



IRBLleida Internal Review for the HRS4R Interim Assessment

November 2021

1. 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 email: emoscatel@irblleida.org

Web-link to published version of organisation's HR Strategy and Action Plan: <https://www.irblleida.org/en/about-us/hr-excellence-in-research/>

Web-link to organisational recruitment policy (OTM-R principles): https://www.irblleida.org/media/upload/arxiu/ABOUT_US/HREXCELLENCE/PNT-005_personnel_recruitment.pdf

STAFF & STUDENTS	FTE (full time employes)	Affiliated researchers
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	91,1	364
Of whom are international (i.e. foreign nationality)	5	29
Of whom are externally funded (i.e. for whom the organisation is host organisation)	45,9	364
Of whom are women	70,9	200
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	13	138
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	3	38
Of whom are stage R1 = in most organisations corresponding with doctoral level	23,2	175
Total number of students (if relevant)		
Total number of staff (including management, administrative, teaching and research staff)	52,8	13

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	6.613.381,90 €
Annual organisational direct government funding (designated for research)	1.972.320,75 €
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	1.814.738,70 €
Annual funding from private, non-government sources, designated for research	2.826,332,45 €

ORGANISATIONAL PROFILE

The Biomedical Research Institute of Lleida, IRBLleida, is the health research institute that brings together all the biomedical research carried out in the province of Lleida, both by the Lleida University (UdL) and by the public 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 with a focus on the impact of diet on health.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE

Ethical and professional aspects

Strengths

In line with the commitments made in the initial Action Plan, IRBLleida has made significant progress in the area of Ethical and Professional aspects. The established action was to review the Health Board's Guide to Good Practices in Health Sciences Research and to elaborate the IRBLleida's Code of Ethics and Good Scientific Practices, as well as to define actions for its implementation. As a continuation of the 2017-2019 Action Plan, adherence to the ICS Guide to Good Practice in Health Sciences Research was proposed.

These actions have been completed. In October 2020 we adhered to the ICS Code of Good Practice in Health Sciences Research and in December 2020 the IRBLleida Board of Trustees approved the IRBLleida Code of Ethics and Conduct.

IRBLleida is part of the regional research centres network CERCA, which allows us to share resources and to solve operational matters in a unified way. In this regard, in November 2018, I-CERCA promoted the approval of a Code of Ethics that affects all members of the network, and IRBLleida adopted it as a member of CERCA through the approval of the IRBLleida Board of Trustees in January 2019.

It should be noted that the institution is part of the COSCE agreement for Good Practices and transparency in the use of experimental animals (<https://cosce.org/entidades-adheridas/>).

All documents are published in the transparency section of our website <https://www.irblleida.org/en/about-us/transparency/> and disseminated by email on a regular basis. They are also included in the welcome pack for new employees.

The ethical dimension in research is a very important aspect that must be taken into account in all phases of the research project. That is why the IRBLleida submits the projects

that the researchers want to carry out to the analysis of different committees and experts, among them:

- ✓ Ethic Committee for Research with medicinal products
- ✓ Ethics Committee on Animal Experimentation
- ✓ Internal and External Scientific Committees
- ✓ Clinical Trials Unit - SCT Farma
- ✓ Innovation Unit of IRBLleida Results and Transfer Office (OTRI) of the University of Lleida (UdL)
- ✓ Technical Management Office of IRBLleida supporting administrative and management aspects
- ✓ Data protection officer
- ✓ Internal Commission of scientific evaluation

The specific aspects of research supervised by the different committees cover all scientific areas, both in national and international calls, as well as all types of projects, both public and private funding and analyse, among others, the following topics:

- ✓ Human and animal research.
- ✓ Protection of personal data.
- ✓ Scientific publications.
- ✓ The use of pre-existing intellectual property rights.
- ✓ Intellectual property rights generated during the research activity.
- ✓ Exploitation of the generated results.

Weaknesses

During the development the new Action Plan, some of the detected weaknesses were as follow:

- ✓ There is a lack of awareness among employees about ethical aspects and professional responsibility. There is also a lack of awareness of the administrative requirements prior to initiating a research project. In addition, limited knowledge is perceived among researchers about the contractual and legal support available in the institution.
- ✓ There is a shortfall of activities to inform and train researchers, including new staff, about intellectual property rights and the commitment to respect them.
- ✓ Limited institutional support is perceived to promote the dissemination of research activities to society. There is a lack of budget for outreach activities and a lack of awareness of IRBLleida's activities in the surrounding area.
- ✓ Currently, there is no standard procedure or institutional mechanism for conducting evaluation of research activities.

Remarks

In the original gap analysis, IRBLleida detected 5 principles that required actions. The personnel responsible for the analysis and revision of the main GAP in the institution and elaboration of the new Action Plan analysed the results of the questionnaire and evaluated each item to elaborate the new internal GAP analysis. The result of this analysis showed that 5 principles in this area required action, of which 4 coincided with those detected in the previous GAP analysis (principles 2, 4, 5 and 9). The new principle prioritized is principle 9. Public engagement. Principle 10. Non-discrimination, which stems from the previous Plan, is maintained in the new action plan.

Regarding the identified weaknesses, related to the above principles, IRBLleida seeks to raise awareness by organizing various training sessions for employees and researchers. During 2019, the management office staff, as well as the scientific and technical services provided 23 seminars on legal and contractual requirements, intellectual property rights, management of clinical trials or processing of purchases, among others. This training cycle was interrupted in 2020 due to the pandemic, but will be continued during the fourth quarter of 2021.

In order to inform the researchers on administrative requirements before starting a research project, the administrative staff responsible for project management holds an individual meeting with an investigator to discuss all the administrative requirements that the project will entail.

Another important step is the translation of all information and internal regulations into English, so that foreign employees may be acquainted with them.

Regarding the dissemination of research activities to the society, many different actions have been carried out to increase the visibility of IRBLleida through the external communication strategy. We have appointed a person responsible for communication who has led the development of an internal and external communication plan. The IRBLleida takes part, since June 2019 (update January 2021), of the Network of Scientific Culture and Innovation Units (UCC + i) as an accredited member. The Units of Scientific Culture and Innovation (UCC+i) of the Spanish Foundation for Science and Technology (FECYT) act as intermediaries between the institutions that host them and citizens, with the main objective of promoting scientific, technological culture and innovation, through activities of different types: scientific communication, dissemination, training, etc.

A remarkable point to note is the integration of the HR Strategy in the overall IRBLleida 2021-2025 Strategic Plan as a strategic objective in itself. In addition, it should be noted that all the objectives established in the Strategic Plan of IRBLleida 2021-2025 are directly or indirectly related to the Human Resources Action Plan.

Recruitment and selection



Strengths

In December 2020, the Board of Trustees approved the revision of the recruitment and selection policy, which implements the principles of Open, Transparent and Merit-Based Recruitment (OTMR). It sets the principles to guarantee equal access to the workplace. These principles apply to the recruitment and hiring of all staff at the centre, regardless of their professional category, including research, technical and management and services staff.

The selection of staff is carried out at IRBLleida through a competitive process with clear rules for access and admission of candidates. Calls for applications, and their associated rules, are published on the IRBLleida website (<http://www.irblleida.org/ca/ofertes-de-feina/>) and in the case of research profiles, on the Euraxess job offers page (<https://euraxess.ec.europa.eu/jobs>). Resolution of job offers are also published on the website, and a dismissal letter is sent to candidates not selected. The selection committee, composed of a minimum of three members with different level of experience and skills, and balanced between men and women to help ensure that the results include a gender perspective, will evaluate the candidates according to specific criteria previously published.

Salary ranges for each professional category available in the transparency section on the website and functions of all research categories are clearly defined according to Euraxess Research profiles.

