Human Resources

HRS4R ACTION PLAN 2025-2029

IRBLleida

Institut de Recerca Biomèdica

HR EXCELLENCE IN RESEARCH

CONTENTS

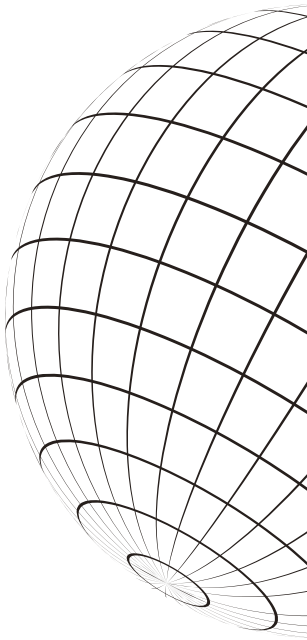
01 Organisational information....page 3

02 Strengths and weaknesses of the current practice....page 5

03 Actions....page 17

04 Implementation ....page 55

01 ORGANISATIONAL INFORMATION



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.
E mail: emoscatel@irblleida.org

Organisational Profile

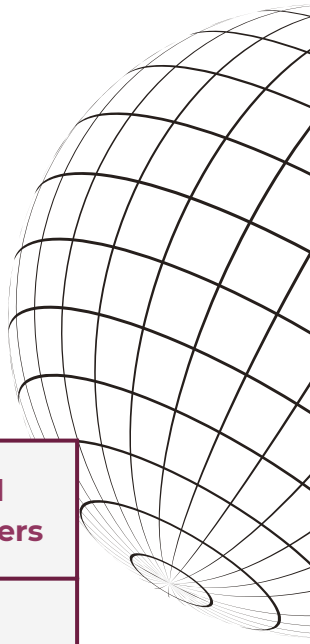
The Biomedical Research Institute of Lleida, IRBLleida, is the health research institute that brings together all the biomedical research carried out in Lleida, both the Lleida University (UdL) and the health system in the region. It includes researchers from the faculties of medicine, nursing and physiotherapy 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 which focus on the impact of diet on health and nutrition.

Research Funding*

Total annual organisational budget	**10.704.165,80 €**
Annual organisational direct government funding (designated for research)	**1.289.895,07 €**
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	**2.954.232,97 €**
Annual funding from private, non-government sources, designated for research	**6.460.037,76 €**

- Provisional figures for 2024

01 ORGANISATIONAL INFORMATION



Staff & Students*

STAFF & STUDENTS	FTE	Affiliated researchers
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	62	501
Of whom are international (i.e. foreign nationality)	12	90
Of whom are externally funded (i.e. for whom the organisation is host organisation)	0	439
Of whom are women	39	288
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	16	173
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	15	58
Of whom are stage R1 = in most organisations corresponding with doctoral level	31	270
Total number of staff (including management, administrative, teaching and research staff)	156	596

- Figures for 2024

02 STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE

ETHICAL AND PROFESSIONAL ASPECTS

MAIN STRENGTHS

- Code of Ethics and Good Scientific Practices of the Catalan Health Institute.
- CERCA Code of conduct.
- IRBLleida code of ethics.
- ISO 9001:2015 Quality certification.
- Ethic Committee for Research with medicinal products (CEIm).
- Ethics Committee on Animal Experimentation (CEEA).
- Anti-fraud Committee.
- Biosafety Commission.
- Mailbox for anonymous complaints.
- Internal and External Scientific Committees.
- Clinical Research Support Unit (USIC).
- Innovation Unit of Results and Transfer Office (OTRI) of the University of Lleida (UdL).
- Innovation Unit of Results and Transfer Office of IRBLleida.
- Group research leaders, ensuring the professional responsibility among the researchers.
- Communication crisis protocol.
- Technical Management Office of IRBLleida supporting administrative and management aspects.
- Legal Department.
- External legal advice.
- Annual economic and scientific reports.
- Instituto de Salud Carlos III periodic evaluations.
- CERCA periodic evaluations.
- Patients' Committee.
- Transparency Portal available on the website.
- Health and Safety Committee.
- 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.
- Adhesion of IRBLleida to the Declaration of Research Assessment (DORA).
- Accountability of the achievements of the Strategic Plan to the External Scientific Committee and the Board of Trustees.
- Periodic assessments for research group activity by Scientific Director.

02 STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE

MAIN WEAKNESSES

Principle 2. Ethical principles

- Researchers perceive a lack of information on ethic rules. It is not enough with the leaflets in the welcome pack, or quoting agreements or recommendations from important institutions.

Principle 3. Professional responsibility

- It is perceived a great concern about plagiarism. Currently, responsibility lies with the researchers and there is a lack of instructions on how to avoid plagiarism. At the present time, no anti-plagiarism software is being systematically used to verify the originality of the publications and research proposals.
- Researchers are not aware about the internal regulations on industrial and intellectual property in force.

Principle 4. Professional attitude

- It is identified a lack of activities to inform and train researchers on funding mechanism and administrative requirements before starting a research project.
- Research staff report their limited knowledge of their ethical and professional responsibility.

Principle 5. Contractual and legal obligations

- There is a need for more dissemination and support to make research staff aware of what open science involves, both in terms of publications and data repositories.
- There is a demand for dissemination and informative talks on how to create a Data management plan, as well as making people aware of the different tools and guidelines for having a data repository.

Principle 6. Accountability

- It is identified the need to adapt the actual funding needs of research groups to the constraints imposed by funders on how money can be spent.

02 STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE

Principle 7. Good practice in research

- There is some concern about the sustainable development goals and there is a need to create an institutional culture of sustainable research.
- There is concern about the mental health risks associated with a research career.

Principle 8. Dissemination, exploitation of results

- There is a need for more dissemination and support to make research staff aware of what open science involves, both in terms of publications and data repositories.

Principle 10. Non discrimination

- Law 4/2023, of 28 February, for the real and effective equality of trans people and for the guarantee of the rights of LGTBI people, introduces the obligation to have an LGTBI Plan.

Principle 11. Evaluation/ appraisal systems

- There are no procedures for evaluating the research activity of R1, R2 and R3 researchers whose contracts are not provided by official competitive calls.

02 STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE

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.
- Unified criteria for the prioritization, evaluation and selection of candidates according to the position category of the job offer.
- Job descriptions that outline the key responsibilities, duties, qualifications, and skills required for a specific job position.
- Information for selection committee members on how to avoid recruitment bias, including a guide to interviewing and a candidate assessment form.
- There is a standard procedure to inform candidates about the internal recruitment process, the selection criteria and the results.
- Evaluation of researchers merits applying to intramural research program calls according to DORA criteria.

