

## TEMPLATE 4: ACTION PLAN

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| Case number: <b>2018ES35685</b>   |
| Name organisation under review: Germans Trias i Pujol Research Institute (IGTP) |
| Organisation's contact details:   |
| INSTITUT DE RECERCA EN CIÈNCIES DE LA SALUT GERMANS TRIAS I PUJOL               |
| CARRETERA DE CANYET S/N   |
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| SPAIN   |
| mgonzalez@igtp.cat  |

**SUBMISSION DATE:** 10/12/2018.....

### 1. ORGANISATIONAL INFORMATION

Please provide a limited number of key figures for your organisation. Figures marked \* are compulsory.

| <b>STAFF &amp; STUDENTS</b>  | <b>FTE</b> |
|--|------------|
| Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research                 | *112       |
| Of whom are international (i.e. foreign nationality)   | *17        |
| Of whom are externally funded (i.e. for whom the organisation is host organisation)  | *85        |
| Of whom are women  | *71        |
| Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.   | *36        |
| Of whom are stage R2 = in most organisations corresponding with postdoctoral level   | *31        |
| Of whom are stage R1 = in most organisations corresponding with doctoral level   | *45        |
| Total number of students (if relevant)   |            |
| Total number of staff (including management, administrative, teaching and research staff)  | *271       |
| <b>RESEARCH FUNDING (figures for most recent fiscal year)</b>  | <b>€</b>   |
| Total annual organisational budget   | 14.502.426 |
| Annual organisational direct government funding (designated for research)  | 2.257.543  |
| Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding) | 4.950.955  |

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| Annual funding from private, non-government sources, designated for research  | 3.550.401 |
| <b>ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)</b>   |           |
| <p>The IGTP is a public research centre in Catalonia (Spain) dedicated to increasing scientific knowledge and transferring it to improve the care and lives of patients. It is located on the Can Ruti Campus that surrounds the Germans Trias University Hospital, one of the largest in Catalonia. It acts as an umbrella organization for scientific research on the campus, where it works closely with the <a href="#">other centres located there</a> and administrates research projects for scientists at other centres as an accredited ISCIII centre of excellence. The IGTP shares administrative services with the Josep Carreras Leukaemia Research Institute on the campus.</p> |           |

## 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         | <p><b>Strengths:</b> The IGTP focusses its research on increasing knowledge to improve the health and quality of life of patients and society in general. It follows ethical principles when carrying out biomedical research activity in accordance with international, national, sectorial and institutional regulations.</p> <p>The IGTP manages its contractual and legal conditions and obligations in accordance with current regulations and the regulation of intellectual property linked to research. There is a dedicated Innovation Unit, that oversees all the procedures required to introduce innovation to market, including patentability studies, PI rights transfer to researchers etc.</p> <p>The research staff are aware of IGTP's strategic objectives and of the main sources of funding. The IGTP strategic plan is public and can be consulted by all scientists. The economic and scientific reporting of projects by researchers is formalized through the Project Management Office and in addition all its accounts are submitted for an annual external audit. The expenses and income of the projects are controlled through software that does not allow purchases that are not included in the projects, or negative balances.</p> <p>The IGTP always enables its staff to adopt safe working methods for their health. It also facilitates measures of protection against the loss of information to its professional staff. The IGTP has an IT server that performs daily backup copies. The accident prevention service is</p> |

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|                           | <p>outsourced.</p> <p>The IGTP adequately informs staff and the public about the current regulations on data protection regarding confidentiality and the safeguard of information. All the professional staff comply with this legal framework. A data protection delegate has been appointed.</p> <p>The IGTP publishes an annual report every year and results are disseminated through the usual channels. A twice monthly newsletter is published for staff and interested parties. During the year researchers participate in a variety of outreach activities, such as Schools Open Day for the National Science Week.</p> <p>The IGTP does not permit discrimination in terms of gender, age, ethnicity, nationality, religion, sexual orientation, language, disability, political opinion or economic or social condition.</p> <p>The IGTP is a public institute; it is assessed by an external scientific advisory board, every five years it is globally evaluated by the national Instituto Carlos III and every 4 years by the CERCA institute in Catalonia.</p> <p><b>Weaknesses:</b> The current economic situation and the limited funding opportunities, which are not dependent on the institute, produce researcher discomfort regarding their present situation, a fact that is reflected in the answers to the survey, which showed, for example, that they consider that research freedom could be improved</p> <p>Also gaps were indicated in training or dissemination and, for example, in the IT security operations procedures and compliance with personal data protection law.</p> <p>Additionally, PI regulations are not collected into a single document, making consultation by researchers difficult.</p> <p>The researchers also call for a psychosocial risks survey to be carried out.</p> <p>Finally, the survey and the working group meetings have detected certain gaps in the internal evaluation's principles and protocols.</p> |
| Recruitment and selection | <p><b>Strengths:</b> Currently, all candidates submit their applications to the Human Resources Department, which sends a letter of confirmation of reception, providing a general description of the selection process. After the initial selection has been carried out, the PIs communicate directly with the candidates for personal interviews. Feedback is usually provided by the PIs. IGTP PIs are experts in different areas and competencies and have scientific and evaluative experience</p>   |