Weaknesses

During the development of the new action plan, some detected weaknesses were as follow:

- ✓ Currently there is no defined standard and unified criteria for the prioritization, evaluation and selection of candidates according to the position category of the job offer.
- ✓ The recruitment of researchers usually is conducted under the criteria of each principal investigator.
- ✓ Selection Committee should be adequately trained for the evaluation of merits.
- ✓ Currently, there is no a standard procedure to inform candidates about the internal recruitment process, the selection criteria and the results.
- ✓ Currently there is no defined standard and unified criteria for the prioritization, evaluation and selection of candidates to fully ensure the judging merit of the candidates based in the Code of Conduct for the Recruitment of Research.
- ✓ Currently there is no defined standard and unified criteria for the prioritization, evaluation and selection to fully ensure the recognition of the seniority as a valued merit.

Remarks

The evaluation of the recruitment and selection area led to the design of three actions that aim to respond to 5 principles of this thematic block. The previous Action Plan only took into account principles 12 and 13, while the new Plan includes principles 14, 15, 16 and 20 and takes measures to comply with sections 1, 2, 3, 5, 6, 7, 8, 10, 13, 16, 17, 18, 19, 21 and 23 of the OTM-R Checklist.

The selection and recruitment policy are now published in three languages (Catalan, Spanish and English) on our website, so that all candidates are informed and aware of the recruitment procedure. In the same way, all candidates are informed of the outcome of the selection process. In addition, the selection criteria and their scoring are included in all job offers, which are also published in three languages.

We are currently reviewing the Gender Equality Plan and this process includes the evaluation of jobs based on gender equality criteria. The video entitled "[Recruitment Bias in Research Institutes](#)", created by CERCA, is disseminated and its viewing is mandatory for the members of the Selection Committee before beginning the interview process. We have offered several training activities to managers, GLs and PIs related to implicit bias.

We have developed a welcome guide to facilitate the incorporation at IRBLleida, which offers a general overview of the institution, its scientific and technical services and its facilities.

Finally, it should be noted that the IRBLleida Strategic Plan for the period 2021-2025 includes several actions in line with the principles of the Charter and Code and with the European OTM-R policy. Among them, and directly related to the recruitment and selection policy, is Action 2.2.1 of the Strategic Plan which includes the following activities:

- ✓ Define, within the IRBLleida Recruitment and Selection Policy, standard and unified criteria for the prioritization, evaluation and selection of candidates based on their merits, in line with the European OTM-R policy that ensures generational replacement and talent recruitment.
- ✓ Include a balanced representation of profiles, competencies and gender equality in selection committees.
- ✓ Provide specific training to selection committees on transparent and merit-based selection policies.
- ✓ Establish monitoring of IRBLleida's Recruitment and Selection Policy through annual measurement and analysis of the specific indicators defined in this action.
- ✓ Consolidate the full use of services provided by the EURAXESS platform to increase the visibility of job offers.
- ✓ Consolidate the development of IRBLleida's Equal Opportunities Policy.
- ✓ To favour, according to the available resources, the recruitment and retention of predoctoral trainee researchers, postdoctoral and technical profiles, considering them as profiles of value for the institution to ensure generational replacement.

These actions are designed to solve the weaknesses mentioned above.

Working conditions

Strengths

During the development of the new Action Plan, many strengths related to working conditions were identified. All of them are detailed in the Action Plan. With regard to working space, the facilities and Scientific Platforms and services are worth mentioning. Other important aspects are the Training Plan, which includes meetings and internal seminars promoting the collaboration between researchers or the existence of a [salary table](#), available in the transparency section of our web page, which defines the professional profiles, categories and salaries.

Weaknesses

During the development of the new Action Plan, some of the detected weaknesses were as follow:

- ✓ Definition of a specific career development strategy for the recognition and promotion of researchers at all stages of their career is currently under development.
- ✓ There is not a complete gender balance in decision-making bodies, responsible positions and leadership.
- ✓ A specific career development strategy for the recognition and promotion of researchers at all stages of their career has not been defined.
- ✓ The activities offered by IRBLleida to promote the career development of researchers

are depended on the availability of funds in the institution.

- ✓ IRBLleida has not defined a standard procedure or coordinated plan to establish the figure of senior profiles as mentors to provide advice and guidance for researchers in all professional categories.
- ✓ There are no specific training activities for mentors and mentees.
- ✓ The promotion of activities to inform and train researchers on intellectual property rights for a proper exploitation and transfer of results are limited.
- ✓ IRBLleida has not formalized a procedure on Intellectual Property Rights, technology transfer and exploitation of results.
- ✓ The promotion of activities to inform and train researchers on intellectual property rights and co-authorship importance is limited.
- ✓ A specific career development strategy for researchers, including co-authorship as a valuable merit, has not been defined.
- ✓ Training opportunities for researchers depend on the availability of economic resources in the institution.
- ✓ It is not perceived a fully recognition of teaching in the professional career.
- ✓ An impartial and standard procedure to handle the complains and appeals from researchers have not been defined.

Remarks

This thematic block, together with Ethical and Professional aspects, is the one in which most actions have been developed. Eight principles have been detected as requiring attention, from which 6 actions have been derived. The previous Action Plan only contemplated the development of an action related to the career development, while the revised Plan is much more ambitious.

One of the remarkable aspects in this field, are the agreements reached in collaboration with the Workers' Committee that improve the working conditions established in the national legislation.

The first of these, signed in March 2019, provides for the following improvements:

- ✓ The standard hours of work for employees are 37.5 hours a week, instead of the established 40 hours a week.
- ✓ Holidays that coincide with the weekend are moved to the following Monday.
- ✓ A special 6-hour work schedule is established on certain days. Specifically, Holy Thursday, April 23 (Sant Jordi's Day), December 24, December 31 and January 5.
- ✓ Vacations of the current year can be taken until January 31 of the following year.
- ✓ The commitment to apply the salary increases established by the Budget Law, provided that the audited accounting balance is zero or positive.

The second agreement, signed in July 2020, establishes:

- ✓ Paid leave to go to the doctor for personal health reasons.
- ✓ Paid leave to accompany to the doctor a first-degree relative under 18 years of age, over 70 years of age or disabled.

All these measures are agreed with the aim of promoting family conciliation. Flexible working hours are also taken into account, so that each employee can develop his or her working day at the time that suits him or her the most.

Another aspect to be highlighted is the importance of professional development in the IRBLleida Strategic Plan. The Plan establishes an action aimed at promoting the research career, education, training and promotion of professionals.

Regarding the institute's quality policy, the members of the Quality Commission have been renewed and a working group has been created that meets every 15/30 days to work on the definition of the new Quality Plan. Among the activities to be highlighted are the development of satisfaction surveys to different groups and the numerous dissemination activities to publicize the channels available to make complaints or proposals for improvement.

Training and development



Strengths

IRBLleida's Training Plan compiles all training activities for continuing professional development based on detected needs from researchers. The Training Commission of IRBLleida coordinates the planification of these activities.

Trainee researchers are supervised and mentored by group leaders and principal investigators. Scientific seminars provide a continuous relation between researchers and supervisors.

Weaknesses

During the development of the new Action Plan, some of the weaknesses detected were as follow:

- ✓ The access to research training and continuous professional development of researchers sometimes depends on initiatives from group leaders and on the availability of funds in the group.
- ✓ It is perceived that the Training Plan is limited in continuing training activities for researchers.

Remarks

The previous Action Plan only foresaw one action corresponding to this thematic block, aimed at providing training and talks on complementary skills: technology transfer, EU project management and intellectual property, communication, etc. This objective is maintained in action number 2 of the current Plan, and is extended with Action number 11, dedicated to promoting the access to research training and continuous development among researchers.

During the pandemic, there has been a continued willingness to promote new training activities, which have been carried out online. We consider that this is an action that should be established as a continuous practice over the years.

The IRBLleida has a Training Plan in which the training objectives are set out, adapted to the needs of its professionals and related to the Institute's strategic goals.

The training activities of the IRBLleida are coordinated by the Training Commission, whose main functions are:

- Gathering suggestions from researchers and proposing actions to the Direction Committee
- To elaborate the annual training plan
- To follow up the deployment of the Training Plan
- Recording and analysing attendance records and quality control surveys, as well as preparation of an annual report.