02 STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE

MAIN WEAKNESSES

Principle 13. Recruitment (Code)

- There is a lack of knowledge whether career breaks or variations in the chronological order of CVs are considered as an evolution of a career.
- Career plans should be public, transparent, externally evaluated and for all working staff, including scientific technical support and management staff.
- The research career at the institute is not defined.

Principle 14. Selection (Code)

- Selection Committee should be adequately trained in merit evaluation.
- In terms of selection, it is difficult to assess the knowledge and skills accredited during the interview.

Principle 15. Transparency (Code)

- Currently, there is not a defined research career in the institution.

Principle 16. Judging merit (Code)

- The principal investigator finds it difficult to define the criteria for evaluating candidates.

Principle 17. Variations in the chronological order of CVs (Code)

- General lack of training of the selection committees in order not to penalize temporal breaks.
- The candidates may not be fully aware of these variations in chronological order of the CVs, which are taken into account by the selection committees.

Principle 18. Recognition of mobility experience (Code)

- Currently, a specific career development strategy for researchers has not been defined, including the mobility promotion of researchers to other institutions.
- General recommendations of the site visit based assessment:
- Being a small centre in a smalltown in Spain, IRB Lleida experiences first-hand the difficulty of attracting & retaining talent. Some very good changes inspired by the OTM-R principles have been implemented, but considering the competitive research environment, this will remain a point of attention and additional investments will continue to be necessary, e.g. keeping regular contact with alumni, paying candidates' travel expenses to attend selection interviews in person and experience the welcoming work environment first-hand,...

02 STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE

- By investing more strongly in international collaboration & networks, IRB Lleida might be able to keep their focus on high performance and create new opportunities for attracting talent through strong alliances. This can make IRB Lleida a more attractive partner for Horizon Europe projects, MSCA Cofund fellowships, etc.

Principle 19. Recognition of qualifications (Code)

- Selection Committee should be adequately trained in academic and professional qualifications' evaluation, including non-formal qualifications.
- In terms of selection, it is difficult to assess the knowledge and skills accredited during the interview.

Principle 20. Seniority (Code)

- Currently, the institution doesn’t have a remuneration policy and a professional career system.
- Career plans should be public, transparent, externally evaluated and for all working staff, including scientific-technical support and management staff. There should be a way to compensate for the seniority, training and experience of employees.

Principle 21. Postdoctoral appointments (Code)

- The recruitment of researchers mostly depends on the availability of economic resources, specific funds for personnel and/or the existence of specific calls.
- The fact that researchers’ contracts are linked to research projects goes against stability of employment.

02 STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE

WORKING CONDITIONS AND SOCIAL SECURITY

MAIN STRENGTHS

- Professional profiles, categories and salary ranges included in the personnel selection and recruitment process.
- More than 8000m2 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 to 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.
- Commission for Internal Scientific Evaluation.
- 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.
- Training Committee.
- Annually Training Plan report.
- Group leaders assume a role as supervisors, handling complaints and/or appeals.
- Satisfaction survey distributed by IRBLleida´s Quality Commission.

02 STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE

- 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
- There is an impartial and standard procedure to handle the complaints and appeals from researchers
- The existence of an Internal Scientific Committee (CCI) with good representation of the different groups

MAIN WEAKNESSES

Principle 22. Recognition of the profession

- The 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 23. Research environment

- The improvement of the facilities and infrastructures depend on the availability of resources in IRBLleida and/or specific funds from external calls.
- It is perceived a lack of research networks or actions to raise awareness of national and sectoral regulations.
- There is a demand to provide with computers, software, office furniture and other equipment.
- There is a willingness to promote a healthy working environment, strengthen psychosocial support and professional development.

Principle 24. Working conditions

- The lack of knowledge of the regulations and legislation in force in this respect is noted, so the Working Group considers it convenient to increase its visibility.
- Lack of information on digital disconnection.

Principle 25. Stability and permanence of employment

- IRBLleida is subject to national legislation. There is a strict legal framework. Working conditions are regulated by different labour laws and collective labour agreements. Lack of knowledge about these regulations.
- The stability and permanence in the employment of researchers is limited and mostly depend on the availability of funds and/or specific calls in the frame of regional regulation.

02 STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE

Principle 26. Funding and salaries

- Researcher's salaries mostly depend on the funds provided from each individual call or project.
- The increase of the salaries within the IRBLleida depends on the availability of resources in the institution under the frame of regional regulation.
- Funding and salaries are a sectoral problem, but salaries in IRBLleida are low compared to rest of public sector (University/ Hospital).

Principle 27. Gender balance

- Currently, there is not a LGTBI Plan.

Principle 28. Career development

- Currently, 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.
- There is no global mentor program. Mentorship is informally provided by the supervisor. No Mentorship attribution is addressed to other researchers or other people.

Principle 25. Stability and permanence of employment

- IRBLleida is subject to national legislation. There is a strict legal framework. Working conditions are regulated by different labour laws and collective labour agreements. Lack of knowledge about these regulations.
- The stability and permanence in the employment of researchers is limited and mostly depend on the availability of funds and/or specific calls in the frame of regional regulation.

Principle 29. Value of mobility

- Currently, a specific career development strategy for researchers, including the promotion of mobility programs, has not been defined
- Currently, mobility promotion is depended on the availability of funds from research projects and external calls.

02 STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE

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.
- Currently, there is no 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.
- Although IPR´s policies and practices from IRBLleida are very well established, sometimes they are not clearly disseminated to researchers (in particular to R1 and R2).
- Lack of knowledge of the ways to contact IRBLleida's ombudsperson.

Principle 32. Co-authorship

- The promotion of activities to inform and train researchers on intellectual property rights and co-authorship importance is limited.
- Currently, a specific career development strategy for researchers, including co-authorship as a valuable merit, has not been defined.

Principle 33. Teaching

- Not being a teaching institution, opportunities for teaching within IRBLleida are limited.

Principle 34. Complains/ appeals

- There is a general lack of knowledge about the means of addressing grievances and appeals.

Principle 35. Participation in decision-making bodies

- The participation of young researchers and post-doctoral positions are not fully contemplated in the composition of decision-making bodies.

02 STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE

TRAINING AND DEVELOPMENT

MAIN STRENGTHS

- Research group leaders supervising the work progress and research results of researchers
- Scientific seminars, providing a continuous relation between researchers and supervisors
- Senior researchers offering 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.
- Intramural Research Program (IREP): Intramural and competitive calls for the international mobility and research projects, providing researchers with additional funds for recruitment and research leading to more competitive scientific profiles.