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|                    | <p>All offers of work are publicly advertised through the IGTP webpage.</p> <p>The IGTP follows Spanish regulations related to non-discrimination. Candidate selection is based exclusively on personal merit and professional career (regardless of where the qualifications have been obtained) and their fit with the requirements of the position.</p> <p>The IGTP values the professional and non-professional qualifications and merits of its staff in line with the Bologna declaration on the European space for higher education. Post-doctoral researchers funded by competitive calls, (Ramon y Cajal, Marie Curie etc) have their own scales of merits evaluation.</p> <p><b>Weaknesses:</b> There is not a clear procedure for defining the selection and recruitment conditions of the pre and post-doctoral researchers</p> <p>The survey analysis and the working group meetings concluded that the IGTP does not have a protocol for establishing the admission criteria, or for how a selection committee should be constituted.</p> <p>Job offers are not widely published. When applications are received, the candidates are informed about how the process will develop and those interviewed of the selection results, there is no protocol for standardizing how this information should be transmitted.</p> <p>The selection process is mainly carried out by the PIs. PI are prestige researchers, although it is possible that they may not be completely aware of how to evaluate all the points on a CV.</p> <p>Although Candidate evaluation is mainly based upon their merits and capabilities and takes into account the quantity and quality of all their experience and relevant successes, a protocol that objectively indicates the value of these selection criteria has not been developed. The same thing happens regarding the evaluation of other issues such as mobility, value of qualifications etc.</p> |
| Working conditions | <p><b>Strengths:</b> The IGTP staff are considered to be and treated as professionals. Staff who appear on the webpage are identified with their correct professional category.</p> <p>The IGTP strives to ensure a stimulating and appropriate working environment. The institute laboratory manager checks that research facilities are optimal for the researchers.</p> <p>The IGTP provides better employment conditions than those required by the regular minimum legal framework, in addition, special personal employment requests can be negotiated</p> <p>The contracts for researchers funded by research projects are</p>   |