For the evaluation of the Training Plan, the IRBLleida has a set of quality indicators that measure and evaluate the continuous training activities.

Have any of the circumstances in which your organization operates, changed and as such have had an impact on your HR strategy?

Catalonia united its 7 public research institutes linked to the Catalan Health Institute (ICS) under IRISCAT in 2019. IRBLleida signed the membership agreement in 2021. IRISCAT is currently made up of more than 20 centres. This network will allow better collaboration and cooperation between these institutions.

In recent years there have been many changes in the management of the Institute. On 4 February 2016, Dra Elvira Fernández took over the scientific direction of the institute until 28 February 2019. After almost a year without a new director, the current scientific director, Dr. Diego Arango, joined the institute on 7 January 2021. In this same period there have been three different people occupying the position of manager. From 1 March 2016 to 4 May 2018, Mr. Joaquim Escobar held this position, from 21 May 2018 to 19 July 2020, Ms. Reyes Grases, and finally, Mr. Joan Vives has held this position since 4 January 2021. This has implied changes in the organization, which had an impact in the HR policy. The new scientific and management leadership of the Institute is committed to continuing the development of the organization as a centre of scientific excellence. Active intramural calls for human resources funding have been promoted. Specifically, these calls consist of the awarding of 11 one-year grants to incorporate talented professionals who want to start out in research.

Likewise, the IRBLleida Strategic Plan 2021-2025 includes the development of a HR plan within the framework of the European HRS4R strategy, the attraction of talent and the stabilization of research personnel, and the promotion of actions aimed at eliminating of direct or indirect inequalities of any kind, but especially gender inequalities.

As noted in the previous point, there have been many changes in the leadership and management of the institute. The current management team is fully committed to the human resources strategy and is actively involved in both proposing and implementing actions. As a result, the HR strategy is taken into account in strategic decision making.

Are there any strategic decisions under way that may influence the action plan?

The Human Resources Action Plan is aligned with the Strategic Plan for the period 2021-2025, therefore, strategic decisions will only have a positive influence. For the development of the Strategic Plan, internal workshops have been organized with researchers in order to learn about important aspects associated with the research activity, as well as to learn about their strategic vision regarding the challenges and opportunities of the institute's future model.

3. ACTIONS

<i>Proposed ACTIONS</i>	<i>GAP Principle(s)</i>	<i>Timing (at least by year's quarter/semester)</i>	<i>Responsible Unit</i>	<i>Indicator(s)/Target(s)</i>	<i>Current status</i>	<i>Remarks</i>
Free text -100 words max	Retrieved from the GAP Analysis			D (Deliverable) I (Indicator)		The indicators shown correspond to the year 2020
Action 1. Revise the new ICS Health Science Good Practice Guide and elaborate the IRBLleida Code of Ethics and Good Scientific Practices.	02. Ethical principles	Continuation of Action Plan 2017- 2019. Q1 2018	Quality Committee	D 1.1: Adherence of IRBLleida to the Code of Ethics and Good Scientific Practices of the Catalan Health Institute	D 1.1 Completed View it at: https://www.irbllleida.org/media/upload/arxiu/ABOUST_US/GBP_recerca.pdf	
Action 2. Raise awareness among students/researchers about national & institutional regulations governing, ethical and professional aspects, good research practices and working conditions: - Provide training activities and talks in complementary skills: tech transfer, EU project and IP management, communication, etc. - Organize frequent training activities about ethical principles,	02. Ethical principles 05. Contractual and legal obligations 31. Intellectual Property Rights 32. Co-authorship	Continuation of Action Plan 2017- 2019 and new activities for Action Pan 2020-2024 From Q1 2020 to Q4 2024	Human Resources Unit Innovation Unit Training Committee	D. 2.1: Distribution of institutional ethical and regulatory documents through the Welcome Pack. D. 2.2: Dissemination of ethical and regulatory aspects by internal channels (compilation on the IRBLleida intranet, email, website,...)	D 2.1: Completed Documents are sent to all new hires and are available on the intranet and on the website. D 2.2: Completed The communication manager has scheduled the quarterly dissemination of these documents and are available on the intranet, if	

<p>professional responsibility and contractual and legal aspects for IRBLleida staff.</p> <ul style="list-style-type: none"> - Disseminate all relevant ethical information, regulatory aspects, co-authorship importance, data protection and intellectual property among researchers, through internal communication newsletter, emails and IRBLleida website. - Standardize frequent contacts from the Innovation Unit to researchers at the start of a research project. 				<p>I. 2.1: Number of training activities organized about contractual and legal obligations and other ethical and professional aspects, including IP management</p>	<p>they are of interest only to employees, or on the website, if they are of general interest. View them at: https://www.irbilleida.org/en/about-us/transparency/</p> <p>I 2.1 – 2 Training activities about legal obligations (Cibersecurity)</p>	<p>In 2020 we already conducted two editions of the Cybersecurity course and in 2021 as well. It will be offered on an annual basis.</p>
<p>Action 3. Continue promoting the HR strategy into the new IRBLleida Strategic Plan</p> <ul style="list-style-type: none"> - Integrate the HR Strategy in the overall IRBLleida 2021-2025 Strategic Plan - Organize internal meetings to present strategic goals to IRBLleida staff - Provide specific training activities focus on funding mechanism and administrative requirements before starting a research project 	<p>04. Professional attitude</p>	<p>Continuation of Action Plan 2017- 2019 and new activities for Action Pan 2020-2024</p> <p>From Q1 2020 to Q4 2024</p>	<p>Scientific and Management Direction</p>	<p>D. 3.1: Incorporation of HR strategy activities in the new IRBLleida Strategic Plan 2021-2025</p> <p>D. 3.2 Organization of an annual internal meeting with the staff to present the Institute's activity report</p> <p>I. 3.1: Number of training activities organized about funding mechanism and administrative requirements</p>	<p>D. 3.1: Completed</p> <p>D. 3.2: Completed</p> <p>I. 3.1: 1- In 2020, 4 sessions of the course "Training to write succesful European proposals (GO-HERO)" were held between 15 and 18 September. In 2021, Dr.</p>	<p>Ms. Reyes Grases 18/12/2019 Dr. Diego Arango 12/02/2021 Dr. Diego Arango 02/12/2021</p>

					<p>Serafi Cambray gave two seminars, one on CV management in iFundanet and the other on project management.</p> <p>Personalized individual training for researchers prior to the start of each project</p>	
<p>Action 4. Increase the visibility of IRBLleida activities through the external communication strategy:</p> <ul style="list-style-type: none"> - Appoint a Scientific Culture Unit focused on promoting scientific, technological and innovation culture - Develop dissemination initiatives based on Responsible Research and Innovation (RRI) - Develop a Corporate Social Responsibility Policy aimed at 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.) 	9. Public engagement	<p>New action, Action Pan 2020-2024</p> <p>From Q1 2020 to Q4 2024</p>	<p>Scientific and Management Direction</p> <p>Communication Unit</p>	<p>D. 4.1: Appointment of the Scientific Culture Unit</p> <p>D. 4.2: Development of the Corporate Social Responsibility Policy</p> <p>I. 4.1: Number of dissemination activities carried out by the Scientific Culture Unit based on Responsible Research and Innovation</p>	<p>D.4.1: Completed View it at: https://www.irbllleida.org/en/about-us/ucc-i/</p> <p>D.4.2: Completed View it at: https://www.irbllleida.org/media/upload/arxiu/TRANSPARENCIA/LlibreRSC2020IRBLleida.pdf</p> <p>I.4.1: 69 25- Friday seminars 14 External seminars 11- IRISCAT seminars 7- Instagram lives 1- JESUS MONTOLIU Day 1- SOM RECERCA Day 1- Research night 1- IES Torrevicens visit 7- CREBA trainings</p>	

