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Internal review for the renewal phase

The Human Resources Strategy for Researchers (HRS4R)

Action Plan 2021-2024

Institute de Bioengineering of Catalonia (IBEC)

The Human Resources Strategy for Researchers (HRS4R)

Action Plan 2021-2024

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Introduction

The Institute for Bioengineering of Catalonia (IBEC) conducts excellent interdisciplinary research at the frontiers between engineering and life sciences. The institute generates new knowledge by putting together fields like nanomedicine, biophysics, biotechnology, tissue engineering and the applications of health information technology.

IBEC was established in 2005 by the Ministries of Innovation, Universities, Enterprises, and Health of the Generalitat de Catalunya (Autonomous Government of Catalonia), the University of Barcelona, and the Technical University of Catalonia.

IBEC has been awarded the Severo Ochoa Center of Excellence Accreditation for 8 years (2015-2023), promoted by the Government of Spain, which recognizes excellence at the highest international level in terms of research, training, human resources, outreach, and technology transfer.

Furthermore, IBEC is one of the seven Catalan research centers of excellence of The Barcelona Institute of Science and Technology (BIST), the leading institution of multidisciplinary research in Catalonia.

The IBEC Strategic Plan 2018-2021 has a clear objective: to help construct the medicine of the 21st century, which will ensure a healthy life and foster universal well-being to achieve a better quality of life for people.

Our Strategic Plan focuses on consolidating the IBEC model for doing science (talent as a stand-out factor), internationalization and building a researcher-centric management model. These are crucial in the implementation of the HRS4R Action Plan.

The aim of the Human Resources Unit is to support IBEC's mission and vision through delivering high-level services throughout the organisation.

The main HR objectives for 2021-2024 are:

- To improve the Employee Experience of every person joining the IBEC community, since the talent attraction until the person leaves IBEC and joins the Alumni network.
- To design and implement appropriate HR policies and procedures to provide the IBEC Community with the best work environment, promoting wellbeing and an adequate work-life balance as well as career progression, both inside and outside academia.
- To provide HR metrics to the Directorate to help in the decision-making.

Since IBEC adhered to the Charter and Code in 2012, we have been working on aligning our HR practices and policies to the 40 principles of the Charter & Code, based on customized action plans. The cyclical HRS4R process is a helpful tool which facilitates the internal development of a high-quality environment for researchers working at IBEC.

In April 2015, IBEC received the HR Excellence in Research Award from the European Commission. The Action Plan consisted of 17 actions to be implemented from 2015 to 2018.

In Q2 2017, the internal review process of the HR strategy took place. The process consisted of the review of each action and the analysis of the internal survey. As a result, some actions were enlarged and enriched with new additional aspects, and four more actions were added to the Action List.

IBEC received the following feedback from the external assessors: "the implementation of the Action Plan is ensured in a robust and systematic way. Your organization is progressing with appropriate and improved quality actions as described in its Action Plan. Therefore, your organisation receives an encouragement to continue along the path it has undertaken. "

In 2021, IBEC has been working on the Internal review for the renewal phase. As a result, an ambitious Action Plan has been defined for the period June 2021 to June 2024.

GAP analysis

The process of the internal review for the renewal phase was led and coordinated by the Human Resources Unit in cooperation with the Monitoring and Working Committee and the Steering Committee.

The main objective of the Gap Analysis phase was to conduct a participatory process, where all members of our research community could have the opportunity to say their word. During the Gap Analysis, we shared ideas and suggestions with the aim of improving the researchers' experience at IBEC considering the four dimensions (Ethics, Selection, working conditions and Training and development).

The Gap Analysis and the definition of the Action Plan have been a participative process with both - a bottom-up (with the active participation of our research community) as well as a top-down initiative (with the participation and engagement of the Directorate and Deputy Directors).