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|  | <p>dependent on external funding. In the current economic climate the institute cannot take any general measures to improve job stability. In spite of this situation, during 2016, the Institute achieved the stabilization of 3 former Ramon y Cajal and Miguel Servet post-doctoral researcher applying for R3 grants.</p> <p>Salaries of researchers granted by competitive calls are fixed in the call. Incentives to this salary are subject to budgetary stability and to the subsidies that the institution receives. The IGTP is writing regulations to fix the minimum wage rate for employing researchers.</p> <p>Spanish legislation promotes gender equality and the IGTP presents gender balance at all professional levels, including managerial positions. In 2016 the IGTP has adopted the equal opportunities policy of the INSTITUT DE MEDICINA PREDICTIVA Y PERSONALITZADA DEL CÀNCER (IMPPC).</p> <p>The IGTP provides access to training and updating of technical and professional knowledge of staff (languages, IT, horizontal skills etc.) and promotes the mobility of the research staff.</p> <p>Due to current budget restrictions the IGTP's capability to offer career counselling is limited. The IGTP sponsors the organization of the Can Ruti PhD Day, organized by pre-doctoral students and including workshops on career development.</p> <p>Additionally, IGTP has clearly defined regulations on intellectual and industrial property and on the support provided for the creation of companies.</p> <p>Promoting teaching as a strategy for training and technology transfer is included in the IGTP strategic plan 2018-2021. The University of Barcelona and the Universitat Autònoma de Barcelona are on the IGTP Board of Trustees</p> <p>On Campus Can Ruti there is an ombudsman to assist IGTP researchers in solving complaints and conflicts.</p> <p><b>Weaknesses:</b> Regarding staff representation, the main IGTP decision-making body is the board of trustees, its members are established by the statute. There are no other representative committees at the institute</p> <p>Regarding recognition, the job scales are not clearly translated into the European scales and the web page including the information about the rank of researchers is not always updated.</p> <p>The survey shows that researchers are not satisfied with the present</p> |
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|                                 | <p>research environment and indicates that although the institute has established a flexible entry and departure schedules some staff are not respectful of the measures.</p> <p>There is a general concern about the absence of regulations on stability of employment and salaries, professional career development, co-authorships, complaint procedures or the ombudsman.</p> <p>Although training is offered, researchers are not aware of the training possibilities.</p> <p>The IGTP wishes to promote the internal and external mobility of researchers and teaching activities, but no specific actions have been established.</p> <p>PI regulations are not collected in a single document, making it difficult for researchers to consult them.</p> <p>The equal opportunities plan should be updated to represent the current social situation.</p>   |
| <p>Training and development</p> | <p><b>Strengths:</b> A supervisor is assigned to all new research staff. The supervisor has knowledge, availability, commitment and training experience to provide support during their training, orientation in their scientific activity and evaluation of the evolution of their work. The IGTP promotes an ordered and structured relationship between junior scientists and their supervisors and ensures that experienced research staff perform all the supervision tasks to manage their team.</p> <p>The institute has a training plan for all employees administered through the Tripartite Foundation.</p> <p>The IGTP facilitates access to training and updating the technical and professional knowledge of the staff (languages, IT etc). In addition, educational activities are also organized by IGTP/IJC managerial department.</p> <p>Pre-doctoral and post-doctoral scientists are given training in hosting and giving scientific talks through the Coffee Talk Series for young researchers.</p> <p><b>Weaknesses:</b> All pre-doctoral investigators have a supervisor, but these supervisors may have certain deficiencies in their managerial abilities for the management of R1 and R2 researchers.</p> <p>The survey has shown that R1 and R2 researchers are not aware of the complaints mechanisms.</p> <p>Although training is offered, researchers are not fully aware of the</p> |

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|  | training possibilities. |
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### 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):

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| <p>*URL:</p> <p><a href="http://www.germanstrias.org/about-us/hr-excellence/">http://www.germanstrias.org/about-us/hr-excellence/</a></p> |
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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:

| <b>Proposed ACTIONS</b>   | <b>GAP Principle(s)</b>  | <b>Timing (at least by year's quarter/semester)</b> | <b>Responsible Unit</b> | <b>Indicator(s) / Target(s)</b>  |
|---|--|---|-------------------------|--|
| <b>Disseminate C&amp;C and OTM-R principles to all the staff</b>  | All  | Second quarter 2019                                 | CEO                     | <ul style="list-style-type: none"> <li>Perform yearly seminars about C&amp;C and OTM-R principles.</li> </ul>  |
| <b>Writing and dissemination of good research practices guide.</b> For this purpose, the IGTP plans to include information about several issues such as co-authorship or IT security etc. | 32. Co-authorship<br>7. Good practice in research  | Second quarter 2019                                 | IWG Director            | <ul style="list-style-type: none"> <li>Meeting for the enumeration of issues that should be included</li> <li>Define who is responsible for drafting document</li> <li>Publish the manual</li> </ul> |
| <b>Writing of a welcome manual.</b> A welcome manual written in English will include extensive information about  | 29. Value of mobility<br>5. Contractual and legal obligations<br>31. Intellectual property rights<br>24. Working | First quarter 2020                                  | TS ,WT                  | <ul style="list-style-type: none"> <li>Meeting for the listing of issues that should be included</li> <li>Define who is responsible for drafting document</li> <li>Publish the manual</li> </ul>     |