					1- Scientific divulgation course	
<p>Action 5. Define and promote an equal opportunities policy, jointly addressing the elimination of any form of discrimination or inequality</p> <ul style="list-style-type: none"> - Develop the IRBLleida equal opportunities and diversity management Plan - Define a Protocol of prevention and action against discriminatory, moral or sexual harassment - Organize conferences on gender equality for the promotion of women in science 	<p>10. Non discrimination 27. Gender balance OTMR check list principles 8</p>	<p>Continuation of Action Plan 2017- 2019 and new activities for Action Pan 2020-2024</p> <p>From Q4 2020 to Q4 2024</p>	<p>Human Resources Unit</p> <p>Equality Commission</p>	<p>D. 5.1: Redefinition of the IRBLleida Equality Commission</p> <p>D. 5.2: Revision of the IRBLleida’s equal opportunities and diversity management Plan</p>	<p>D.5.1: Completed View it at: https://www.irbilleida.org/en/about-us/comitees-and-boards/</p> <p>D.5.2: In preparation. Although IRBLleida already has an Equality Plan, we have to revise it to adapt it to RD 901 and 902/2020. The Equality Commission has held 4 meetings during 2020. On November 9, 2020, the Negotiating Committee was formed, consisting of 3 legal representatives of the workers and 3 members of the Equality Committee. We are in the phase of elaborating the diagnosis that will serve as a basis for devising the actions of the Equality Plan. View it at: https://www.irbilleida.org/media/upload/arxiu/TRANSPARENCIA/Equality_Plan/P_la_Igualtat%20IRBLleida-</p>	

				<p>D. 5.3: Definition of the Protocol of prevention and action against discriminatory, moral or sexual harassment</p>	<p>1.pdf</p> <p>D.5.3: Completed. IRBLleida has a Sexual Harassment Protocol, which will be reviewed once the Equality Plan has been approved to see if it is in line with it. View it at: https://www.irbllleida.org/media/upload/arxiu/TRANSPARENCIA/Equality_Plan/PROTOCOLO_ACOSO_IRB-1.pdf The current protocol has been translated to English. New protocol to be launched on the 25N-2021 (LGTBIQ)</p>	
				<p>I. 5.1: Number of meetings held by the IRBLleida Equality Commission</p>	<p>I.5.1: 4</p>	
				<p>I. 5.2: Number of dissemination activities organized on gender equality, non-discrimination and equal opportunities</p>	<p>I.5.2: 6</p>	
				<p>I. 5.3: Training courses/activities taken by</p>	<p>I.5.3: 7</p>	

				Commission members		
<p>Action 6. Implement a standard procedure to carry out periodic assessment of the research activities</p> <ul style="list-style-type: none"> - Define unified criteria for the internal classification and evaluation of research groups, including scientific results, seniority, teaching, mobility, public engagement, among others. - Develop the IRBLeida initiatives to support IRBLeida research groups Plan with particular attention to emerging groups 	<p>11. Evaluation/ appraisal systems 16. Judging merit (Code) 20. Seniority 22. Recognition of the profession 28. Career development 30. Access to career advice 33. Teaching</p>	<p>Continuation of Action Plan 2017- 2019 and new activities for Action Pan 2020-2024</p> <p>From Q1 2021 to Q4 2024</p>	<p>Scientific and Management Direction</p>	<p>D.6.1.: Definition of internal criteria for the evaluation of research groups</p> <p>D. 6.2: Development of support initiatives for emerging groups</p>	<p>D.6.1: Completed</p> <p>D.6.2: In progress</p>	
<p>Action 7. Develop a Policy on Recruitment and Selection of IRBLeida personnel according to Open, Transparent and Merit-based recruitment (OTMR) principles.</p> <ul style="list-style-type: none"> - Develop the Recruitment and Selection (OTM-R) policy of IRBLeida personnel. - Define standard and unified criteria for the judging merit prioritization, evaluation and selection of candidates. - Publish an English version of the OTM-R policy in the website - Include a balanced representation of profiles, competences and gender equality in selection committees 	<p>13. Recruitment (Code) 14. Selection 15. Transparency 16. Judging merit 20. Seniority 27. Gender balance OTM-R check list principles: 1, 2, 3, 5, 6, 7, 8, 10, 16, 17, 18, 19, 21, 23</p>	<p>Continuation of Action Plan 2017- 2019 and new activities for Action Pan 2020-2024</p> <p>From Q1 2020 to Q4 2024</p>	<p>Scientific and Management Direction</p> <p>Human Resources Unit</p>	<p>D. 7.1: Definition of the Recruitment and Selection Policy of IRBLeIDA</p> <p>D. 7.2: Publication of the Recruitment and Selection Policy and immigration guidelines online (in English)</p> <p>D. 7.3: Revision of the personnel selection and recruitment process including unified criteria for the judging merit of candidates and the internal</p>	<p>D.7.1: Completed</p> <p>D.7.2: Completed</p> <p>D. 7.3: Completed</p>	<p>View it at: https://www.irbleida.org/media/upload/arxiu/ABOUT_US/HREXCELLENCE/PNT-005_personnel_recruitment.pdf</p>

<ul style="list-style-type: none"> - Provide specific training to selection committees in transparent and merit-based selection policies. - Implement and disseminate immigration guidelines, publishing a version of the guidelines online in English. - Monitor the Recruitment and Selection Policy of IRBLleida through the annual measurement and analysis of the specific indicators defined in this action - Improve the adequate feedback to interviewees about the internal recruitment process, the selection criteria and the results. 				<p>rules for the assignment of the Selection Committee</p> <p>I. 7.1: Number of dissemination or training activities carried out about the Recruitment and Selection Policy and OTM-R principles</p> <p>I. 7.2: Number of selection processes carried out</p> <p>I. 7.3: Number of candidates presented</p> <p>I. 7.4: Percentage of interviewees contacted by letter, email or phone</p>	<p>I.7.1: 1 Whenever a researcher or group leader wants to start the procedures to hire a person, a meeting is held to explain how the selection process works and to help them with the procedures. We encourage all members of the Selection Committee to watch the video "Recruitment Bias in Research Institutes" produced by CERCA.</p> <p>I.7.2: 40</p> <p>I.7.3: 338</p> <p>I.7.4: 100%</p>	
<p>Action 8. To develop the IRBLleida's researcher's career development Plan</p> <ul style="list-style-type: none"> - Provide and promote a career 	<p>22. Recognition of the profession</p> <p>28. Career development</p>	<p>Continuation of Action Plan 2017- 2019 and new activities</p>	<p>Scientific and Management Direction</p>	<p>D. 8.1: Definition of the Professional Career Development Strategy</p>	<p>D. 8.1: In progress</p>	

<p>development strategy for researchers at all stages of their career</p> <ul style="list-style-type: none"> - Improve initiatives for researchers' mobility as a valuable contribution to the professional development. - Improve other activities offered by IRBLleida to promote the career development of researchers: continued training programs (related with action 11) and the stability and permanence promotion of researchers (depending on the availability of funds). - Disseminate through the internal communication channels the career development strategy and guidelines among all researchers 		<p>for Action Pan 2020-2024</p> <p>Q3 2020 Q4 2024</p>	<p>Human Resources Unit</p>	<p>I. 8.1: Number of stays in collaborating centres</p> <p>I. 8.2: Number of researchers intensified or with a co-financed support</p>	<p>I.8.1: 3</p> <p>I.8.2: 0</p>	
<p>Action 9. Implement a mentoring strategy through a specific senior profile figure that provides support, advice and guidance for researchers in all career stages</p> <ul style="list-style-type: none"> - Define a standard procedure for establishing of senior profile figures as mentors - Assign mentors by a specific procedure to provide career advice to researchers. 	<p>28. Career development</p> <p>30. Access to career advice</p>	<p>New action, Action Pan 2020-2024</p> <p>Q2 2020 Q4 2024</p>	<p>Scientific and Management Direction</p>	<p>D. 9.1: Definition of general rules to establish the figure of senior profiles as mentors</p> <p>I. 9.1: Mentors appointed</p>	<p>D.9.1: In progress</p> <p>I.9.1: 0</p>	<p>Until the mentoring strategy is defined, group leaders assume the role of mentors.</p> <p>We have also developed an IRBLleida's tenure track researcher accompaniment programme consisting of mentoring and accompaniment activities to prepare external evaluations of tenure track researchers.</p>
<p>Action 10. Implement a standard procedure to handle complains and</p>	<p>34. Complains/appeals</p>	<p>New action, Action Pan</p>	<p>Scientific and</p>	<p>D. 10.1: Dissemination among researcher the</p>	<p>D. 10.1: Completed</p>	<p>D. 10.1: View it at: https://www.irbllleida.org/c</p>

