

## ACTIONS

<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>
Free text -100 words max	Retrieved from the GAP Analysis			<b>D (Deliverable) I (Indicator)</b>
<b>Action 1.</b> Revise the new Guia de bona pràctica en la recerca en ciències de la Salut de l'ICS and elaborate the IRBLeida 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 IRBLeida to the Code of Ethics and Good Scientific Practices of the Catalan Health Institute
<b>Action 2.</b> Raise awareness among students/researchers about national & institutional regulations governing, ethical and professional aspects, good research practices and working conditions: <ul style="list-style-type: none"> <li>- Provide training activities and talks in complementary skills: tech transfer, EU project and IP management, communication, etc.</li> <li>- Organize frequent training activities about ethical principles, professional responsibility and contractual and legal aspects for IRBLeida staff.</li> <li>- Disseminate all relevant ethical information, regulatory aspects, co-authorship importance, data protection and intellectual property among researchers, through internal communication newsletter, emails and IRBLeida website.</li> <li>- Standardize frequent contacts from the Innovation Unit to researchers at the start of a research project.</li> </ul>	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 IRBLeida intranet, email,...)  I. 2.1: Number of training activities organized about contractual and legal obligations and other ethical and professional aspects, including IP management
<b>Action 3.</b> Continue promoting the HR strategy into the new IRBLeida Strategic Plan <ul style="list-style-type: none"> <li>- Integrate the HR Strategy in the overall IRBLeida 2021-2025 Strategic Plan</li> <li>- Organize internal meetings to present strategic goals to IRBLeida staff</li> <li>- Provide specific training activities focus on funding mechanism and administrative requirements before starting a research project</li> </ul>	04. Professional attitude	Continuation of Action Plan 2017- 2019 and new activities for Action Pan 2020-2024  From Q1 2020 to Q4 2024	Scientific and Management Direction	D. 3.1: Incorporation of HR strategy activities in the new IRBLeida Strategic Plan 2021-2025  D. 3.2 Organization of an annual internal meeting with the staff to present the Institute's activity report  I. 3.1: Number of training activities organized about funding mechanism and administrative requirements
4. Increase the visibility of IRBLeida	9. Public	New action,	Scientific	D. 4.1: Appointment of the

<p>activities through the external communication strategy:</p> <ul style="list-style-type: none"> <li>- Appoint a Scientific Culture Unit focused on promoting scientific, technological and innovation culture</li> <li>- Develop dissemination initiatives based on Responsible Research and Innovation (RRI)</li> <li>- Develop a Corporate Social Responsibility Policy aimed at promoting the scientific culture and participation of civil society</li> <li>- Update frequently public contents on the website with the activities developed on the mentioned aspects (Corporate Social Responsibility Report, scientific results, etc.)</li> </ul>	<p>engagement</p>	<p>Action Pan 2020-2024</p> <p>From Q1 2020 to Q4 2024</p>	<p>and Management Direction</p> <p>Communication Unit</p>	<p>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><b>Action 5.</b> 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"> <li>- Develop the IRBLeida equal opportunities and diversity management Plan</li> <li>- Define a Protocol of prevention and action against discriminatory, moral or sexual harassment</li> <li>- Organize conferences on gender equality for the promotion of women in science</li> </ul>	<p>10. Non discrimination</p> <p>27. Gender balance</p> <p>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>D. 5.1: Redefinition of the IRBLeida Equality Commission</p> <p>D. 5.2: Revision of the IRBLeida's equal opportunities and diversity management Plan</p> <p>D. 5.3: Definition of the Protocol of prevention and action against discriminatory, moral or sexual harassment</p> <p>I. 5.1: Number of meetings held by the IRBLeida Equality Commission</p> <p>I. 5.2: Number of dissemination activities organized on gender equality, non-discrimination and equal opportunities</p>
<p><b>Action 6.</b> Implement a standard procedure to carry out periodic assessment of the research activities</p> <ul style="list-style-type: none"> <li>- Define unified criteria for the internal classification and evaluation of research groups, including scientific results, seniority, teaching, mobility, public engagement, among others.</li> <li>- Develop the IRBLeida initiatives to support IRBLeida research groups Plan with particular attention to emerging groups</li> </ul>	<p>11. Evaluation/ appraisal systems</p> <p>16. Judging merit (Code)</p> <p>20. Seniority</p> <p>22. Recognition of the profession</p> <p>28. Career development</p> <p>30. Access to career advice</p> <p>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><b>Action 7.</b> Develop a Policy on Recruitment and Selection of IRBLeida personnel according to Open, Transparent and Merit-based recruitment (OTMR) principles.</p>	<p>13. Recruitment (Code)</p> <p>14. Selection</p> <p>15. Transparency</p> <p>16. Judging merit</p>	<p>Continuation of Action Plan 2017- 2019 and new activities for Action Pan</p>	<p>Scientific and Management Direction</p>	<p>D. 7.1: Definition of the Recruitment and Selection Policy of IRBLeida</p> <p>D. 7.2: Publication of the</p>