Members of the Monitoring and Working Committee are in regular contact with the different committees at IBEC to assure follow-up of the actions. The varied composition of the Committee assures involvement in the decision-making not only of the researchers but also the various committees and the Support Area of the Institute. These groups are represented as follows: The PhD Committee (R1); the Postdoc Committee (R2); Group Leaders (R4); the Works Council (researchers and staff at all career stages); the Gender and Diversity Commission; Heads of the Support Area and the Managing Director.

This is the process we have followed for the Gap Analysis:

- 1. A kick-off event took place with a communication email sent on February 4th, 2021, to the IBEC community to inform them about the start of the internal review for the award renewal process. A notice was published on our webpage.
- 2. The Monitoring and Working Committee was renewed with new members. The objectives, the methodology, and the main roles and responsibilities were discussed and agreed upon in the first meeting. A survey was defined containing 39 questions covering the 4 dimensions of the Charter and Code.
- 3. Four Focus Groups were created, one for each dimension: 35 volunteers participated in the three sessions that took place for each focus group, i.e., 12 sessions between April and May 2021. Each focus group analysed the results of the survey for the corresponding dimension; discussed in brainstorming about strengths and weaknesses and suggested new actions.
- 4. The Monitoring and Working Committee met several times to analyse all the information gathered and prioritize the ideas for improvement that were collected.
- 5. The Steering Committee was reinforced with new members, 3 Deputy Directors and Group Leaders. They were informed during the whole process and met two times to oversee the process and provide their feedback strategic point of view.

At the end of the Gap Analysis process, the Action Plan for the next 3 years was agreed upon and was ready to start its implementation.

The new Action Plan 2021-24 will give emphasis to the development of the following aspects:

- Ethics: Open Science.
- Recruitment and Selection: OTM principles.
- Working conditions: Promote Gender Equality and Diversity, improvement of Wellbeing and a developmental and performance appraisal system to provide regular feedback.
- Training: Diversification of the scientific career by promoting intersectoral and interdisciplinary approaches.

During the Gap Analysis following areas for improvement were detected:

Ethical and Professional aspects:

Since the publication of the Code of Conduct for Research Integrity, at *https://ibecbarcelona.eu/about-us/our-mission/* a Commission for Research Integrity was created and a Workshop for early-stage R1 as well as a workshop for supervisors is organized yearly on Research Integrity. The members of this commission are stated on the website and IBEC's members are encouraged to contact any of them to report misconduct. Despite this, in the survey, a third of the participants responded not being aware of the existence of the Code.

It also emerged from the Gap analysis that up to 40% of participants felt they were insufficiently informed about Open Science. Thus, focus will be given to strengthening IBEC activities to this regard: From Science Education to research data and publications following open science principles.

Recruitment & Selection (including OTM-R principles):

In December 2018, the "IBEC's Recruitment and Selection Policy based on the OTM Strategy" was approved by the Board of Trustees and was published at *https://ibecbarcelona.eu/jobs/*. Nevertheless, the Gap Analysis revealed the lack of an internal system to oversee and evaluate our selection processes. In this sense, actions will be included in the new Action Plan to improve the monitoring and reporting necessary to assess the level of implementation of IBEC with the OTM principles.

Also, the current e-recruitment tool will need to deploy more functionalities and extend the current ones.

All this will allow us to achieve our objectives of being more agile, have a better-structured evaluation of the selection processes and increase the professional image of our selection processes to attract talented researchers.

Working conditions:

- There is a need to create a system to provide regular feedback for R1 and R2 as well as evaluate their progression. This was an action planned in the previous Action Plan which could not be implemented and has strongly emerged in the Gap Analysis.
- It has been identified as a key issue to find ways to improve the wellbeing of our researchers. From
 mental health issues to the improvement of spaces for socialization. Currently, IBEC has an extensive
 offer of services, but an integrative wellbeing programme should be defined for the improvement of
 the researchers' experience at IBEC.
- It is appropriate to revise and improve the Conflict Resolution Procedure as well as increase the awareness of its existence.
- There is a need to improve the stability of R3 labor contracts with a long-term career pathway, thus also benefiting the research groups with a more robust structure.
- IBEC needs to define the new Policy that will regulate the future of telework in our Institution since teleworking has increased tremendously in response to the COVID-19 pandemic.

