Number of seminars organized with female figures. I.13.2: Number of actions organised on the occasion of 11F.
Action 14. Encourage generational succession by promoting the development of a talent succession planning for each research group.	20. Seniority 22. Recognition of the profession 28. Career development	New activities for Action Plan 2020-2024	Scientific and Management Direction	D.14.1: Succession planning for research groups I.14.1: Number of working meetings held

	30. Access to career advice	Q1 2022 Q4 2024		
Action 15. Update the Recruitment and Selection Policy adapting it to the different types of positions and establishing the corresponding procedures.	13. Recruitment (Code) 14. Selection 15. Transparency 16. Judging merit 20. Seniority 27. Gender balance OTM-R check list principles: 1, 2, 3, 5, 6, 7, 8, 10, 16, 17, 18, 19, 21, 23	New activities for Action Plan 2020-2024 Q1 2022 Q4 2024	Human Resources Unit	D.15.1: Revision of the personnel selection and recruitment process including different procedures and practices for all types of positions.

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.

The establishment of an Open, Transparent and Merit-based Recruitment of Researcher (OTM-R) policy is one of the key elements in the HRS4R Strategy. IRBLleida has used the OTM-R Package for Research Performing Organizations (RPOs) as a reference tool to implement OTM-R recommendations in the institution. The first step for an adequate implementation of OTM-R practices is carrying out an initial review of the current practices. The working group used the specific self-assessment OTM-R checklist to report the status of achievement of the current practices in the institution, identifying the indicators and form of measurement method. The self-assessment provided the basis for establishing specific actions to OTM-R implementation. There is some overlap with several actions described in the Action Plan, but new actions were defined. All the actions defined for ensuring the OTM-R implementation in the institution are compiled as follow.

Proposed ACTIONS	*GAP Principle(s) and OTM-R Checklist scope*	*Timing (at least by year's quarter/semester)*	*Responsible Unit*	*Indicator(s) / Target(s)*
Free text -100 words max	**Retrieved from the GAP and OTM-R checklist**			**D (Deliverable) I (Indicator)**
Action OTMR 1. Corresponding to action 7. Develop a Policy on Recruitment and Selection of	OTMR check list principles 1, 2, 3, 5,	Continuation of Action Plan 2017- 2019 and	Scientific and	D. 7.1: Definition of the Recruitment and Selection Policy of IRBLLEIDA

IRBLLEIDA personnel according to Open, Transparent and Merit-based recruitment (OTMR) principles. - Develop the Recruitment and Selection (OTM-R) policy of IRBLleida personnel. - Define standard and unified criteria for the judging merit prioritization, evaluation and selection of candidates. - Publish an English version of the OTM-R policy in the website - Include a balanced representation of profiles, competences and gender equality in selection committees - Provide specific training to selection committees in transparent and merit-based selection policies. - Implement and disseminate immigration guidelines, publishing a version of the guidelines online in English. - Monitor the Recruitment and Selection Policy of IRBLleida through the annual measurement and analysis of the specific indicators defined in this action - Improve the adequate feedback to interviewees about the internal recruitment process, the selection criteria and the results.	8, 10, 16, 17, 18, 19, 21, 23	new activities for Action Pan 2020-2024 From Q1 2020 to Q4 2024	Manageme nt Direction Human Resources Unit	D. 7.2: Publication of the Recruitment and Selection Policy and immigration guidelines online (in English) D. 7.3: Revision of the personnel selection and recruitment process including unified criteria for the judging merit of candidates and the internal rules for the assignment of the Selection Committee I. 7.1: Number of dissemination or training activities carried out about the Recruitment and Selection Policy and OTM-R principles I. 7.2: Number of selection processes carried out I. 7.3: Number of candidates presented I. 7.4: Percentage of interviewees contacted by letter, email or phone
Action OTM-R2. Corresponding to action 5. Define and promote an equal opportunities policy, jointly addressing the elimination of any form of discrimination or inequality - Develop the IRBLleida's equal opportunities and diversity management Plan - Define a Protocol of prevention and action against discriminatory, moral or sexual harassment - Organize conferences on gender equality for the promotion of women in science	OTMR check list principles 8	Continuation of Action Plan 2017- 2019 and new activities for Action Pan 2020-2024 From Q4 2020 to Q4 2024	Human Resources Unit	D. 5.1: Redefinition of the IRBLleida Equality Commission D. 5.2: Revision of the IRBLleida's equal opportunities and diversity management Plan D. 5.3: Definition of the Protocol of prevention and action against discriminatory, moral or sexual harassment I. 5.1: Number of meetings held by the IRBLleida Equality Commission I. 5.2: Number of dissemination activities organized on gender equality, non-discrimination and equal opportunities
Action OTM-R 3. Corresponding to action 10. Implement a standard	OTMR check list principle 22	New action, Action Pan 2020-2024	Scientific and	D. 11.1: Dissemination among researcher the available channels to