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| <p>issues such as intellectual property rules and labour conditions, mobility contractual and legal obligations, complaints mechanisms and the ombudsman.</p>   | <p><i>conditions</i><br/>34.<br/><i>Complaints/ appeals</i></p> |                                   |  |   |
| <p><b>Foster security protection.</b></p> <p>Especially in data protection, health and safety training and psychosocial evaluation.</p> <p>A data protection delegate has been named and will audit the current safety procedures. New security processes will be created, and disseminated to the staff through specific training</p> <p>In addition, safety and risk management, training will be provided according to the job positions</p> <p>Finally, a psychosocial risk assessment will be performed of all the staff</p> | <p>7. Good practice in research</p>                             | <p><i>Fourth quarter 2019</i></p> | <p><i>Safety and Health Committee, and delegate data protection, Director and TS</i></p> | <ul style="list-style-type: none"> <li>• <i>Data protection delegate takes up office</i></li> <li>• <i>Data protection audit performed</i></li> <li>• <i>Data security procedures designed, disseminated and put into practice</i></li> <li>• <i>Health risks of job positions evaluated</i></li> <li>• <i>Training designed</i></li> <li>• <i>Training performed</i></li> <li>• <i>Psychosocial evaluation survey performed</i></li> </ul> |

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| <p><b>Creation of a research personal evaluation system</b></p> <p>Creation of evaluation processes, criteria, protocols, to perform an internal evaluation to the staff.</p> <p>In addition the IGTP will provide certification for the evaluation of non-permanent staff based on best practices and research activities after the completion of a work contract.</p> | <p>11. Evaluation/ appraisal systems</p>  | <p><i>Fourth quarter 2020</i></p> | <p><i>Director and TS</i></p>      | <ul style="list-style-type: none"> <li>• <i>Brainstorming meeting for defining evaluation criteria and procedures</i></li> <li>• <i>Writing an evaluation protocol</i></li> <li>• <i>Set up an evaluation committee.</i></li> <li>• <i>Perform the evaluation</i></li> </ul>   |
| <p><b>Creation of an OTMR selection system.</b></p> <p>Design and implementation of the IGTP selection and recruitment procedure based on the criteria established in the OTMR (open, transparent and merit-based recruitment of researchers). Including issues such as the creation of selection committees, transparency rules,</p>                                   | <p>12. Recruitment<br/>13. Recruitment (code)<br/>14. Selection (code)<br/>15. Transparency (code)<br/>16. Judging merit (code)<br/>17. Variations in the chronological order of cvs (code)<br/>18. Recognition of mobility experience (code)<br/>19. Recognition of qualifications (code)<br/>20. Seniority (code)<br/>21. Postdoctoral appointments</p> | <p><i>Third quarter 2020</i></p>  | <p><i>Director, IWG and TS</i></p> | <ul style="list-style-type: none"> <li>• <i>Brainstorming meeting for defining how to address OTM-R criteria and procedures at the institution</i></li> <li>• <i>Writing o recruitment and selection protocol.</i></li> <li>• <i>Publish the protocol.</i></li> <li>• <i>Supervise its application</i></li> <li>• <i>Include all the research open positions at Euraxess.</i></li> </ul> |

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| <p>and the evaluation of merits such as mobility, changes in the chronological order of CVs, qualifications, etc.</p> <p>In addition, all the research positions will be published in EURAXESS</p>  | (code)   |                        |  |   |
| <p><b>Update of staff details on the web/intranet.</b></p> <p>To achieve this action, first, a clear equivalence between the current research levels of the institute, and the European R1 to R4 scale will be established. The Research rank attributed to the researchers will be published on the institute website.</p> | 22. Recognition of the profession                  | Fourth quarter of 2019 | Communication Unit and WT                  | <ul style="list-style-type: none"> <li>• Establish the equivalence between the positions with the European scale</li> <li>• Include the researchers' ranks on the Institutions website</li> </ul> |
| <p><b>Analysis and validation of the current infrastructures and services.</b></p> <p>Performing annual surveys to improve the performance of facilities and services</p>   | 23. Research environment                           | Fourth quarter 2019    | IWG  | <ul style="list-style-type: none"> <li>• Design a survey to assess the satisfaction of the researchers with the services and infrastructures</li> <li>• Perform yearly consultations.</li> </ul>  |
| <p><b>Improve and disseminate work rules.</b></p> <p>To achieve this</p>  | 24. Working conditions<br>26. Funding and salaries | Fourth quarter 2019    | Company Workers Committee, Director and TS | <ul style="list-style-type: none"> <li>• Write a memorandum of the working rules. and include it in the welcome manual.</li> <li>• Publicise the information to</li> </ul>                        |