Training & Development

- Career development opportunities must be improved with an intersectoral and interdisciplinary approach.
- There is a demand to reinforce the mentoring scheme for R1 and R2; Remarkable are the two bottomup initiatives from the PhD and the postdoctoral committee: one related to the creation of a Mentoring program for R1, in which mentors are R2, the other consists of informal supportive meetings for researchers at all career levels.
- It is recommended to improve the measurement of the learning at the Institute and its impact on the participants. Identifying the right Indicators is key to understand where to improve.
- There is a need for R1 to receive feedback from medical clinicians to strengthen the clinical translation of their research.

Implementation of the actions

The Human Resources Unit oversees the coordination and project management of the HRS4R.

The Monitoring and Working Committee will meet 4 times a year to oversee and support the successful development and evolution of the IBEC's HRS4R Action Plan and monitor the development and implementation of the Plan against the set of indicators.

The Steering Committee meets once a year: They oversee the process and act as an advisory body, provide a strategic view, formulate recommendations and follow the implementation and evaluation.

A new commission on OTM-R will meet once a year (Q1) to analyse the progress of the OTM-R implementation based on KPIs.

For each action, it is defined which Unit or individuals are responsible for the implementation of the action and will need to report their progress.

The progress will be reported and presented in Q1 every year to the Steering Committee.

ANNEX I:

IBEC Action Plan for Implementing the HRS4R 06/2021- 06/24

Completed actions from previous Action Plans are not included

Dimension	Title	STATUS: NEW, IN PROGRESS, EXTENDED (not complete prior to deadline)	C&C Principle	Responsible	Indicator(s)	TIMING (by quarter)
	Course in ethics in research and on good scientific practice. Dissemination and inclusion IBEC's Code in the welcome package for newcomers.	IN PROGRESS	38 (Continuing professional development)	Tech Transfer Unit; HR Unit	- Number of training sessions - Number of participants	Q4 2021 Q4 2022- Q4 2023- Q4 2024
	Increase awareness of the RI Code and the RI Commission: create 2 actions per year with good practices, providing practical examples	NEW	2 (Ethical principles) 3 (Professional responsibility) 4 (Professional attitude)	Strategic Initiatives (STI) Unit, Research Integrity Committee	2 actions /year	Q4 2022-Q4 2023-Q4 2024
& P	Provide training in the different aspects of Open science	NEW	8 (Dissemination, exploitation of results) 9 (Public engagement)	Units: STI, HR, Communications	2 sessions per year	Q4 2022-Q4 2023-Q4 2024
_	Organize every two years an open day for patients, to engage them in IBEC research projects	NEW	8 (Dissemination, exploitation of results) 9 (Public engagement)	Units: STI, Communications	Open days organized, Number of attendees	Q4 2022 Q4 2024
ETHICAL	Create an online repository at IBEC website with training resources openly available for school teachers	NEW	9 (Public engagement)	Units: STI, Communications	Online repository of training resources created	Q1 2022
ш	Create an IBEC Data Management policy	NEW	3 (Professional responsibility) 7 (Good practice in research) 8 (Dissemination, exploitation of results)	STI Unit	Policy approved by IBEC Board of Trustees	Q4 2021
	Provide researchers with an online plagiarism detection tool. Raise awareness among researchers	NEW	3 (Professional responsibility)	Directorate, STI Unit, IT Unit	- Online plagiarism detection tool available. - Guidelines for users - Training	Q2 2022