procedure to handle complains and appeals from researchers - Disseminate the complains and appeals procedure among researchers through the internal communication newsletter, email and IRBLleida website - Promote the use of a mailbox to identify and monitor possible complaints of researchers - Promote the participation in the annual satisfaction survey to compile the needs and concerns from researchers.		Q1 2020 Q4 2024	Management Direction Quality Committee	compile complaints and appeals D. 11.2 Organization of an annual satisfaction survey I. 11.1: Number of collected complaints and/or appeals
Action OTM-R 4. Provide an appropriate environment and a specific support for foreign researchers - Provide English versions of Welcome Pack, OTMR policy and other relevant institutional information - Strengthen relationships with foreign partners to increase the research mobility among researchers	OTMR check list principles 6, 7 29. Value of mobility	New action, Action Pan 2020-2024 Q1 2020 Q4 2024	Human Resources Unit	D. OTM-R 4.1: English versions of relevant institutional documents and compiled on the intranet I. OTM-R 4.1: Number of new strategic alliance with other centres (national and international)
Action OTM-R 5. Improve the information about OTM-R policies in job offers - Include references/links to the OTM-R guidelines or policy in the job offers	OTMR check list principle 12 12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15 Transparency (Code) 16. Judging merit (Code)	New action, Action Pan 2020-2024 Q1 2021 Q4 2024	Human Resources Unit	I. OTM-R 5.1: Number of published offers providing references/links to the policies
Action OTM-R 6. Consolidate the full use of EURAXESS platform for job vacancies advertising	OTMR check list principle 13 12 Recruitment 29. Value of mobility	New action, Action Pan 2020-2024 Q1 2022 Q4 2024	Human Resources Unit	I. OTM-R 6. 1: Number of job offers published in EURAXESS
Action OTM-R 7. Corresponding to action 12. Enable the development of the professional career, applying an appraisal system whose remuneration results are equitable, proportionate, coherent and feasible in terms of implementation, taking into account the legal provisions of the moment and the budgetary availability of the institution. - Elaboration of the Job Evaluation through the analysis, description and technical evaluation of the jobs, including the gender perspective, in order to subsequently draw up the Job List with its respective economic	OTM-R check list principles: 8,9	New activities for Action Plan 2020-2024 Q1 2022 Q4 2024	Human Resources Unit Working Committee	D.12.1: Job descriptions D.12.2: Job evaluations D.12.3: Job list D.12.4: Remuneration policy

simulation and technical and legal justification. - Development of a remuneration policy that regulates the remuneration of employees in an equitable manner, taking into account the objectives achieved and the performance of the employee.				
Action OTM-R 8. Corresponding to action 15. Update the Recruitment and Selection Policy adapting it to the different types of positions and establishing the corresponding procedures.	OTMR check list principles 2	New activities for Action Plan 2020-2024 Q1 2022 Q4 2024	Human Resources Unit	D.15.1: Revision of the personnel selection and recruitment process including different procedures and practices for all types of positions.
Action OTM-R 9. Develop a comprehensive package to assist Selection Committee members in implementing OTM-R practices. The development of this package is to contribute to the review of the current recruitment policy and improve it, where deemed necessary. - Principles and guidelines on what an OTM-R system should look like and a checklist for assessing compliance with the principles. - Allocate financial resources to provide specialised training for those who sit on selection committees.	OTMR check list principles 3 12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15 Transparency (Code) 16. Judging merit (Code)	New activities for Action Plan 2020-2024 Q1 2022 Q4 2024	Human Resources Unit	D.16.1: OTM-R package I.16.1: Financial resources earmarked for training I.16.1: Number of trainings for the members of the selection committees