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| <p>action, first the IGTP will establish a rule setting the minimum wage rates for the working categories of staff to be employed by the institution. In addition, all the labour conditions will be written and approved, and communicated to all the staff. Any exception to these conditions will be justified and authorized by the management</p> |  |                            |                               | <p>researchers</p>  |
| <p><b>Update and implement the equal opportunities plan.</b></p> <p>By updating the equal opportunities plan, verifying which issues have not been sufficiently implemented.</p>   | <p>27. Gender balance</p>  | <p>First quarter 2020</p>  | <p>WT and TS</p>              | <ul style="list-style-type: none"> <li>• Set up a committee for equality issues</li> <li>• Analyse the current equality situation</li> <li>• Select those issues that were not covered in the present equality plan</li> <li>• Write the procedures for solving the gaps</li> </ul>                   |
| <p><b>Elaborate and disseminate an integrated training plan for researchers</b></p> <p>Elaboration of a transversal training plan and a communication plan for training activities. In addition, surveys on the activity</p>   | <p>38. Continuing professional development<br/>39. Access to research training and continuous development<br/>28. Career development</p> | <p>Second quarter 2019</p> | <p>TS and Council workers</p> | <ul style="list-style-type: none"> <li>• Design a committee to study training needs, with the participation researchers of all ranks</li> <li>• Analyse the current situation, and the current training needs</li> <li>• Write a training action plan</li> <li>• Implement the action plan</li> </ul> |

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| performed will be developed   |  |                     |   |   |
| <p><b>Promote mobility targeted actions.</b> As no IGTP budget for mobility is foreseen, some mobility targeted measures could be performed, such as the promotion of the use of English as the principle means of communication within the institute, or publicising all Catalan, Spanish or European mobility grants.</p> | 29. Value of mobility                                  | Fourth quarter 2023 | Communication unit and IWT                    | <ul style="list-style-type: none"> <li>• Promote the use of English as the principle means of communication</li> <li>• Open a special section of the website for the publication of mobility grants</li> </ul>  |
| <p><b>Organize an annual career day</b></p> <p>Yearly organization of a Can Ruti Career Day with the participation of professionals from different sectors, to provide information on the different job opportunities. During the organization, the organizers will be advised by the Cam Ruti PhD Students committee</p>   | 30. Access to career advice                            | Second quarter 2019 | Director , TS and Ph Canruti Group            | <ul style="list-style-type: none"> <li>• Coordinate brainstorming meetings with the Can Ruti's predoc association, to set ideas for the career day.</li> <li>• Write an action plan, including the contact with stakeholders.</li> <li>• Implement the action plan</li> </ul> |
| <p><b>Dissemination of complaints mechanisms and existence of an</b></p>  | 36. Relation with supervisors<br>34. Complain/ appeals | Third quarter 2019  | Director, Cmmunication unit, TS and ombudsman | <ul style="list-style-type: none"> <li>• Hold an open session to inform about the complaints mechanisms and ombudsman</li> </ul>  |

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| <p><b>ombudsman</b></p> <p>Publicise the figure of the ombudsman to employees by including information in the welcome manual, and holding open sessions</p>  |  |                            |                               | <ul style="list-style-type: none"> <li>• Include information about the ombudsman in the welcome manual</li> </ul>   |
| <p><b>PI training.</b> Provide specific training on OTM-R and team management for supervisors. In addition, devise a document of commitment to good interpersonal relations, to be signed by the supervisor and the junior researchers. This will state the rights and duties for each part during the relationship.</p> | <p>12. Recruitment<br/>13. Recruitment (code)<br/>14. Selection (code)<br/>15. Transparency (code)<br/>16. Judging merit (code)<br/>17. Variations in the chronological order of cvs (code)<br/>18. Recognition of mobility experience (code)<br/>19. Recognition of qualifications (code)<br/>20. Seniority (code)<br/>21. Postdoctoral appointments (code)<br/>40. Supervision<br/>37. Supervision and managerial duties<br/>36. Relation with supervisors</p> | <p>Fourth quarter 2020</p> | <p>Director and TS</p>        | <ul style="list-style-type: none"> <li>• Design an OTM-R training course</li> <li>• Train senior researchers</li> <li>• Identify team management courses</li> <li>• Identify managers</li> <li>• Carry out courses</li> </ul> |
| <p><b>Training in team management for PIs and heads of Units or designated staff.</b><br/>Provide specific</p>   | <p>40. Supervision<br/>37. Supervision and managerial duties<br/>36. Relation with supervisors</p>   | <p>Fourth quarter 2019</p> | <p><u>Director and TS</u></p> | <ul style="list-style-type: none"> <li>• Identify team management courses</li> <li>• Identify managers</li> <li>• Hold courses</li> </ul>   |