<p>appeals from researchers</p> <ul style="list-style-type: none"> - Disseminate the complains and appeals procedure among researchers through the internal communication newsletter, email and IRBLleida website - Promote the use of a mailbox to identify and monitor possible complaints of researchers - Promote the participation in the annual satisfaction survey to compile the needs and concerns from researchers. 	<p>OTMR check list principle 22</p>	<p>2020-2024 Q1 2020 Q4 2024</p>	<p>Managem ent Direction Quality Committee</p>	<p>available channels to compile complaints and appeals</p> <p>D. 10.2 Organization of an annual satisfaction survey</p> <p>I. 10.1: Number of collected complaints and/or appeals</p>	<p>D.10.2: Completed</p> <p>I.10.1: 7</p>	<p>a/qualitat/no-conformitats/ D.10.2: View it at: https://www.irbllleida.org/media/upload/arxiu/TRANSPARENCIA/resum_informatiu_enquestes_pla_qualitat.pdf</p>
<p>Action 11. Promote the access to research training and continuous development among researchers:</p> <ul style="list-style-type: none"> - Identify training needs from researchers according to the professional development. - Increase the offer of continuing training activities among researchers with the support of the Training Commission. - Monitor the training activities annually and the quality perceived by researchers. 	<p>39. Access to research training and continuous development</p>	<p>New action, Action Pan 2020-2024 Q1 2020 Q4 2024</p>	<p>Training Committee</p>	<p>D. 11.1: Development of satisfaction surveys in training activities.</p> <p>I. 11.1: Number of courses and training activities organized</p> <p>I. 11.2: Number of participants in organized training activities.</p>	<p>D.11.1: Completed</p> <p>I.11.1: 10</p> <p>I.11.2: 188</p>	

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.

Please provide the link to the dedicated webpage(s) on your organisation's web site *: <https://www.irbllleida.org/en/about-us/hr-excellence-in-research/>

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles

The establishment of an Open, Transparent and Merit-based Recruitment of Researcher (OTM-R) policy is one of the key elements in the HRS4R Strategy. The IRBLleida is incorporating the OTM-R principles in the Recruitment Policy. The Consensus Report noted as a weakness that neither the interim report nor the OTM-R were to be found on the institutional website. At that time, we had a recruitment policy, but it did not reflect OTM-R principles. These principles are being implemented and both the recruitment policy and the interim report are available on our website ([HR Excellence in Research | IRBLleida](#)).

It was also noted as a weakness that some of the responses to the OTM-R Checklist were not consistent with what was stated in the revised action plan. During the review of the Action Plan, the working group used the OTM-R Checklist to check whether the institution's usual practices were in compliance with these principles. During this process, specific actions were identified to ensure the implementation of OTM-R at the institution. These actions are reflected in the new action plan, which is now consistent with the OTM-R Checklist. There is some overlap with several actions described in the previous Action Plan, but new actions were defined. During the preparation of this Internal Review, we have revisited the OTM-R checklist and have verified that thanks to the actions defined in the Action Plan, we are now in compliance with most of the OTM-R principles. The following table shows the results of the checklist analysis used to prepare the internal review.

<i>OTM-R checklist for organisations</i>						
	Open	Trans- parent	Merit- based	Answer: ++ Yes, <i>completely</i> +/-Yes, <i>substantially</i> -/+ Yes, <i>partially</i> -- No	*Suggested indicators (or form of measurement)	Remarks
OTM-R system						
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	++ Yes, <i>completely</i>	<ul style="list-style-type: none"> Policy on Recruitment and Selection of IRBLLEIDA <p>OTM-R1/ action 7 in the new action plan</p>	<p>The IRBLleida website contains a section on HRS4R: https://www.irbllleida.org/en/about-us/hr-excellence-in-research/. This section includes an explanation of the HRS4R implementation process at IRBLleida, related documentation, the initial phase and the internal review, as well as related links.</p> <p>The website section also provides an explanation of the European Charter for Researchers and the Code of Conduct for their Recruitment, and the OTM-R, as well as links of interest for further information.</p> <p>The section is available in three languages: Catalan, Spanish and English.</p> <p>In this section, the IRBLleida has also published the Internal Review that contains the OTM-R checklist that was submitted to EURAXESS in 2018, as well as the current version, in order to show the evolution of the OTM-R policy.</p> <p>IRBLleida already had a selection and recruitment policy in place.</p>

						<p>One of the actions of the Plan was to adapt it to the OTM-R principles and translate it to English (action OTM-R 1, corresponding to action 7). This has been done and the policy is published on our website in English, Spanish and Catalan.</p> <p>It is also disseminated through internal channels on a regular basis.</p>
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	+ /-Yes, substantially	<ul style="list-style-type: none"> Policy on Recruitment and Selection of IRBLleida <p>OTM-R1/ action 7 in the new action plan</p>	<p>The IRBLleida selection policy is available for internal consultation on the IRBLleida Intranet and, for external users, in the section dedicated to the HRS4R, where it is published in the official languages (Spanish and Catalan) and in English.</p> <p>Not all procedures and practices for all types of positions are differentiated in the guide. Currently, the same procedure applies for all positions.</p> <p>We will work in updating the Recruitment and Selection Policy adapting it to the different types of positions and establishing the corresponding procedures.</p>
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	+ /-Yes, substantially	<ul style="list-style-type: none"> IRBLleida has disseminated a video about "Recruitment Bias in Research Institutes" among RRHH staff. Specific training to selection committees in transparent and merit-based selection policies <p>OTM-R1/ action 7 in the new action plan</p>	<p>Currently, the HR department holds meetings with the members of the Selection Committee and with the person responsible for recruitment, prior to the commencement of the selection process. In these meetings, the operation of the process is explained to them and an objective scale is established for scoring the candidates' merits. In line with the Gender Equality Plan, the video "Recruitment Bias in Research Institutes" is made available for viewing by the members of the Committee. Training offered to managers, GLs and PI related to Implicit bias.</p>

						<p>We will develop a comprehensive package to assist Selection Committee members in implementing OTM-R practices. The development of this package is to contribute to the review of the current recruitment policy and improve it, where deemed necessary. The package will include principles and guidelines on what an OTM-R system should look like and a checklist for assessing compliance with the principles.</p> <p>We will allocate financial resources to provide specialised training for those who sit on selection committees.</p>
4. Do we make (sufficient) use of e-recruitment tools?	x	x		++ Yes, <i>completely</i>	<ul style="list-style-type: none"> IRBLleida website and email communications 	<p>IRBLleida uses a web tool for the submission of applications. This tool consists of a form to submit an application, uploading the required documentation. This documentation is automatically mailed to HR and candidates receive an autoreply confirming receipt of their application.</p> <p>The rest of the process is done by E-Mail. Therefore, it is replicable and there is traceability and evidence of the entire process.</p> <p>The interview with the candidate and evaluation of candidates is face-to-face, with an option of virtual meeting and virtual interviews if this helps candidates to access the selection process.</p>
5. Do we have a quality control system for OTM-R in place?	x	x	x	++ Yes, <i>completely</i>	<ul style="list-style-type: none"> Monitor the Recruitment and Selection Policy of IRBLleida through the annual measurement of the specific indicators. <p>OTM-R1/ action 7 in the new</p>	<p>IRBLleida introduced different quality control measures in place for the selection processes:</p> <ul style="list-style-type: none"> . Annual review of the number of processes carried out, the number of candidates presented and the number and percentage of candidates contacted by telephone, mail or letter. . Checklist of compliance with all the phases of the selection process for each published offer - from the researcher's or