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: mailto:https://www.irblleida.org/media/upload/arxius/ABOUT_US/HREXCELLENCE/PNT-005_personnel_recruitment.pdf

4. IMPLEMENTATION

General overview of the expected implementation process:

(free text, 1000 words maximum)

Based on the recommendations provided by the referees after the first self-assessment, Management and Scientific Direction, together the Human Resources Manager of IRBLleida reviewed the results of the Action Plan and the OTM-R policy conducted in the institution to adjust the HRS4R strategy. Therefore, IRBLleida has appointed a new HR Working Group, promoted by the Management and Scientific Direction of the institution, to carry out the development of the

new HRS4R strategy Action Plan. The HR Working Group was constituted to check the previous internal GAP analysis and develop the new action plan in response to the gaps identified, conducting a proper implementation of the process. To engage different groups of employees in this process, the HR Working Group consisted of IRBLleida staff members, including representatives from different research categories and management or scientific support areas. Members of the Steering Committee are also represented in the Working Group. Members are listed below:

- Diego Arango. Scientific Director and Steering Committee member
- Reyes Grases/ Joan Vives. Management Director and Steering Committee member
- Elena Moscatel. Human Resources Manager and Steering Committee member
- Jose Valdivielso. Principal Investigator (R4) and Steering Committee member
- Águeda Martínez. Senior Postdoctoral researcher (R3) and Steering Committee member
- David de Gonzalo. Junior Postdoctoral researcher (R2)
- Maite Caus. Predoctoral researcher (R1)
- Serafí Cambray. International Projects Unit Manager
- Naiara Vilaginés. Technical Management Office representative
- Meritxell Martí. Workers´ Committee member

The implementation process requires the creation of a Technical Team to carry out the activities defined in the HRS4R Action Plan, to monitor the pending actions and to revise the KPIs measured annually. The human resources department will be responsible for coordinating the Technical Team, which will meet at least once a year during the implementation process. This team is formed by the following profiles:

- Human Resources Manager
- Innovation Unit representative
- Communication Unit representative
- Quality Committee representative
- Training Committee representative
- Representatives of research categories: R3, R2 and R1

The Technical Team will be involved in all phases derived from the implementation and monitoring of the HRS4R strategy in the institution. To implement the Action Plan, the following tools will be used:

- Periodic meetings
- Analytical techniques
- Networking
- Approaching to research community

A Steering Committee has been created to guarantee the continuous overseeing and monitoring of the Human Resources Strategy for Research (HRS4R) process. During the implementation

process it will meet at least once a year to analyse possible deviations and propose corrective improvement actions. The Steering Committee is formed by the following members:

- Scientific Director
- Management Director
- Human Resources Manager
- Principal Investigator (R4) representative
- Senior Postdoctoral researcher (R3) representative

Three years after the first self-assessment of the HRS4R implementation, the Technical Team, supervised by the Steering Committee, will carry out a new self-assessment.