<ul style="list-style-type: none"> <li>- Develop the Recruitment and Selection (OTM-R) policy of IRBLeida personnel.</li> <li>- Define standard and unified criteria for the judging merit prioritization, evaluation and selection of candidates.</li> <li>- Publish an English version of the OTM-R policy in the website</li> <li>- Include a balanced representation of profiles, competences and gender equality in selection committees</li> <li>- Provide specific training to selection committees in transparent and merit-based selection policies.</li> <li>- Implement and disseminate immigration guidelines, publishing a version of the guidelines online in English.</li> <li>- Monitor the Recruitment and Selection Policy of IRBLeida through the annual measurement and analysis of the specific indicators defined in this action</li> <li>- Improve the adequate feedback to interviewees about the internal recruitment process, the selection criteria and the results.</li> </ul>	<p>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>2020-2024  From Q1 2020 to Q4 2024</p>	<p>Human Resources Unit</p>	<p>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 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><b>Action 8.</b> To develop the IRBLeida's researcher's career development Plan</p> <ul style="list-style-type: none"> <li>- Provide and promote a career development strategy for researchers at all stages of their career</li> <li>- Improve initiatives for researchers' mobility as a valuable contribution to the professional development.</li> <li>- Improve other activities offered by IRBLeida 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).</li> <li>- Disseminate through the internal communication channels the career development strategy and guidelines among all researchers</li> </ul>	<p>22. Recognition of the profession 28. Career development</p>	<p>Continuation of Action Plan 2017- 2019 and new activities for Action Pan 2020-2024  Q3 2020 Q4 2024</p>	<p>Scientific and Management Direction  Human Resources Unit</p>	<p>D. 8.1: Definition of the Professional Career Development Strategy</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><b>Action 9.</b> 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"> <li>- Define a standard procedure for establishing of senior profile figures as mentors</li> <li>- Assign mentors by a specific procedure to provide career advice</li> </ul>	<p>28. Career development 30. Access to career advice</p>	<p>New action, Action Pan 2020-2024  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 / supervisors appointed</p>

to researchers.				
<b>Action 10.</b> Implement a standard procedure to handle complains and appeals from researchers - Disseminate the complains and appeals procedure among researchers through the internal communication newsletter, email and IRBLeida 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.	34. Complains/ appeals OTMR check list principle 22	New action, Action Pan 2020-2024  Q1 2020 Q4 2024	Scientific and Management Direction  Quality Committee	D. 10.1: Dissemination among researcher the available channels to compile complaints and appeals  D. 10.2 Organization of an annual satisfaction survey  I. 10.1: Number of collected complaints and/or appeals
<b>Action 11.</b> Promote the access to research training and continuous development among researchers: - Identify training needs from researchers according to the professional development. - Increase the offer of continuing training activities among researchers with the support of the Training Commission. - Monitor the training activities annually and the quality perceived by researchers.	39. Access to research training and continuous development	New action, Action Pan 2020-2024  Q1 2020 Q4 2024	Training Committee	D. 11.1: Development of satisfaction surveys in training activities.  I. 11.1: Number of courses and training activities organized  I. 11.2: Number of participants in organized training activities.

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan.