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| <p>training in team management for supervisors. In addition, a commitment to good interpersonal relations document, to be signed by the supervisor and the junior researchers will be written to state the rights and duties for each part during the relationship.</p>  |   |                                   |                               |   |
| <p><b>Foster teaching activities for researchers.</b> For this action, an agreement will be signed with the UB and the UAB, trustees of the institution to reinforce the teaching activities of IGTP researchers to increase their involvement in teaching activities associated to other teaching centres</p> | <p>33. Teaching</p>   | <p><i>Fourth quarter 2023</i></p> | <p><i>Director and TS</i></p> | <ul style="list-style-type: none"> <li>• <i>Inform the Board of Trustees about this initiative Set up the proper contact meetings with the Universities and Departments</i></li> </ul>  |
| <p><b>Publicise information on IGTP structures for transfer</b></p> <p>Publicize the tasks of the innovation office and the strategic plan. Once these have been approved, special professional</p>  | <p>8. <i>Dissemination, exploitation of results</i><br/>4. <i>Professional attitude</i></p> | <p><i>Second quarter 2019</i></p> | <p><i>TS</i></p>              | <ul style="list-style-type: none"> <li>• <i>Design and perform an open session for the Innovation Unit of the institute</i></li> <li>• <i>Explain the strategic plan to the researchers in specially designed sessions</i></li> </ul> |

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| sessions will be held. |  |  |  |  |
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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.

(free text, 1000 words maximum)

To address the OTM-R principles the IGTP will focus on updating the recruiting procedure to include the principles central to the charter and code and in line with the “Research Career Plan” and “Evaluations Procedures”. These new approaches will put the OTM-R policy at the centre of human resource management. This will be done by:

- providing clear and transparent information on the whole selection process
- posting a clear and concise job advertisement with international links in English to detailed information
- ensuring that the levels of qualifications and competencies required are in line with the needs of the position
- considering the inclusion of explicit pro-active elements for under-represented groups
- keeping the administrative burden for the candidate to a minimum
- reviewing the institutional policy on languages where appropriate

The second group of actions to be implemented will be those related to training and dissemination of the OTM-R principles to the staff implicated in the recruiting process, including researchers and administrative staff. In the case that further training is demanded, seminars will be addressed to PIs and other members of the selection committees. The need to promote specific training in recruiting, especially for interviews, will be evaluated. The “IGTP Code of Conduct for the Recruiting of Researchers” will set clear and explicit rules and procedures for the recruitment of staff to all researcher positions. We will also take into consideration the European Framework for Research Careers to identify the career profiles for researchers (R1, R2, R3 and R4).

A special OTM-R seminar will be organised for all the Human Resources staff, the directors of the research institutes, and all the IGTP staff interested in this process.

The quality control system for the IGTP OTM-R policy will carry out internal checks on the whole recruitment process; this will be administered by the HR department or designated staff, and will also have a periodical, external review by an independent observer (a national expert in HRS4R). To monitor and assess the extent to which the OTM-R system is being implemented, the IGTP will also adopt standards and reporting templates for internal reporting of all phases of the recruitment

process.

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:

The IGTP does not have a recruitment strategy to implement the principles of Open, Transparent and Merit-Based Recruitment, therefore no web link is available.

#### 4. IMPLEMENTATION

General overview of the expected implementation process:

(free text, 1000 words maximum)

The design of this plan has enabled the development of a model of governance, coordination mechanisms and monitoring tools that will accelerate the adoption of new policies and practices in human resource management in research that will align the IGTP with European references.

For the above reasons, and regardless of the duration of the evaluation process to obtain the seal, the implementation of the plan will begin in the Q1 2019.

The implementation process will be performed through four different levels of responsibility.

A.1) Steering Committee (SC), chaired by the Director of the IGTP, will be the highest authority and will oversee the implementation process on a regular basis: It will be composed of the members of the Steering Committee that monitored the Gap Analysis and Action Plan for this proposal. It will coordinate the implementation and the follow-up of the HRS4R-derived measures. It will also communicate the advances to the Board of Trustees.

A.2) An Implementation Working Group (IWG), will be composed of the members of the Working Group and will invite other research and administrative staff to create specific working teams. It will coordinate the deployment of the HRS4R Action Plan and will also control quality and follow up on indicators. An IGW director will be appointed.