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

Checklist	*Detailed description and duly justification *Free text 500 words maximum each paragraph*
How will the implementation committee and/or steering group regularly oversee progress?	The implementation of the HRS4R requires optimal self-assessment to measure the annual indicators and the timely development of the results defined in the Action Plan. To this end, IRBLleida has developed the following initiatives: - A standard procedure has been established for monitoring the process, involving the Working Group and the Technical Team. This procedure includes the role of both groups, the organisation of meetings and coordination activities between them, among other operating rules. - The Technical Team, composed of the Director of Human Resources, the representatives of the Communication, Innovation, Quality and Training Units and representatives R1, R2 and R3 of the institution, have been in charge of the exhaustive supervision of the Action Plan, monitoring the whole process through the annual measurement of the indicators. The working group meets quarterly to monitor progress, analyse and compile specific aspects related to the HRS4R process. Each

	indicator is measured annually, and the results are also reviewed. - Members of the Steering Committee are also members of the working group to monitor the development of the strategy on an ongoing basis. - The results of the annual monitoring carried out by the Technical Team have been communicated to the HRS4R Steering Committee to analyse possible deviations and propose corrective improvement actions to the group. The Steering Committee is made up of the Scientific Director, the Management Director, the Human Resources Director and two representatives of the institution's researchers. The main function of the Steering Committee is the continuous supervision of the HRS4R process, taking into account the alignment with IRBLleida's policies and strategy.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	The following activities have been carried out to involve the IRBLleida research community in the implementation of the HRS4R process: • Compilation and frequent update of all the relevant information about the HRS4R process on the website (review of the Action Plan, Charter & Code, OTMR-policy, self-assessment reports, etc.) to be consulted by researchers. • Information about the HRS4R implementation process during annual internal meetings and through the usual communication channels (newsletter and corporate emails). • A survey focused on the C&C principles had been conducted to review the perception from the research community about some of the highlights related to HRS4R strategy process in the institution. • The Technical Team responsible of the HRS4R monitoring and implementation process also includes representatives of R1, R2 and R3 research categories, ensuring the representation of the research community.
How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's	The Steering Committee involved in HRS4R process has been appointed and promoted by the IRBLleida Management and Scientific Direction. These members are also participated as Working Group

research strategy, as the overarching HR policy.	members in the whole process, guaranteeing the alignment of the institution policies in the design of the HRS4R strategy and in the implementation process. Most of the adopted actions in the Action Plan are strongly aligned with the institution strategy and they are included in the IRBLleida Strategic Plan. Additionally, it is expected that the actions will be included in the new IRBLleida strategic Plan. All the HRS4R actions will be considered as strategic actions for IRBLleida, being included in the regular monitoring system of the institution to ensure the proper follow-up of the whole institutional strategy. In this way, all actions and results derived from the HRS4R process will be completely integrated in the periodic supervision carried out by the institutional decision-making bodies.
How will you ensure that the proposed actions are implemented?	The Technical Team, supervised by the Working Group and the Steering Committee, guarantees the implementation of the activities established in the Action Plan measuring all the indicators defined. The results of the progress are overseen by the Steering Committee, with the representation of the Scientific Director, the Management Director, the Human Resources Manager and two representatives of researchers, offering the maximum support to the proper implementation.
How will you monitor progress (timeline)?	The progress of the HRS4R implementation is being monitored by the Technical Team through the following tools: - Indicators and deliverables: The Action Plan proposes detail actions, indicators and deliverables supporting by a consistent schedule. - Responsible: Each action has assigned to one or several members of the institution for specific monitoring. - Control panel tool for measure: A control panel tool has been generated to facilitate the registration of the indicator measures.

	- Meetings: The Technical Team has met every year for a joint review of the progress. - Supervision: Annually, the Steering Committee oversees the implementation progress analysing the Technical Team's reports.
How will you measure progress (indicators) in view of the next assessment?	Three years after the first self-assessment, the Technical Team, supervised by the Steering Committee, will carry out a new self-assessment of the HRS4R implementation following the recommendations of the European Commission. The indicators and results obtained during the implementation period will be reviewed. Based on the recommendation of the referees, the Technical Team has reviewed the results of the Action Plan and the OTM-R policy carried out in the institution, considering a new adjustment of the previous actions. The new actions have been compiled in the present Action Plan and have been monitored as mentioned above. During the preparation of the external review we have identified new actions that have been incorporated into the current Action Plan.

Additional remarks/comments about the proposed implementation process:

(free text, 1000 words maximum)