MAIN WEAKNESSES

Principle 36. Relation with supervisors

- IRBLleida has not defined a standard procedure of mentoring through a specific senior profile figure that provides support, advice and guidance for researchers in all career stages.

Principle 37. Supervision and managerial duties

- IRBLleida has not defined a standard procedure or coordinated plan to establish the figure of senior profiles as mentors to assume an active role in the supervision and managerial duties of researchers.
- Currently, there is no specific training activities for mentors. The supervision and managerial duties in research groups are usually done by the research group leader.

02 STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE

Principle 38. Continuing Professional Development

- The continuing 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.

Principle 40. Supervision

- IRBLleida has not defined a standard procedure or coordinated plan to establish the figure of senior profiles as supervisors and mentors of researchers at all stages of their career.

03 ACTIONS

Organisation's HR Strategy dedicated webpage(s):
https://www.irblleida.org/en/about-us/hr-excellence-in-research/

New Action
Sustained Action

PROPOSED ACTIONS	
Action 1. Update the transparency section of the website and create an Ethics and Research Integrity Framework to compile all regulations.	
GAP PRINCIPLE(S)	**TIMING**
2. Ethical principles 3. Professional responsibility 5. Contractual and legal obligations 7. Good practice in research	New action Q4 2025
RESPONSIBLE UNIT	**INDICATOR(S)/ TARGET(S)**
People and Legal Department Communication Department	**T.1.1:** Updated website. **I.1.1:** Number of informative emails sent to inform regarding the transparency section of the website.

03 ACTIONS

PROPOSED ACTIONS
Action 2. Raise awareness among students/researchers about national and 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, IPR, management, communication, etc. Include these sessions in the Training Plan. - Organize frequent training activities on 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. - Disseminate the IRBLleida and CERCA Code of Conduct through training sessions and newsletter. - Introduce the IRBLleida and CERCA Ombudsperson to the IRBLleida community. - Include regular specific training on Intellectual Property, Science Law, Open Access or Data Protection in IRBLleida Training Plan - Raise awareness of the intellectual property rights of the scientists and the institution specifically to all newcomers (PhD students, Postdoctoral Researchers, new PIs...) by delivering topic targeted talks by internal and external experts. - Standardize frequent contacts from the Innovation Unit to researchers at the start of a research project

GAP PRINCIPLE(S)	TIMING
2. Ethical principles 5. Contractual and legal obligations 8. Dissemination and exploitation of results 38.Continuing professional development 31. Intellectual Property Rights 32. Co-authorship	Sustained action Continuation of Action Plan 2020-2024 and new activities for Action Plan 2025-2029 From Q1 2025 to Q4 2029

03 ACTIONS

RESPONSIBLE UNIT	INDICATOR(S)/ TARGET(S)
People and legal Department Innovation Unit Training Committee Communication Department	**T.2.1:** Distribution of institutional ethical and regulatory documents through the Welcome Pack. **T.2.2:** Dissemination of ethical and regulatory aspects by internal channels (compilation on the IRBLleida intranet, email,...). **T.2.3:** Training Plan containing the workshops on complementary skills, such as tech transfer, EU project, IPR, management, communication etc. and on ethics in research and good scientific practice. **T.2.4:** Ombudsperson Presentation Session. **I.2.1:** Number of training activities organized about contractual and legal obligations and other ethical and professional aspects, including IP management.

03 ACTIONS

PROPOSED ACTIONS	
Action 3. Raise awareness among students/researchers on Data Protection. - Create and disseminate internal guidelines for data protection for researchers. - Organize training activities on Data Protection. Include these sessions in the Training Plan.	
GAP PRINCIPLE(S)	**TIMING**
5. Contractual and legal obligations 7. Good practice in research 8. Dissemination and exploitation of results 38. Continuing professional development	New action From Q1 2025 to Q4 2029
RESPONSIBLE UNIT	**INDICATOR(S)/ TARGET(S)**
People and Legal Department Training Committee	**T.3.1:** Internal Guidelines for Data Protection for researchers. **T.3.2:** Training Plan containing Data protection contents. **I.3.1:** Number of informative emails sent to inform regarding the internal guidelines for data protection for researchers. **I.3.2:** Number of training activities organized on Data Protection.

03 ACTIONS

PROPOSED ACTIONS	
Action 4. Provide researchers with an online plagiarism detection tool. - Disseminate the existence of the tool. - Organize training activities on how to use this tool.	
GAP PRINCIPLE(S)	**TIMING**
2. Ethical principles 3. Professional responsibility 5. Contractual and legal obligations 7. Good practice in research	New action Q4 2025
RESPONSIBLE UNIT	**INDICATOR(S)/ TARGET(S)**
Innovation and Projects Department	**T.4.1:** Implementation of an online plagiarism detection tool. **I.4.1:** Number of informative emails sent regarding the online plagiarism detection tool. **I.4.2:** Number of training activities organized on the online plagiarism detection tool.

03 ACTIONS

PROPOSED ACTIONS
Action 5. Develop a Policy on Open Science. - The policy should include the mandate and incentives to promote open access to publications and media, and in recognized, standardized repositories compatible with European infrastructures (e.g. OpenAire). - Facilitate the open publication of data in standardized and recognized repositories in the discipline. The European open data infrastructure EOSC (European Open Science Cloud) is taken as a reference. - Publish an English, Catalan and Spanish version of the Open science Policy on the website. - Provide specific training on Open Access. Include these sessions in the Training Plan. - Improve Open Science awareness (through training, workshops, etc.). - Create a data repository, methodologies and guides for its users, consulting services. - Create a section on the IRBLleida's intranet with information related to open access. - Monitor in the annual report the percentage of publications in open access and the number of databases in public repositories. - Publish all publications resulting from projects financed with public funds from state calls for proposals in open access media. - Identify a reference person in IRBLleida for all matters related to Open Science.

GAP PRINCIPLE(S)	TIMING
5. Contractual and legal obligations 8. Dissemination and exploitation of results 38. Continuing professional development	New action From Q1 2025 to Q4 2029

03 ACTIONS

RESPONSIBLE UNIT	INDICATOR(S)/ TARGET(S)
Training Committee Innovation and Projects Department Communication Department	**T.5.1:** Definition and publication of the Open Science Policy of IRBLleida. **T.5.2:** Creation of a repository. **T.5.3:** Creation of the IRBLleida's intranet Open access section. **T.5.4:** Incorporate Open Science content in theTraining Plan. **I.5.1:** Percentage of publications in open access. **I.5.2:** Number of databases in repositories. **I.5.3:** Number of training and dissemination activities on Open Science.