Dimension	Title	STATUS: NEW, IN PROGRESS, EXTENDED (not complete prior to deadline)	C&C Principle	Responsible	Indicator(s)	TIMING (by quarter/)
	Final candidates at senior positions involved in a job interview, who were evaluated by a selection panel, will be informed about the strengths and weaknesses of their applications.	IN PROGRESS	15 (Transparency) 12 (Recruitment) 13 (Recruitment)	Group Leaders; Selection Panesl; HR Unit	- Strengths and weaknesses template - Number of evaluations	Q3 2016 on going
	Train Group Leaders and Senior Researchers and Postdocs in the recruitment and selection process and in interviewing skills. Periodic training will be provided.	IN PROGRESS	14 (Selection)	HR Unit	- Number of training sessions - Number of participants	Q4 2017 ongoing
z	Define and disseminate a new PhD brochure.	IN PROGRESS	12 (Recruitment) 13 (Recruitment)	HR Unit, Communications Unit	Document is published	Q1 2018, Q2 2019; Q2 2022 and Q3 2024
СТЮ	Organize a yearly Open day for undergraduate students to attract them to apply for internships and future Master and PhD positions.	IN PROGRESS	13 (Recruitment)	HR Unit, Communications Unit	- 1 Open day per year - Number of participants	Q2 2022: Q2 2023; Q2 2024
SELE	Organize a yearly Open day for undergraduate students to attract them to apply for internships and future Master and PhD positions. Quality Monitoring System at the E-recruitment tool: Monitoring annual indicators An internal reporting system, based on annual indicators for all selection phases has to be defined	NEW	12 Recruitment (charter) 13 Selection (code) 15 (Transparency) 16Judging merit (code)	HR Unit, IMS Unit	- Number of selection processes per year. - Statistics of gender, nationalities, etc by rectruitment phase.	Q4 2021
rec Pri	Create an OTMR Commission to monitor and supervise the whole recruitment and selection process and our Policy according to OTM Principles. The group include researchers R3, R4 and Heads of the support Units.	NEW	12 (Recruitment) 13 (Recruitment) 15 (Transparency)	HR Unit, OTMR Commission	- Annual meeting in Q1	Q1 2022
	E- recruitment tool: Update, adjust and define new utilities for implementation of OTM-R.	NEW	12 Recruitment (charter) 13 Selection (code) 15 (Transparency) 16Judging merit (code)	HR Unit, Integrated Management Systems (IMS) Unit	satisfaction levels of users	Q4 2021, 2022, 2023