					action plan	manager's request for hiring to the hiring of the selected candidate.
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	+/-Yes, substantially	<ul style="list-style-type: none"> Trend in the evolution of the number of candidates to the selection processes carried out Implement and disseminate immigration guidelines, publishing a version of the guidelines online in English. <p>OTM-R1/ action 7 in the new action plan</p> <ul style="list-style-type: none"> Provide an appropriate environment and a specific support for foreign researchers <p>OTM-R 4 in the new action plan</p>	<p>Job offers are published openly and transparently on the IRBLleida website.</p> <p>In addition, in order to always guarantee maximum dissemination of job offers, in each particular case the IRBLleida studies convenience of publishing the offer on other external websites. In the case of research profiles (R1, R2, R3 and R4) we publish them in Euraxess. In the case of more technical profiles, we evaluate the possibility of publishing them in Biocat, the College of Nursing, the UdL job board, the IMO (Municipal Institute of Occupation), etc.</p> <p>In the transparency section of our website is available the welcome guide in both official languages (Catalan and Spanish) and in English. In addition, the website has a section called "about us", which contains all kinds of information about the institution.</p> <p>Action OTM-R 4 of our Action Plan contemplated the drafting of English versions of relevant institutional documents, which has been accomplished. The pending issue is to strengthen relationships with foreign partners to increase the research mobility among researchers, but with the pandemic, we have found it difficult to promote mobility among centers.</p>
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	+/-Yes, substantially	<ul style="list-style-type: none"> IRBLleida has specific financial support granted in accordance with a competitive procedure, focused on attracting researchers from abroad Implement and disseminate immigration guidelines, publishing 	<p>The IRBLleida publishes its job offers on the website in Catalan, Spanish and now also in English. Since 2020 IRBLleida is committed to systematically publish all research positions in Euraxess Jobs.</p> <p>For each job offer, the IRBLleida also decides which recruitment websites are the most suitable for to advertise the position in question, using EURAXESS to publish the research offers. English versions of relevant institutional documents are published on the website and on the intranet.</p>

				<p>a version of the guidelines online in English.</p> <p>OTM-R1/ action 7 in the new action plan</p> <ul style="list-style-type: none"> • Provide an appropriate environment and a specific support for foreign researchers <p>OTM-R 4 in the new action plan</p>	<p>One of the milestones included in Action 7 of the Action Plan was to implement and disseminate immigration guidelines, publishing a version of the guidelines online in English. We have incorporated the document Guidelines for the Management of the Mobility of the Foreign Researcher in Spain published by the FECYT to the welcome pack and it is available on our web page.</p> <p>The Projects Department participates annually in calls for proposals to attract foreign researchers. Remarks:</p> <p><u>COFUND CERCA GEMS</u></p> <p>In 2018 and 2019 we applied for funding from the COFUND program as part of the CERCA proposal (CERCA GEMS). Unfortunately, neither proposal received funding.</p> <p>The CERCA GEMS is open to postdoctoral researchers up to five years of graduation, regardless of their nationality and age, and has a bottom-up approach both for fundamental and more applied research. The selection of the fellows is merit-based, founded on peer review in an open and transparent selection procedure. Researchers must not have resided or carried out their main activity (work, studies, etc.) in Spain for more than 12 months in the 3 years immediately prior to the call deadline.</p> <p><u>IBERUS CAMPUS</u></p> <p>H2020-MSCA-COFUND-2020. In this proposal, which has received funding, the IRBLLeida can attract a postdoctoral position, which</p>
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						<p>will comply with the same mobility rules required for CERCA GEMS.</p> <p>The selection of the fellows is merit-based, founded on peer review in an open and transparent selection procedure. Researchers must not have resided or carried out their main activity (work, studies, etc.) in Spain for more than 12 months in the 3 years immediately prior to the call deadline.</p> <p><u>MIGUEL SERVET ANNOUNCEMENT</u></p> <p>In order to recruit candidates for the position we made an international dissemination plan with an evaluation and selection process based on merit according to the criteria of the call. We received 3 proposals, 1 from a candidate within the center and two from postdoctoral researchers from other institutes.</p> <p>The prioritized candidate was one of those from other centers and has turned out to be the best evaluated in the Miguel Servet 2021 call.</p> <p><u>ITN (H2020-MSCA-ITN-2018; Marie Skłodowska-Curie Innovative Training Networks).</u></p> <p>Requested in 2018. For the recruitment of the candidate, who is currently enjoying the fellowship, the same criteria were followed as for the COFUNDS.</p>
8. Is our current OTM-R policy in	x	x	x	++ Yes,	• Trend in the share of applicants	The IRBLleida publishes its job offers without any information that

<p>line with policies to attract underrepresented groups?</p>				<p><i>completely</i></p>	<p>among underrepresented groups (frequently women)</p> <ul style="list-style-type: none"> • Policy on Recruitment and Selection of IRBLleida; <p>OTM-R1/ action 7 in the new action plan</p> <ul style="list-style-type: none"> • Equal opportunities policy <p>OTM-R2/Action 5 in the new action plan</p>	<p>could lead to indirect discrimination in the recruitment process. Current policies ensure that there are no access restrictions based on gender or nationality or other underrepresented groups during the selection and hiring process. In addition, the principle of equality between men and women is taken into account, in accordance with Organic Law 3/2007, of March 22, 2007, for the effective equality of women and men.</p> <p>The right to equal opportunities and treatment is taken into account, as well as the real and effective exercise of rights by people with disabilities on an equal footing with other citizens, through the promotion of personal autonomy, universal accessibility, access to jobs, inclusion in the community and independent living and the eradication of any form of discrimination, in accordance with articles 9.2, 10, 14 and 49 of the Spanish Constitution and the International Convention on the Rights of Persons with Disabilities and the international treaties and agreements ratified by Spain, in accordance with the provisions of the Royal Legislative Decree provided for in the Royal Legislative Decree 1/2013, of November 29th.</p> <p>The IRBLleida is obliged to reserve a quota of more than 7% in public employment offers to be covered by people with disabilities, so that finally this group reaches 2% of the workforce.</p>
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<p>9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?</p>	x	x	x	++ Yes, <i>completely</i>	<ul style="list-style-type: none"> • More flexibility in working conditions in accordance with the needs of the researchers • The institution provides standard working conditions according with national legislation. Additionally, through agreements with the works committee, it considers schedule flexibility, telecommuting and other aspects to ensure a successful research activity 	<p>IRBLleida offers its professionals a high degree of flexibility for the reconciliation of work and family life, with a variety of tools, including telecommuting.</p> <p>In this regard, it should be noted that with the exceptional situation caused by COVID-19, IRBLleida has established 100% teleworking as a preferential option to minimize the health risks of its workers and improve the reconciliation of work and family life. However, for those workers (including research staff) who, for whatever reason, needed to come to the IRBLleida facilities to work, shifts were established in which all employees could attend in person, without exceeding the permitted capacity.</p> <p>In addition to telecommuting and the measures provided for in national legislation, and in order to promote optimal reconciliation of work and family life, IRBLleida offers its employees reduced working hours to care for children or people with disabilities, five days off to reconcile personal, work and family life, flexible working hours, training within the working day, subsidized restaurant, civil liability insurance, in addition to the conditions agreed with the Workers' Committee and included in section 2 (working conditions) of this document.</p>
<p>10. Do we have means to monitor whether the most suitable researchers apply?</p>			x	++ Yes, <i>completely</i>	<ul style="list-style-type: none"> • Monitor the Recruitment and Selection Policy of IRBLleida through the annual measurement of the specific indicators. <p>OTM-R1/ action 7 in the new action plan</p>	<p>A double control is carried out during the selection process. On the one hand, the Human Resources Department analyzes the formal issues and, on the other hand, the Selection Committee (of which the Scientific Director is a member) supervises compliance with the merits.</p>