03 ACTIONS

PROPOSED ACTIONS	
Action 6. Adhere to and promote the MSCA Green Charter In order to improve the dissemination and understanding of the guidelines and good practices contained in the MSCA Green Charter, training pills will be prepared, breaking down the contents of the document. These pills will be available on the IRBLleida intranet and disseminated through the mailing list. - Create a 'Green Team' to promote actions. - Launch an annual 'challenge' to showcase achievements. - Collaborate with other centers that have already implemented actions of this type, interview key figures in this field, organize talks to raise awareness among staff, etc.	
GAP PRINCIPLE(S)	**TIMING**
7. Good practice in research	New action Q3 2025
RESPONSIBLE UNIT	**INDICATOR(S)/ TARGET(S)**
Scientific and Management Direction Communication Department	**T.6.1:** Approval of adhesion to the MSCA Green Charter. **T.6.2:** Dissemination of the adhesion to the MSCA Green Charter. **T.6.3:** Creation of a green team. **I.6.1**: Number of actions related to the promotion of this action (at least one per year).

03 ACTIONS

PROPOSED ACTIONS	
Action 7. Continue promoting the HR strategy into the new IRBLleida's Strategic Plan. - Integrate the HR Strategy in the overall IRBLleida 2026-2030 Strategic Plan. - Organize internal meetings to present strategic goals to IRBLleida staff. - Provide specific training activities focused on funding mechanisms and administrative requirements before starting a research project. - Monitor the Recruitment and Selection Policy of IRBLleida through the annual measurement and analysis of the specific indicators defined in this action. - Improve the quality of the feedback provided to interviewees about the internal recruitment process, the selection criteria and the results.	
GAP PRINCIPLE(S)	**TIMING**
4. Professional attitude 35. Participation in decision-making bodies 38. Continuing professional development	Sustained action Continuation of Action Plan 2020- 2024 From Q1 2026 to Q4 2029
RESPONSIBLE UNIT	**INDICATOR(S)/ TARGET(S)**
Scientific and Management Direction Innovation and projects Department	**T.7.1**: Incorporation of HR strategy activities in the new IRBLleida´s Strategic Plan 2026-2030. **T.7.2:** Organization of an annual internal meeting with the staff to present the Institute's activity report. **I.7.1:** Number of training activities organized on funding mechanisms and administrative requirements.

03 ACTIONS

PROPOSED ACTIONS
Action 8. Define and promote an equal opportunities' policy, jointly addressing the elimination of any form of discrimination or inequality. - Develop the IRBLleida's LGTBIQ+ Plan. - Implement the actions defined in the IRBLleida's equal opportunities and diversity management Plan. - Organize conferences on gender equality for the promotion of women in science. - Training in equality between women and men on how to manage or lead people with a gender perspective aimed, especially, at Management, intermediate managers and people responsible for personnel management. - Define the content of the minimum necessary training on equality for all the people of the Equality Commission, preparing a final questionnaire to measure their learning. - Guarantee that all the people who are part of the Equality Commission, as well as the new members, complete the training and the learning validation questionnaire. - Offer the staff courses on equal opportunities and prevention of gender violence. - Dissemination of the Protocol for the Prevention and Eradication of Sexual Harassment. - Dissemination of the Equality Plan and LGTBIQ+ Plan. - Define a Gender Policy for Scientific and Technical Events organized by IRBLleida.

GAP PRINCIPLE(S)	TIMING
27. Gender balance 14. Selection (Code) 24. Working conditions 26. Funding and salaries 10. Non-discrimination OTMR check list principles 8	Sustained action Continuation of Action Plan 2020- 2024 From Q1 2025 to Q4 2029

RESPONSIBLE UNIT	INDICATOR(S)/ TARGET(S)
Equality commission Training committee	**T.8.1:** Definition of the IRBLleida's LGTBIQ+ Plan. **T.8.2:** Training material and evaluation questionnaire for members of the Equality Commission. **T.8.3:** Gender Policy for Scientific and Technical Events organized by IRBLleida. **T.8.4:** Dissemination of the Protocol for Prevention and Eradication of Sexual Harassment, Equality and LGTBIQ+ Plan.

03 ACTIONS

	T.8.5: Training on "implicit Bias" included in the Training Plan. **I.8.1:** Number of meetings held by the IRBLleida Equality Commission. **I.8.2:** Number of dissemination activities organized on gender equality, non-discrimination and equal opportunities. **I.8.3:** Percentage of members of the equality completing the specific training.

03 ACTIONS

PROPOSED ACTIONS
Action 9. Adopt a policy for the promotion of non-linear research careers, valuing geographical and intersectoral mobility. - Offer support on the different aspects that a researcher has to take into account during the development of his/her work: design of his/her project proposals (originality, relevance, excellence, data plan, gender, expected impact of the research, etc.), project implementation, dissemination of results, innovation/transfer, dissemination activities, as well as mentoring and other tasks. - Include training on the aspects of the project that need approval by the different Ethics Committees (CEIm, CEEA and Biosafety). - Leadership training for R3/R4 researchers. - Promote stays abroad by granting travel grants for academic stays abroad. - Mantain the International Mobility Grants for IRBLleida Pre and Post Doctoral Research Staff (AMI). - Establish collaborations with companies to offer possible research stays in these companies. - Provide information on existing mobility possibilities with the participation of some of the researchers who have carried out mobility actions in the recent past. - Disseminate mobility grants for short stays to researchers and encourage them to apply. - Consider and use mobility as a favorable condition in the recruitment procedure (OTM-R 1). - Establish parameters to recognize mobility in the recruitment and selection. procedure.

GAP PRINCIPLE(S)	TIMING
22. Recognition of the profession 29. Value of mobility	New action From Q1 2025 to Q4 2029

RESPONSIBLE UNIT	INDICATOR(S)/ TARGET(S)
Training Committee Innovation and Projects Department Scientific and Management Direction	**T.9.1:** Publication of AMI grants. **I.9.1:** Number of counselling meetings before the start of the project by the Pre-award Unit/Number of projects awarded. **I.9.2:** Number of leadership training sessions. **I.9.3:** Number of training sessions provided by CEIm, CEEA and Biosafety Committee.