Dimension	Title	STATUS: NEW, IN PROGRESS, EXTENDED (not complete prior to deadline)	C&C Principle	Responsible	Indicator(s)	TIMING (by quarter)
	Create and implement a development appraisal system for R1 & R2 to monitor their progress. Performance review linked to career progression, taking into account the competencies defined by position. A system that provides regular evaluation and regular feedback Training for R3 and R4 for setting and agreeing objectives and how to provide feedback.	EXTENDED	11 (Evaluation / Appraisal systems) 36 (Relationship with supervisors)	HR Unit; R4; Directorate	 System is implemented. % Performance and development interviews Number of training sessions 	Q3 2022
	Create, implement and disseminate measures of 1st IBEC Equal opportunities and diversity plan (2014-2016).Create a 2nd Plan 2017-2019. Create the 3rd Plan 2020-2023.	IN PROGRESS	10 (Non discrimination)/ 27 (Gender balance) 28 (Career development)	Gender and Diversity Committee; Directorate HR Units; Core Facilities;	 Implementation of the actions. Dissemination. Satisfaction survey 	Q2 2020 Q1 2017
	Improve and update the current induction plan: Initial training, welcome materials, induction presentation.	IN PROGRESS	26 (Career development)	Communications Unit	- Satisfaction survey	ongoing
SN	Create the future telework policy: create a multidisciplinary working group (focus group, survey), define equipment's, facilities, percentage of dedication to telework, hybrid model, etc.	NEW	24 (Working conditions)	Core Facilities, Healh and Safety, IT, Managing Director, work council, HR.	- Policy Document	Q4 2021
l o	Improvement of common and social spaces. Better infrastructure environment for socialization and meeting rooms	NEW	23 (Research environment) 24 (Working conditions)	Core Facilities, Managing Director	 redefinition/ increase of current spaces 	Q4 2022
NG CONDITIONS	Create and implement a Wellbeing Programme in coherence with IBEC's strategy (researcher-centric model), culture and values (the IBEC way) enriching the employee experince, taking into account following perspectives: emotional, Physical, social, professional and finantial. Among others, Improve the existing IBECVITAL offer for healthy living; improve the support of Mental Health (Psychologist support, Mindfulness, Resilience) and adopt Physical wellbeing measures.	NEW	24 (Working conditions)	Healh and Safety, Gender & Diversity committee, HR.	The programme is created	Q1 2023
WORKING	Revise and adapt the conflict resolution procedure. Increase awareness. Create an informative leaflet to identify spokepersons and better understand the procedure. Provide training to handle and prevent conflicts	NEW	34 (Complaints / Appeals) 36 (Relationship with supervisors)	Gender & Diversity committee, Works Council, HR.	 Informative leaflet "speak up" is created Procedure is revised Training is yearly offered 	Q2 2022
>	Improve understanding of internal regulations, procedures, working and labour conditions by creating a document of FAQs available at the Intranet	NEW	5 (Contractual and legal obligations), 6 (Accountability), 24 (Working Conditions)	HR Unit, Work council (labour conditions)	- FAQ document is created and available	Q3 2022
	Improve internal communication by renewing the current Intranet (lbecnet) with the aim of increase participation of internal stakeholders and being more agile, operative and inclusive.	NEW	35 (Participation in decision- making bodies)	Communications Unit, IMS, Directorate, Multidisciplinary working group.	New Intranet implemented	Q3 2022
	Promote stability and permanence of employment for R3: Senior researcher's call: Every year between one and two permanent positions will be oppened. Additionally, informative session for R2 and R3 on how to apply for teaching positions at the Spanish Universities will be periodically organised.	NEW	25 (Stability and permanence of employment) 33 (Teaching)	Directorate, HR, Deputy Director Talent and Training	2 positions in Q4 2021 1 position in Q3 2022 1 to 2 positions in Q3 2023 Nr Informative sessions	Q4 2021, 2022, 2023