Advertising and application phase						
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		++ Yes, <i>completely</i>	<ul style="list-style-type: none"> HR Unit templates for recruitment and selection 	<p>IRBLleida has templates which are used internally by both the HR department, which is the team responsible for publishing job offers, as well as by the researcher or responsible who promote the publication of the offer. The following templates are available:</p> <ul style="list-style-type: none"> - Template for the researcher or responsible to request the publication of the recruitment. - Template to design the merit scale. - Template to publish the offer. - Template to carry out the evaluation of the candidates. - Template to write the Adjudication Act. - Template for the resolution to be published on the web. - Template to request the registration of the contract to the management - Template to request the necessary documentation for the contract to the selected candidate. - Template to evaluate the selection process (new). <p>Regarding the publication of offers on the websites of EURAXESS, the information is entered directly in the web form instead of using a template, indicating the link to our website where the offer is published in the template</p>
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?	x	x		+/-Yes, <i>substantially</i>	<ul style="list-style-type: none"> The job advertisement includes a concise description of requirements and information on organization and recruiting unit, job title, specifications and starting date, selection criteria distinguishing the “required” and 	<p>IRBLleida includes in its job posting references/links to most of the elements provided for in the corresponding section of the toolkit. However, references to career development opportunities and career development prospects are not always included. This aspect is pending review.</p> <p>At present, we cannot guarantee compliance with the duration of the recruitment procedure. The toolkit stipulates that the application procedure and deadline, should, as a general rule, be at</p>

					<p>“desirable” competencies, number of available positions, workplace, entitlements, type of contract, deadline and contact details.</p> <ul style="list-style-type: none"> • Improve the information about OTM-R policies in job offers <p>OTM-R 5 in the new action plan</p>	<p>least two months from the publication date and take account of holiday periods. Occasionally, we need to hire faster due to the needs of the service to be covered, or due to the requirements of the call for applications.</p>
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		<p>++ Yes, <i>completely</i></p>	<ul style="list-style-type: none"> • We make use of EURAXESS to reach a wider audience for specific calls. • Consolidate the full use of EURAXESS platform for job vacancies advertising <p>OTM-R 6 in the new action plan</p>	<p>The IRBLleida decides which websites are most suitable for publishing the job offer, depending on the specific characteristics of the vacancy to be filled. We use Euraxess to publish vacancies where the position to be filled corresponds to one of the research categories (R1, R2, R3 or R4).</p>
14. Do we make use of other job advertising tools?	x	x		<p>++ Yes, <i>completely</i></p>	<ul style="list-style-type: none"> • The Institute uses other applications such as Twitter, LinkedIn, Facebook, Infojobs, the College of Nursing, the UdL job board, the IMO (Municipal Institute of Occupation), or Biocat in order to promote job vacancies 	
15. Do we keep the administrative burden to a minimum for the	x			<p>++ Yes, <i>completely</i></p>	<ul style="list-style-type: none"> • When applying for the job, candidates are just required to 	

candidate?					provide their CV and a cover letter if desired	
Selection and evaluation phase						
16. Do we have clear rules governing the appointment of selection committees?		x	x	++ Yes, <i>completely</i>	<ul style="list-style-type: none"> • Policy on Recruitment and Selection of IRBLLEIDA. • Include a balanced representation of profiles, competences and gender equality in selection committees <p>OTM-R1/ action 7 in the new action plan</p>	IRBLEIDA's recruitment policy specifies how the selection committee should be formed.
17. Do we have clear rules concerning the composition of selection committees?		x	x	++ Yes, <i>completely</i>	<ul style="list-style-type: none"> • Selection committees are composed of a minimum of 3 members with different levels of experience and skills • Policy on Recruitment and Selection of IRBLLEIDA • Include a balanced representation of profiles, competences and gender equality in selection committees <p>OTM-R1/ action 7 in the new action plan</p>	

18. Are the committees sufficiently gender-balanced?		x	x	++ Yes, <i>completely</i>	<ul style="list-style-type: none"> • Selection committees are made up of: The Director or the manager of the Institute, the responsible/s researcher/s and the HR responsible • Policy on Recruitment and Selection of IRBLLEIDA • Include a balanced representation of profiles, competences and gender equality in selection committees <p>OTM-R1/ action 7 in the new action plan</p>	
19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected?			x	++ Yes, <i>completely</i>	<ul style="list-style-type: none"> • The Institute has disseminated a video about "Recruitment Bias in Research Institutes" among RRHH staff. • Policy on Recruitment and Selection of IRBLLEIDA • Define standard and unified criteria for the judging merit prioritization, evaluation and 	<p>The selection criteria for research personnel funded by the calls for proposals are well defined by national and regional standards. Job offers are based on objective evaluation criteria with numerical scores assigned to each criterion to assist committees in judging merit.</p> <p>Training in Implicit Bias offered.</p>

					selection of candidates. OTM-R1/ action 7 in the new action plan	
Appointment phase						
20. Do we inform all applicants at the end of the selection process?		x		++ Yes, <i>completely</i>	<ul style="list-style-type: none"> IRBLleida sends a dismissal letter to all candidates and publishes the resolution of job offers through the website 	
21. Do we provide adequate feedback to interviewees?		x		+/-Yes, <i>substantially</i>	<ul style="list-style-type: none"> Improve the adequate feedback to interviewees about the internal recruitment process, the selection criteria and the results. <p>OTM-R1/ action 7 in the new action plan</p>	<p>Candidates who have been interviewed are informed by telephone of the outcome of the interview and the reasons for the decision. The rest of the candidates are send a dismissal letter by E-Mail.</p> <p>From 2021 onwards, we inform candidates in categories R1 to R4 about their strengths and weaknesses in relation to the criteria set out in the merit scale.</p>
22. Do we have an appropriate complaints mechanism in place?		x		++ Yes, <i>completely</i>	<ul style="list-style-type: none"> Implement a standard procedure to handle complains and appeals from researchers <p>OTM-R3 / action 10 in the new action plan</p>	<p>IRBLleida has a standard procedure to handle complains and appeals from researchers which has been disseminated among staff and researchers.</p> <p>If any candidate wishes to submit a complaint, request or suggestion, the e-mail address to which he/she should address is available in the job offers section.</p>
Overall assessment						

23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				++ Yes, <i>completely</i>	<ul style="list-style-type: none"> • Monitor the Recruitment and Selection Policy of IRBLleida through the annual measurement of the specific indicators. <p>OTM-R1/ action 7 in the new action plan</p>	Periodic monitoring of the implementation of specific HRS4R actions related to the recruitment process is being measured by means of the evaluation of the corresponding indicators. In addition, we have incorporated a document into the Selection Process to evaluate it.
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4. IMPLEMENTATION

General overview of the implementation process

Since the implementation of the HRS4R award in December 2014, IRBLleida has undergone numerous personnel changes, both in the management office, which has renewed practically all its members, and in the management team. In this period there have been 3 scientific directors and 4 managers and for a period of almost a year, we have had no scientific director. This fact has hindered the continuity in the implementation of the actions established in the initial Action Plan. In spite of this, and in a natural way, changes and improvements have been made to procedures, which have positively influenced the development of the HRS4R process.

Based on the recommendations provided by the referees after the first self-assessment, Management and Scientific Direction, together the Human Resources Manager of IRBLleida reviewed the results of the Action Plan and the OTM-R policy conducted in the institution to adjust the HRS4R strategy.

The implementation process is being performed through different levels of responsibility:

1. The **HRS4R Steering Committee**, led by the Scientific Director, has the ultimate responsibility and will oversee the implementation process on an annual basis.
2. The **Working Group** led by the Human Resources Manager. Other members of the administrative and research staff participate in the group. It coordinates the implementation of the HRS4R Action Plan and controls the quality and monitoring of indicators. The leadership and scientific management are integrated in this group, being diverse in terms of researcher gender and professional profile. This committee is responsible for coordinating the implementation and monitoring of the actions arising from the HRS4R.
3. The **Technical Team** coordinates the deployment of the OTM-R specific actions established in the Action Plan, carries out the activities defined in the HRS4R Action Plan, monitors the pending actions and elaborates the KPIs measured annually. For the elaboration of deliverables and indicators, it will be supported by the members of the management office, as well as by the members of the different Committees involved (Equality Committee, Quality Committee...).