03 ACTIONS

PROPOSED ACTIONS
Action 10. Creation of an International Research Staff Recruitment Office (OCPI) to manage the recruitment, mobility, reception and integration of foreign research staff. - Recruitment of a person responsible for the OCPI and for implementing the International Talent Recruitment Plan. - Offer support for obtaining visas and work permits, finding accommodation, opening a bank account, etc. - Implement a mentoring program in which experienced local staff serve as guides for new international employees. - Ensure that training is provided in English, as far as possible, for equal professional development. - Support researchers leaving IRBLleida in all aspects related to project portability and flexibility during transition periods.

GAP PRINCIPLE(S)	TIMING
29. Value of mobility 18. Recognition of mobility experience (Code) 28. Career development	New action From Q1 2025 to Q4 2029

RESPONSIBLE UNIT	INDICATOR(S)/ TARGET(S)
Scientific and management direction Innovation and Projects Department People and legal Department Training Commission	**T.10.1:** Approval of the creation of the OCPI by IRBLleida management. **T.10.2:** Dissemination of the creation and functions of the OCPI. **T.10.3:** Informative mail about the recruitment of the person responsible for the OPCI, and description of his or her functions. **T.10.4:** Plan for Attracting International Talent. **T.10.5:** Documentation of the operation of the mentoring programme.

03 ACTIONS

RESPONSIBLE UNIT	INDICATOR(S)/ TARGET(S)
	T.10.6: Bases of the HR Intramural Research Program (IREP) (mobility, predoctoral and postdoctoral grants to international research personnel). **T.10.7:** Training programme available in English. **I.10.1:** List of participants in the mentoring programme. **I.10.2:** Number of groups with at least 5% of their members of foreign nationality. **I.10.3:** Number of grants awarded within the IREP calls.

03 ACTIONS

PROPOSED ACTIONS	
Action 11. Carry out periodic assessment of the research activitiy through the Evaluation program for IRBLleida Research Groups - Assess the scientific quality of the Research Groups at IRBLleida, and provide recommendations to improve the quality and impact of their future research. - Implement a promotion plan for emerging groups.	
GAP PRINCIPLE(S)	**TIMING**
11. Evaluation/ appraisal systems 28. Career development 37. Supervision and managerial duties	Sustained action Continuation of Action Plan 2020- 2024 From Q1 2025 to Q4 2029
RESPONSIBLE UNIT	**INDICATOR(S)/ TARGET(S)**
Scientific and Management Direction People and legal Department	**T.11.1:** Triennial evaluation of research groups. **T.11.2:** Research groups evaluation reports.

03 ACTIONS

PROPOSED ACTIONS	
Action 12. Continue improving recruitment and selection procedures (which are open, transparent and merit-based) to avoid penalization for career breaks or non-linear paths in order to seek excellence, gender equality, diversity, and tailored to the vacant job position. - Emphasize evidence-based achievements and multi-dimensional career evolution. - Include a statement in job offers announcements regarding IRBLleida's commitment to non-discrimination in terms of interruptions or variations in the chronological order of CVs: Explain in the job offer that there is no discrimination in life and careers. - Align professional qualifications with the current requirements of the job so that the level of qualification required is commensurate with the vacant position. To this end, the job description shall be provided together with the recruitment application. - Develop training materials on how to conduct interviews to evaluate appropriately and unbiased the achievements and skills of candidates, including sample questions for interviewers.	
GAP PRINCIPLE(S)	**TIMING**
13. Recruitment (Code) 14. Selection (Code) 10. Non discrimination 16. Judging merit (Code) 15. Transparency (Code) 17. Variations in the chronological order of CVs (Code)	New action Q4 2025
RESPONSIBLE UNIT	**INDICATOR(S)/ TARGET(S)**
People and legal Department	**T.12.1:** Job descriptions. **T.12.2:** Interviews training materials. **I.12.1:** Number of job offers, including the non-discrimination statement/Number of job offers published. **I.12.2:** Percentage of offers in which the requirements for the offered position match those of the job description.

03 ACTIONS

PROPOSED ACTIONS	
Action 13. Avoid discrimination against researchers in any way based on gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition, while focusing on their overall potential as researchers. - Implement anonymous CV review processes during early recruitment stages to reduce potential biases based on gender, age, or other factors. - Develop a Standardized Anonymous CV Format. - Remove identifiable personal information such as name, gender, age, nationality, photo, and contact details from CVs, when possible, and replace with a unique candidate ID for tracking purposes. - Adapt Recruitment Systems. - Use recruitment software or manual processes to anonymize CVs before they are reviewed by selection committees. - Train HR staff to handle this anonymization step effectively and confidentially. - Inform applicants about the anonymous CV process to foster transparency and trustiness.	
GAP PRINCIPLE(S)	**TIMING**
14. Selection (Code) 10. Non-discrimination	New action From Q1 2025 to Q4 2029
RESPONSIBLE UNIT	**INDICATOR(S)/ TARGET(S)**
People Department	**T.13:** Development and approval of an anonymous CV format and successful implementation.

03 ACTIONS

PROPOSED ACTIONS	
Action 14. Continue developing 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 and the stability and permanence promotion of researchers, depending on the availability of funds (related to action 17). - Disseminate through the internal communication channels the career development strategy and guidelines among all researchers.	
GAP PRINCIPLE(S)	**TIMING**
11. Evaluation/ appraisal systems 18. Recognition of mobility experience (Code) 28. Career development	Sustained action Continuation of Action Plan 2020- 2024 From Q1 2025 to Q4 2029
RESPONSIBLE UNIT	**INDICATOR(S)/ TARGET(S)**
Scientific and Management Direction Innovation and Projects Department People and legal Department	**I.14.1:** Number of stays in collaborating centres. **I.14.2:** Number of researchers intensified or with a co-financed support.

03 ACTIONS

PROPOSED ACTIONS
Action 15. Apply IRBLleida's Recruitment and Selection Policy in accordance with the principles of Open, Transparent and Merit-based Recruitment (OTMR). - Ensure that all applications for job vacancies are assessed using unified criteria for judging merit prioritization, evaluation and selection of candidates. - 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. - Include in the welcome guide immigration related information and publish a version in English. - Monitor the Recruitment and Selection Policy of IRBLleida through the annual 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. - Update the 'job offers' section of the IRBLleida website to optimize the selection process. - Verify that our OTM-R policy aligns with policies to attract researchers from outside the institution and from abroad. - Ensure that our OTM-R policy aligns with policies to attract underrepresented groups (frequently women).