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

<b>Proposed ACTIONS</b>	<b>GAP Principle(s) and OTM-R Checklist scope</b>	<b>Timing (at least by year's quarter/semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
Free text -100 words max	Retrieved from the GAP and OTM-R checklist			<b>D (Deliverable) I (Indicator)</b>
<p><b>Action OTMR 1. Corresponding to action 7.</b> Develop a Policy on Recruitment and Selection of IRBLLEIDA personnel according to Open, Transparent and Merit-based recruitment (OTMR) principles.</p> <ul style="list-style-type: none"> <li>- Develop the Recruitment and Selection (OTM-R) policy of IRBLleida personnel.</li> <li>- Define standard and unified criteria for the judging merit prioritization, evaluation and selection of candidates.</li> <li>- Publish an English version of the OTM-R policy in the website</li> <li>- Include a balanced representation of profiles, competences and gender equality in selection committees</li> <li>- Provide specific training to selection committees in transparent and merit-based selection policies.</li> <li>- Implement and disseminate immigration guidelines, publishing a version of the guidelines online in English.</li> <li>- Monitor the Recruitment and Selection Policy of IRBLleida through the annual measurement and analysis of the specific indicators defined in this action</li> <li>- Improve the adequate feedback to interviewees about the internal recruitment process, the selection criteria and the results.</li> </ul>	OTMR check list principles 1, 2, 3, 5, 8, 10, 16, 17, 18, 19, 21, 23	<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 IRBLLEIDA</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 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><b>Action OTM-R2. Corresponding to action 5.</b> 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"> <li>- Develop the IRBLleida's equal opportunities and diversity management Plan</li> <li>- Define a Protocol of prevention and action against discriminatory, moral or sexual harassment</li> <li>- Organize conferences on gender equality for the promotion of women in science</li> </ul>	OTMR check list principles 8	<p>Continuation of Action Plan 2017- 2019 and new activities for Action Pan 2020-2024</p> <p>From Q4 2020 to Q4 2024</p>	Human Resources Unit	<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. 5.3: Definition of the Protocol of prevention and action against discriminatory, moral or sexual harassment</p> <p>I. 5.1: Number of meetings held by the IRBLleida</p>

				Equality Commission  I. 5.2: Number of dissemination activities organized on gender equality, non-discrimination and equal opportunities
<p><b>Action OTM-R 3. Corresponding to action 10.</b> Implement a standard procedure to handle complains and appeals from researchers</p> <ul style="list-style-type: none"> <li>- Disseminate the complains and appeals procedure among researchers through the internal communication newsletter, email and IRBLeida website</li> <li>- Promote the use of a mailbox to identify and monitor possible complaints of researchers</li> <li>- Promote the participation in the annual satisfaction survey to compile the needs and concerns from researchers.</li> </ul>	OTMR check list principle 22	<p>New action, Action Pan 2020-2024</p> <p>Q1 2020 Q4 2024</p>	<p>Scientific and Management Direction</p> <p>Quality Committee</p>	<p>D. 11.1: Dissemination among researcher the available channels to compile complaints and appeals</p> <p>D. 11.2 Organization of an annual satisfaction survey</p> <p>I. 11.1: Number of collected complaints and/or appeals</p>
<p><b>Action OTM-R 4.</b> Provide an appropriate environment and a specific support for foreign researchers</p> <ul style="list-style-type: none"> <li>- Provide English versions of Welcome Pack, OTMR policy and other relevant institutional information</li> <li>- Strengthen relationships with foreign partners to increase the research mobility among researchers</li> </ul>	OTMR check list principles 6, 7	<p>New action, Action Pan 2020-2024</p> <p>Q1 2020 Q4 2024</p>	Human Resources Unit	<p>D. OTM-R 4.1: English versions of relevant institutional documents and compiled on the intranet</p> <p>I. OTM-R 4.1: Number of new strategic alliance with other centres (national and international)</p>
<p><b>Action OTM-R 5.</b> Improve the information about OTM-R policies in job offers</p> <ul style="list-style-type: none"> <li>- Include references/links to the OTM-R guidelines or policy in the job offers</li> </ul>	OTMR check list principle 12	<p>New action, Action Pan 2020-2024</p> <p>Q1 2021 Q4 2024</p>	Human Resources Unit	I. OTM-R 5.1: Number of published offers providing references/links to the policies
<p><b>Action OTM-R 6.</b> Consolidate the full use of EURAXESS platform for job vacancies advertising</p>	OTMR check list principle 13	<p>New action, Action Pan 2020-2024</p> <p>Q1 2022 Q4 2024</p>	Human Resources Unit	I. OTM-R 6. 1: Number of job offers published in EURAXESS