A.3) Working Teams (WT), will be organised for the main topics: "Researcher Career Plan", "Recruitment Procedures", "Training", "Policies", etc. Each team will be made up of 3-5 people (from the working group) comprising of: i) the person in charge of the group, ii) representatives of the different specific areas and services responsible for human resources, iii) R1 to R4 researchers, etc. These different backgrounds will stimulate a productive debate with multiple perspectives of the same problem, to work on each of the deliverables and their corresponding road maps.

A.4) The technical secretariat, will be integrated by the HR department (TS), reporting to the Steering Committee will give support to the WT for the preparation of deliverables and to the SC to

follow up on indicators. It will also be responsible for a dynamic workflow articulated during the course of the plan: a cloud tool of information access, regular meetings, *ad hoc* subcommittees with key people for specific matters depending on the evolution of the process, quality control and international benchmark.

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  |
|---|---|
| How will the implementation committee and/or steering group regularly oversee progress?   | <p>free text 500 words maximum</p> <p>The Steering Committee will coordinate the implementation and the follow-up of the HRS4R-derived measures and will also communicate the advances to the Board of Trustees.</p> <p>To regularly oversee the progress the IWG Director will be invited to participate quarterly in the IGTP Executive Committee (all members of the SC) to inform about the implementations details.</p>  |
| How do you intend to involve the research community, your main stakeholders, in the implementation process?   | <p>free text 500 words maximum</p> <p>The research community (R1-R4) will be part of the SC, IWG and WT. They will be involved in the implementation stages.</p>  |
| 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. | <p>free text 500 words maximum</p> <p>The strategic framework for the implementation of the HR Action Plan will be added to the IGTP's Strategic Plan.</p> <p>Additionally, there is a strong commitment to quality seals accreditations such as HRA, CERCA Centres (<a href="http://cerca.cat/en/cerca-centres/">http://cerca.cat/en/cerca-centres/</a>), Instituto de Investigación Carlos III (<a href="http://www.eng.isciii.es/ISCIII/es/contenidos/fd-investigacion/fd-institutos-investigacion-sanitaria/introduccion.shtml">http://www.eng.isciii.es/ISCIII/es/contenidos/fd-investigacion/fd-institutos-investigacion-sanitaria/introduccion.shtml</a>), etc.</p> <p>The Institution recognises that one of the key success factors is the recruitment of talent, and the Institution has not had a system for managing human resources that would allow it to face future</p> |

|  |   |
|--|---|
|  | challenges.   |
| How will you ensure that the proposed actions are implemented?             | <p>free text 500 words maximum</p> <p>The previously detailed indicators will be included in the IGTP's scorecard and will be verified every two months to provide evidence of alignment with the HRS4R with organisational policies.</p> <p>Quarterly meetings will be held between the IWG Director and the Executive Committee.</p>  |
| How will you monitor progress (timeline)?                                  | <p>free text 500 words maximum</p> <p>Monitoring and assessment will be crucial. The IGTP will prepare for the internal and external assessment:</p> <p>The monitoring and the follow-up of the plan will be continuous and is of the main functions of the Technical Secretariat. In addition, the following specific mechanisms will be provided:</p> <ol style="list-style-type: none"> <li>1. Creating a scorecard based on the indicators proposed in the plan.</li> <li>2. Reporting to the Board of Trustees on a yearly basis.</li> <li>3. Reporting to the Executive Committee of IGTP on a quarterly basis.</li> <li>4. Holding monthly meetings with the IGW.</li> </ol> |
| How will you measure progress (indicators) in view of the next assessment? | <p>free text 500 words maximum</p> <p>The internal evaluation will be performed by the IWG, by i) the revision of the advance of the Project after the commitments included in the Action Plan ii) the revision of the indicator progress reports, iii) the reports of activities and iv) the fulfilment of road maps for each action. With this data, a progress report will be elaborated 12 months after the activity has been initiated and reported to the SC. A final report will be elaborated after 24 months, as has been defined in the new procedure. For this final report, templates available in EURAXESS will be used.</p>   |

Additional remarks/comments about the proposed implementation process:

Two of the C&C principles, 25. Stability and permanence of employment, 35. Participation in decision-making bodies were not easily implemented currently, due to budgetary restrictions (25), and to the present rules written into the statutes of the institution (35).

If the current circumstances change, these two principles will be also implemented.