GAP PRINCIPLE(S)	TIMING
27. Gender balance 13. Recruitment (Code) 14. Selection (Code) OTMR check list principles 1, 2, 3, 4, 5, 6, 7, 8, 10, 16, 17, 18, 19, 20, 21, 23	Sustained action Continuation of Action Plan 2020–2024 and new activities for Action Plan 2025-2029 From Q1 2025 to Q4 2029

03 ACTIONS

RESPONSIBLE UNIT	INDICATOR(S)/ TARGET(S)
People and legal Department Communication Department	**T.15.1:** Updated website. **I. 15.1:** Number of dissemination or training activities carried out about the Recruitment and Selection Policy and OTM-R principles. At least 1 each year. **I. 15.2:** Number of selection processes carried out in accordance with IRBLleida's Recruitment and Selection Policy in accordance with the principles of Open, Transparent and Merit-based Recruitment (OTMR). **I.15.3:** Number of applicants from abroad/ Number of applicants. **I.15.4:** Number of applicants from underrepresented groups/ Number of applicants.

03 ACTIONS

PILLAR 3 – WORKING CONDITIONS AND PRACTICES

PROPOSED ACTIONS	
Action 16. Increase the visibility of IRBLleida activities through the external communication strategy. - The Scientific Culture Unit will propose activities focused on promoting scientific, technological and innovation culture. - Develop dissemination initiatives based on Responsible Research and Innovation (RRI). - Maintain a Corporate Social Responsibility Policy aimed at 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.).	
GAP PRINCIPLE(S)	**TIMING**
8. Dissemination, exploitation of results 27. Gender Balance	Sustained action Continuation of Action Plan 2020- 2024 From Q1 2025 to Q4 2029
RESPONSIBLE UNIT	**INDICATOR(S)/ TARGET(S)**
Scientific and Management Direction Communication Department	**T.16.1:** Update of the Corporate Social Responsibility Policy. **I.16.1:** Number of dissemination activities carried out by the Scientific Culture Unit based on Responsible Research and Innovation.

03 ACTIONS

PROPOSED ACTIONS	
Action 17. Define a system of professional career and remuneration incentives for research staff, through a system of evaluation by an independent committee, which will take into account scientific production, grant raising, research activity related to innovation and transfer, and geographical and intersectoral mobility, among other aspects. - Development and approval of a document on Remuneration Policy and Professional Career for Research Staff, which establishes salary complements for researchers who successfully pass their research evaluations.	
GAP PRINCIPLE(S)	**TIMING**
24. Working conditions 26. Funding and salaries 15. Transparency (Code) 20. Seniority (Code) 28. Career Development	New action Q2 2025
RESPONSIBLE UNIT	**INDICATOR(S)/ TARGET(S)**
Scientific and Management Direction People and legal Department	**T.17.1:** Remuneration policy and career system for research staff. **I.17.1:** 100% of researchers evaluated when applicable.

03 ACTIONS

PROPOSED ACTIONS	
Action 18. Policy on authorship. Elaborate clear guidelines regarding co-authorship in collaborative research. - Track the number of collaborative articles (co-authorships) between different groups, in order to encourage interdisciplinary study design, etc. - Disseminate information on the advisability of clearly reflecting authorship in collaborations, and the value of seeking these collaborations/co-authorships throughout the research career, especially in early stages**.**	
GAP PRINCIPLE(S)	**TIMING**
8. Dissemination, exploitation of results	New action From Q1 2026 to Q4 2029
RESPONSIBLE UNIT	**INDICATOR(S)/ TARGET(S)**
Scientific and Management Direction Innovation and projects Department	**T.18.1:** Co-authorship policy. **I.18.1:** Number of training and dissemination activities on Co-authorship policy.

03 ACTIONS

PROPOSED ACTIONS	
Action 19. Carry out a psychosocial risk assessment and propose measures to guarantee psychosocial health at IRBLleida. - Development of a Well-being Plan based on the psychosocial risk assessment, to promote a healthy working environment, strengthen psychosocial support and professional development. - Disseminate the Plan and its actions to all staff.	
GAP PRINCIPLE(S)	**TIMING**
23. Research environment 24. Working conditions	New action From Q1 2025 to Q4 2025
RESPONSIBLE UNIT	**INDICATOR(S)/ TARGET(S)**
People and legal Department	**T.19.1:** Psychosocial risk assessment result. **T.19.2:** Well-being Plan. **I.19.1:** Dissemination of the Well-being Plan.

03 ACTIONS

PROPOSED ACTIONS	
Action 20. Implement a standard procedure to handle complaints and appeals from researchers. - Disseminate the complaints 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.	
GAP PRINCIPLE(S)	**TIMING**
24. Working conditions 26. Funding and salaries OTMR check list principle 22	Sustained action Continuation of Action Pan 2020-2024 Q1 2025 Q4 2029
RESPONSIBLE UNIT	**INDICATOR(S)/ TARGET(S)**
Scientific and Management Direction Quality Committee	**T.20.1:** Dissemination among researcher the available channels to compile complaints and appeals. **T.20.2** Organization of an annual satisfaction survey. **I. 20.1:** Number of collected complaints and/or appeals.

03 ACTIONS

PROPOSED ACTIONS	
Action 21. Develop a digital disconnection protocol that includes the right to disconnect from digital devices at work outside the working day, without suffering any type of consequence, with the aim of respecting workers' rest time, holidays or leaves. - Disseminate the disconnection protocol through the internal communication newsletter, email and IRBLleida website. - Inform and raise awareness of the importance of disconnecting from work during rest periods.	
GAP PRINCIPLE(S)	**TIMING**
24. Working conditions 26. Funding and salaries 5. Contractual and legal obligations 30. Access to career advice	New action Q3 2025
RESPONSIBLE UNIT	**INDICATOR(S)/ TARGET(S)**
Scientific and Management Direction People and legal Department	**T.21.1:** Digital disconnection protocol. **I.21.1:** Dissemination of the Protocol.

03 ACTIONS

PROPOSED ACTIONS	
Action 22. 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 professional senior profile figures as mentors. - Assign mentors by a specific procedure to provide career advice to researchers. - Organize seminars given by people from different sectors explaining the opportunities available in each sector.	
GAP PRINCIPLE(S)	**TIMING**
28. Career development 30. Access to career advice 36. Relation with supervisors 38. Continuing Professional Development 37. Supervision and managerial duties 40. Supervision	Sustained action Continuation of Action Pan 2020-2024 and new activities for Action Plan 2025-2029 Q1 2025 Q4 2029
RESPONSIBLE UNIT	**INDICATOR(S)/ TARGET(S)**
Scientific and Management Direction/ People and Legal Department	**T.22.1:** Definition of general rules to establish the figure of senior profiles as mentors. **I.22.1:** Number of mentors / Number of supervisors appointed. **I.22.2:** Number of mentees / Mentors interactions. **I.22.3:** Number of seminars organised.