How have you prepared the internal review?

These three groups have been involved in the preparation of the internal review. In preparation for the Internal Review, we have conducted an in-depth review of the actions set out in the revised Action Plan. In addition, we have completed the OTM-R Checklist to check the progress of the implementation of the principles. We have been able to verify with satisfaction that in a relatively short period of time, and despite the pandemic situation, we have made steady progress in its implementation.

✓ How have you involved the research community, your main stakeholders, in the implementation process?

The research community is a part of the process. They are involved in all levels of responsibility. To engage different groups of employees in this process, the 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 invited to the meetings of the Technical Team, composed of both management and research staff from different categories.

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 several internal meetings and through the usual communication channels (newsletter and corporate emails).
- A survey focused on the C&C principles was 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 and the Technical Team responsible of the HRS4R monitoring and implementation process also includes representatives of R1, R2, R3 and R4 research categories, ensuring the representation of the research community.

We have carried out different dissemination activities to raise awareness of the seal among researchers of the HRS4R strategy.

✓ **Do you have an implementation committee and/or steering group regularly overseeing progress?**

The HRS4R implementation requires an optimal self-assessment to measure the annual indicators and the timely development of the deliverables defined in the Action Plan. For that purpose, IRBLleida has developed the following initiatives:

- The working group, the technical team and the steering committee are involved in the supervision of the process. This supervision includes the role of all the groups, the organisation of meetings and the coordination of activities between them, as well as the measurement of indicators to be able to share and assess the results obtained in the development of the Action Plan.
- The Technical Team, composed by the Human Resources Manager, Communication, Innovation, Quality and Training Units representatives and R1, R2 and R3 representatives of the institution, has been responsible of the thorough supervision of the Action Plan, monitoring the whole process through the annual measurement of the indicators. The working group meets quarterly to assign the development of the actions to the corresponding department and to review that the actions are being carried out on time.
- Members of the Steering Committee are also members of the working group to monitor the development of the strategy on an ongoing basis.

- The results of the annual monitoring have been reported to the HRS4R Steering Committee to analyse possible deviations and propose corrective improvement actions to the group. The Steering Committee is formed by the Scientific Director, the Management Director, the Human Resources Manager, a Principal Investigator (R4) representative and a Senior Postdoctoral researcher (R3) representative. The main role of the Steering Committee is the continuous overseeing of the HRS4R process, considering the alignment with IRBLleida policies and strategy.

✓ Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy?

The members of the Steering Committee also participate in the Working Group and the Technical Team meetings to ensure the alignment of the institution's 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 2021-2025. All the HRS4R actions will be considered as strategic actions for IRBLleida, being included in the regular monitoring system of the institution to ensure the proper follow-up of the whole institutional strategy.

In this way, all actions and results derived from the HRS4R process will be completely integrated in the periodic supervision carried out by the institutional decision-making bodies.

The following table shows the relationship between the lines of the Strategic Plan and the actions of the Human Resources Policy.

Line 1.1. Consolidation of scientific activity	1.1.1. Research activity monitoring plan: to promote the continuous evaluation of the activity developed by the research groups, defining research objectives and criteria for the evaluation, monitoring and orientation of the groups.	Action 6/ Action 9
	1.1.2 Plan to promote unique collaborative projects: To promote the development of multidisciplinary and collaborative research projects among the research groups aimed at increasing the competitiveness and uniqueness of the Institute.	Action 6
	1.1.3. Plan to promote unique collaborative projects: To promote the development of multidisciplinary and collaborative research projects among the research groups aimed at increasing the competitiveness and uniqueness of the Institute.	Action 6
	1.1.4. Plan to promote clinical and translational research: to promote clinical research of excellence at all levels aimed at improving the quality of health care, with emphasis on early-stage research and personalized medicine.	Action 6
Line 1.2. Growth of research lines	1.2.1. Plan for the incorporation of new multidisciplinary research groups and lines of research at the Institute: to promote the incorporation of groups and lines of research complementary to the areas of IRBLLeida, with special attention to the incorporation of health technologies from a translational perspective.	Action 6
	1.2.2. Plan for the incorporation of health care researchers and lines of research in Primary Care and health care: to establish actions aimed at promoting lines of research and the assignment of researchers to the IRBLLeida from the health care services, as well as from the field of primary care and health care.	Action 6
Line 2.1. Consolidation of the management system and internal processes	2.1.1. Quality management system development plan: to work on the implementation of IRBLLeida's quality management system aimed at the proper functioning of the Institute's internal management and research processes.	Action 10/ Action OTM-R 3
	2.1.2. Improvement plan for attracting international funding and participation in networks: To promote the attraction of international funding through participation and leadership in competitive consortiums, especially at the European level, as well as participation in research networks that promote the positioning of IRBLLeida at the national and international level.	Action OTM-R 4
Line 2.2. Development of human resources policy and strategy	2.2.1. Recruitment and selection policy development plan based on the principles of the HRS4R strategy: Promote open, transparent, merit-based recruitment and selection processes that advocate equal opportunities in IRBLLeida and talent recruitment.	Action 7/ Action OTM-R 1/ Action OTM-R 5
	2.2.2. Professional development plan: To foster the professional development strategy at IRBLLeida, aimed at promoting the research career, training, qualification and promotion of professionals.	Action 8
Line 2.3. Adequacy of scientific platforms	2.3.1. Scientific platform management plan: To promote, adapt and coordinate common platforms and support services, as well as the promotion of new ones in accordance with the Institute's lines of research.	
Line 3.1. Strengthening the institutional collaboration framework	3.1.1. Institutional alliances plan: to promote the collaboration framework among IRBLLeida member institutions for the joint coordination of strategic activities.	
Line 3.2. Communication and dissemination	3.2.1. Internal communication plan: To strengthen internal communication channels to improve knowledge of IRBLLeida's activities among the different research groups and scientific collaborations.	
	3.2.2. Plan for dissemination to society: to boost the visibility of the IRBLLeida among external agents of interest at the international level and strengthen the approach and participation of society in the Institute's activities.	Action 4
Line 4.1. Innovation Management	4.1.1. Innovation project management plan: to establish actions aimed at a better organization and management of activities in the field of innovation and in the process of technology transfer to the commercial and business sector.	Action 2
	4.1.2. Innovation promotion and communication plan: To boost innovation and transfer promotion and communication activities among professionals.	Action 2
Line 4.2. Strengthening relations with the business sector and visibility	4.2.1. Plan for relations with agents of the technological and business sector: to establish actions for the identification of potential partners, the dissemination of innovative projects and the mechanisms for the exploitation of results	Action 2

✓ **How is your organisation ensuring that the proposed actions are also being implemented?**

To ensure that the proposed actions are carried out, when the actions are defined, a unit responsible for carrying out the tasks is determined. At the HR Working group and Technical Team meetings, it is reviewed whether the unit or person responsible for each task has completed them or whether they are still pending.

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 and the Human Resources Manager, offering the maximum support to the proper implementation.

✓ **How are you monitoring progress?**

The progress of the HRS4R implementation is being monitored by the Working Group and the Technical Team through the following tools:

- Indicators and deliverables: The Action Plan proposes detail actions, indicators and deliverables supporting by a consistent schedule.
- Responsible person: Each action has assigned to one or several members of the institution for specific monitoring.
- Control panel tool for measure: A control panel tool has been generated to facilitate the registration of the indicator measures.
- Regular meetings: The Technical Team and the Working Group has met quarterly for a joint review of the progress.
- Supervision: Annually, the Steering Committee oversees the implementation progress analysing the Technical Team's reports.

✓ **How do you expect to prepare for the external review?**

The Working Group and the Technical Team, supervised by the Steering Committee, will carry out a new self-assessment of the HRS4R implementation following the European Commission recommendations. The indicators and deliverables achievement conducted during the implementation period will be review. Based on the recommendation provided by the referees, the Working Group and the Technical Team will estimate if they are all implemented.