03 ACTIONS

PROPOSED ACTIONS	
Action 23. Promote the access to research training and continuous development among researchers. - Identify training needs from researchers according to the professional development. - Expand the training activities among researchers with the support of the Training Commission. - Monitor the training activities annually and the quality perceived by researchers.	
GAP PRINCIPLE(S)	**TIMING**
38. Continuing Professional Development	Sustained action Continuation of Action Pan 2020-2024 Q1 2025 Q4 2029
RESPONSIBLE UNIT	**INDICATOR(S)/ TARGET(S)**
Training Committee	**T.23.1:** Development of satisfaction surveys in training activities. **I.23.1:** Number of courses and training activities organized. **I.23.2:** Number of participants in training activities.

03 ACTIONS

OPEN, TRANSPARENT AND MERIT-BASED RECRUITMENT POLICY (OTM-R)

The establishment of an **Open Recruitment Policy** is a key element in the HRS4R strategy.

IRBLleida follows an OTM-R policy that aligns with the principles of **openness, transparency, and merit-based recruitment**. The primary objective of IRBLleida's recruitment policy is to ensure the best possible match between candidates and job positions, equipping the institution in a timely manner with professionals who best fit the defined needs and available vacancies, while maintaining high standards of quality and reliability in the process.

All selection procedures are conducted based on the principles of equality, objectivity, and confidentiality, focusing on the evaluation of professional competencies and the candidate's suitability for the position. This assessment considers skills, aptitudes, abilities, and attitudes, ensuring an objective evaluation.

The recruitment process is **transparent** and guarantees **equal opportunities** for all applicants, without any form of direct or indirect discrimination based on gender, ideology, beliefs, ethnicity, religion, or other factors.

All job openings are advertised on IRBLleida's website in English, Catalan, and Spanish, as well as on EURAXESS in English, with a minimum application period of 15 days.
Additionally, training and information on OTM-R principles are provided to all individuals involved in the hiring process.

The following actions have been envisaged in order to improve the selection procedure and adapting it to the OTM-R Toolkit.

03 ACTIONS

OPEN, TRANSPARENT AND MERIT-BASED RECRUITMENT POLICY (OTM-R)

PROPOSED ACTIONS
Action OTM-R 1. Corresponding to Action 15. Apply IRBLleida's Recruitment and Selection Policy in accordance with the principles of Open, Transparent and Merit-based Recruitment (OTMR). - Ensure that all applications for job vacancies are assessed using unified criteria for judging merit prioritization, evaluation and selection of candidates. - 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. - Include in the welcome guide immigration related information and publish a version in English. - Monitor the Recruitment and Selection Policy of IRBLleida through the annual 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. - Update the 'job offers' section of the IRBLleida website to optimize the selection process. - Verify that our OTM-R policy aligns with policies to attract researchers from outside the institution and from abroad. - Ensure that our OTM-R policy aligns with policies to attract underrepresented groups (frequently women).

GAP PRINCIPLE(S)	TIMING
OTMR check list principles 1, 2, 3, 4, 5, 6, 7, 8, 10, 16, 17, 18, 19, 20, 21, 23	Sustained action Continuation of Action Plan 2020–2024 and new activities for Action Plan 2025-2029 From Q1 2025 to Q4 2029

03 ACTIONS

OPEN, TRANSPARENT AND MERIT-BASED RECRUITMENT POLICY (OTM-R)

RESPONSIBLE UNIT	INDICATOR(S)/ TARGET(S)
People and legal Department Communication Department	**T.15.1:** Updated website. **I. 15.1:** Number of dissemination or training activities carried out about the Recruitment and Selection Policy and OTM-R principles. At least 1 each year. **I. 15.2:** Number of selection processes carried out in accordance with IRBLleida's Recruitment and Selection Policy in accordance with the principles of Open, Transparent and Merit-based Recruitment (OTMR). **I.15.3:** Number of applicants from outside the institution/ Number of applicants. **I.15.4:** Number of applicants from abroad/ Number of applicants. **I.15.5:** Number of applicants from underrepresented groups/ Number of applicants.

03 ACTIONS

PROPOSED ACTIONS
Action OTM-R2. Corresponding to Action 5. Develop a Policy on Open Science. - The policy should include the mandate and incentives to promote open access to publications and media, and in recognized, standardized repositories compatible with European infrastructures (e.g. OpenAire). - Facilitate the open publication of data in standardized and recognized repositories in the discipline. The European open data infrastructure EOSC (European Open Science Cloud) is taken as a reference. - Publish an English, Catalan and Spanish version of the Open science Policy on the website. - Provide specific training on Open Access. Include these sessions in the Training Plan. - Improve Open Science awareness (through training, workshops, etc.). - Create a data repository, methodologies and guides for its users, consulting services. - Create a section on the IRBLleida's intranet with information related to open access. - Monitor in the annual report the percentage of publications in open access and the number of databases in public repositories. - Publish all publications resulting from projects financed with public funds from state calls for proposals in open access media. - Identify a reference person in IRBLleida for all matters related to Open Science.

GAP PRINCIPLE(S)	TIMING
5. Contractual and legal obligations 8. Dissemination and exploitation of results 38. Continuing professional development	New action From Q1 2025 to Q4 2029

03 ACTIONS

RESPONSIBLE UNIT	INDICATOR(S)/ TARGET(S)
Training Committee Innovation and Projects Department Communication Department	**T.5.1:** Definition and publication of the Open Science Policy of IRBLleida. **T.5.2:** Creation of a repository. **T.5.3:** Creation of the IRBLleida's intranet Open access section. **T.5.4:** Incorporate Open Science content in theTraining Plan. **I.5.1:** Percentage of publications in open access. **I.5.2:** Number of databases in repositories. **I.5.3:** Number of training and dissemination activities on Open Science.

03 ACTIONS

PROPOSED ACTIONS	
Action OTM-R 3. Corresponding to Action 20. Implement a standard procedure to handle complaints and appeals from researchers. - Disseminate the complaints 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.	
GAP PRINCIPLE(S)	**TIMING**
24. Working conditions 26. Funding and salaries OTMR check list principle 22	Sustained action Continuation of Action Pan 2020-2024 Q1 2025 Q4 2029
RESPONSIBLE UNIT	**INDICATOR(S)/ TARGET(S)**
Scientific and Management Direction Quality Committee	**T.20.1:** Dissemination among researcher the available channels to compile complaints and appeals. **T.20.2** Organization of an annual satisfaction survey. **I. 20.1:** Number of collected complaints and/or appeals.

03 ACTIONS

PROPOSED ACTIONS	
Action OTM-R 4. Provide an appropriate environment and a specific support for foreign researchers. - Provide English versions of Welcome Pack, OTM-R policy and other relevant institutional information - Strengthen relationships with foreign partners to increase the research mobility among researchers.	
GAP PRINCIPLE(S)	**TIMING**
OTMR check list principles 6, 7	Sustained action Continuation of Action Pan 2020-2024 Q1 2025 Q4 2029
RESPONSIBLE UNIT	**INDICATOR(S)/ TARGET(S)**
People and legal Department	**T.OTM-R 4.1:** English versions of relevant institutional documents and compilation on the intranet. **I.OTM-R 4.1:** Number of new strategic alliances with other centres (national and international).

03 ACTIONS

PROPOSED ACTIONS	
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	
GAP PRINCIPLE(S)	**TIMING**
OTMR check list principle 12	Sustained action Continuation of Action Pan 2020-2024 Q1 2025 Q4 2029
RESPONSIBLE UNIT	**INDICATOR(S)/ TARGET(S)**
People and legal Department	**I.OTM-R 5.1:** Number of published offers providing references/links to the policies.

03 ACTIONS

PROPOSED ACTIONS	
Action OTM-R 6. Consolidate the full use of EURAXESS platform for job vacancies advertisement.	
GAP PRINCIPLE(S)	**TIMING**
OTMR check list principle 13	Sustained action Continuation of Action Pan 2020-2024 Q1 2025 Q4 2029
RESPONSIBLE UNIT	**INDICATOR(S)/ TARGET(S)**
People and legal Department	**I.OTM-R 6. 1:** Number of job offers published in EURAXESS.

03 ACTIONS

PROPOSED ACTIONS	
Action OTM-R 7. Establish clear guidelines for selection committees which help to judge 'merits' in a way that leads to the best candidate being selected.	
GAP PRINCIPLE(S)	**TIMING**
OTM-R check list principle 19	New action, Action Pan 2024-2029 Q4 2026
RESPONSIBLE UNIT	**INDICATOR(S)/ TARGET(S)**
People and legal Department	**T.OTM-R 7. 1:** Guidelines for selection committees.

Open, Transparent and Merit-Based Recruitment strategy web link:

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

04 IMPLEMENTATION

There is an HR Working Group, appointed by the Management and Scientific Direction of the institution, who will internally monitor the development and compliance of the HRS4R strategy Action Plan. The HR Working Group has developed the new action plan in response to the gaps identified. 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 (member of the Steering Committee)
- Joan Sayós: Deputy director (member of the Steering Committee)
- Eva López: Management Director (member of the Steering Committee)
- Joaquín Bonelli: International Projects Unit representative
- Milica Bozic: Established researcher (R3)
- Maite Caus: Recognized researcher (R2)
- David de Gonzalo: Established researcher (R3)
- Ivan Hidalgo: First stage researcher (R1)
- Meritxell Martín: Works Committee member and Training Committee representative
- Águeda Martínez: Established researcher (R3) and chairwoman of the Equality Committee (member of the Steering Committee)
- Elena Moscatel: People Department Manager and Training Committee representative (member of the Steering Committee)
- Meritxell Soria: Communication Unit responsable and Training Committee representative
- M. Alba Sorolla: Established Researcher (R3)
- Adriano Targa: Established researcher (R3)
- Jose Valdivielso: Leading researcher (R4) and chairman of the Training committee (member of the Steering Committee)
- Naiara Vilaginés: Direction Secretary
- Oriol Gasa: Technical Management Office representative

The implementation process requires carrying out the activities defined in the HRS4R Action Plan, to monitor the pending actions, and to revise the KPIs measured annually. The People department is responsible for coordinating the working group quarterly meetings.

The working group is 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 are used:

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

04 IMPLEMENTATION

A Steering Committee has been created to guarantee the continuous overseeing and monitoring of the Human Resources Strategy for Research (HRS4R) process. Its members 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
- People Department Manager
- Leading researcher's (R4) representative
- Established researcher's (R3) representative

The IRBLleida Working Group will be responsible for providing advice and support in the implementation of the process, and the Steering Committee will lead the process.

These two committees proved to successfully work in conjunction for the development of the Gap Analysis and Action Plan and their role in the execution of the Action Plan is essential to keep involving the whole research community, the governing bodies, all management departments and administrative and services staff in the implementation.

Communication efforts are done, in order to keep gaining awareness from all IRBLleida's staff. A specific webpage updated with all HRS4R related documentation, and a specific dissemination plan for the HRS4R process at IRBLleida is already in place.

Timeline of the actions was thoroughly discussed with the responsible persons, who have actively participated in the Gap Analysis and Action Plan and provided more information about milestones and indicators of success.

The monitoring procedure will include the review of:

- Monitoring meetings with people in charge of the actions, at least once every four months.
- On 2025-2026, an internal audit will be held. The audit report will cover the completion of the Action Plan and will be published on the website.
- The Steering Committee will be regularly updated about the progress, at least once a year.

This action plan is fully aligned with the IRBLleida's Strategic Plan to the extent that all the actions will be included as Strategic Plan actions.

Corrective actions will be taken if IRBLleida does not comply with the established deadlines or new regulatory conditions or strategic decisions could affect the strategy.

04 IMPLEMENTATION

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 Steering Committee. This procedure includes the definition of the role of both groups, the organisation of meetings and coordination activities between them, among other operating rules.

- The working group has 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 continously monitor the development of the strategy.

- The results of the annual monitoring carried out by the working group are 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.

04 IMPLEMENTATION

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 working group 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 research strategy, as the overarching HR policy.

The Steering Committee involved in HRS4R process has been appointed and promoted by the IRBLleida Management and Scientific Direction. These members also participate as Working Group 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 are 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.

04 IMPLEMENTATION

How will you ensure that the proposed actions are implemented?

The working group 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 Working group through the following tools:

- Indicators and deliverables: The Action Plan proposes detail actions, indicators, deliverables and a consistent schedule.
- Responsible: Each action has been assigned to one or several members of the institution for specific monitoring.
- Monitor tool for measurement has been generated to facilitate the registration of the indicator measures.
- Meetings: The working group has met quarterly for a joint review of the progress.
- Supervision: Annually, the Steering Committee oversees the implementation progress, analysing the indicators.

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

Three years after the site visit, the working group, 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, considering a new adjustment of the previous actions.

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HR EXCELLENCE IN RESEARCH

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contact

IRBLleida

People Department
rrhh@irblleida.cat
973 706 492