Dimension	Title Extend training opportunities for postdocs and senior researchers. Biannual Career Week Fair in collaboration with others BIST centers to promote employability for R1 & R2 The Career Week Fair focuses on the creation of more chances to career progression Inside and outside academia	STATUS: NEW, IN PROGRESS, EXTENDED (not complete prior to deadline) IN PROGRESS	C&C Principle 28 (Career development) 30 (Access to career advice) 40 (Supervision) 30 (Access to career advice) 39 (Access to research training and continuous development)	Responsible HR Unit, Postdoc commitee, Deputy Talent & Training HR Unit; PhD committee, Postdoc commitee	Indicator(s) - Number of training sessions - Number of postdocs and senior researchers trained - Career fair imnplemented - Number of attendees	TIMING (by quarter) Q4 every year Q3 2021 and Q3 2023
	Provide training in Technology Transfer and Entrepreneurship. Define and Implement a Training programme on IP, TT, regulatory	IN PROGRESS	38 (Continuing professional development)	TT Unit; HR Unit	 Number of training sessions Number of participants The Programme is defined 	Q1 2022, 2023, 2024
OPMENT	Mentoring program: young researchers (mentee) are appointed with senior researchers (Mentor). Include training for mentors. A coordinated initiative at BIST level: Design and implement a Pilot Mentoring Programme in 2021 for 50 Mentees (R1& R2) and Mentors (R2, R3, R4 and external). It will focus on two main areas career development and career transition (employability). Training for mentors and mentees will be provided.	IN PROGRESS	28 (Career development) 37 (Supervision and managerial duties)	HR Unit, BIST, R4, Alumni	- Number of mentees - Number of training sessions	Q3 2021, 2022, 2023
EVE	Job descriptions for technician positions. Update all job descriptions for support area.	EXTENDED	28 (Career development)	HR Unit; Group leaders; heads of unit: Directorate	 Job descriptions are defined and published on time 	Q3 2021
TRAINING AND DEVELOPMENT	Short stages for late stage R1 & for R2 at the Support Units. Career development activity to help them gain transferrable skills which will be helpful when looking for the next career step. Interns will agree with the Mentor from the Support Unit to collaborate on a project with the aim to acquire practical skills, outside their experimental research work, according to their time availability and interests.	NEW	38 (Continuing professional development) 39 (Access to research training and continuous development)	STI, PO, TT and Communication, HR	Number short stages per year	Q2 2023
TRAIN	Mentoring programme: a bottom-up initiative from PhD Committee and Postdoc Committee: Mentees are Early stage researchers (R1)who are appointed with postdoctoral researchers (Mentors) from different groups but similar research areas/interest. A win-win action, in which R2 will develop core skills in mentoring and R1 will receive support and guidance.	NEW	28 (Career development) 37 (Supervision and managerial duties)	PhD Committee, Postdoc Committee,	- Number of mentors/mentees - satisfaction survey after 6- 12 months	Q4 2021
	Define and Implement a Clinical Mentoring Programme for R1 with clinical mentors from CMB: Pilot programme	NEW	28 (Career development) 37 (Supervision and managerial duties)	STI Unit, HR Unit, Deputy Talent and Training	Programme launched in Q4 2021 Nr participants R1	Q4 2021
	The meeting joint point is an initiative form the PhD and the Postdoc committee who will organise regular peer supportive meetings to get together all researchers R1 to R4 to discuss and share problems and opportunities in a informal atmosphere; to build relationships outside the own labs and to stablish better networking.	NEW	37 (Supervision and managerial duties)	PhD Commitee, Postdoc committee	Nr participants Nr of topics discussed.	Q1 2022
	Training & Development Plan for R2	NEW	28 (Career development)	HR Unit; group leaders; Postdoc committee; Deputy talent & training	- The plan is defined	Q3 2022

ANNEX II: Open, Transparent and Merit-based Recruitment Check-list

Open, Transparent and Merit-based Recruitment Check-list ¹							
	Open	Transpar- ent	Merit- based	Answer: Yes, completely. Yes, substantially. Yes, partially. No	Current status, indicators, future actions to be implemented, comments		
			OTMR	System	•		
 Have we published a version of our OTM-R policy online (in the national language and in English)? Do we have internal guidelines setting out 	x	x	x	Yes, completely Yes, completely	IBEC's Recruitment and Selection Policy based on OTM-R was approved by our Board of trustees in December 2018. Document can be found at: http://www.ibecbarcelona.eu/wp-content/uploads/2018/12/IBEC_ Recruitment_and_selection_policy.pdf Information published regarding OTMR can be found at: https://ibecbarcelona.eu/jobs/ Yes, for all selection processes: IBEC's Recruitment and Selec-		
clear OTM-R procedures and practices for all types of positions?					tion Policy based on OTM-R was approved by our Board of trust- ees in December 2018.		
3. Is everyone involved in the process sufficient- ly trained in the area of OTM-R?	X	X	X	Yes, partially.	The training course "How to interview effectively and get the best candidate" is structured in 2 sessions: In the 1st session par- ticipants learn in an interactive way the different techniques for interviewing. In the 2nd session participants have opportunities to carry out practical exercises through role play based on case studies and real situation. 2019: Nov 21 st & 28 th (7 attendees; GL, senior researchers and postdocs) 2020: May 11 th & 18 th (4 attendees; postdocs).		

4. Do we make (sufficient) use of e-recruitment tools?	X	x		Yes, substantially	Since 02/2021, the IBEC, self-developed, online tool "JOBS" manages all selection processes at IBEC (both Institutional and individual) for all stages. An informative session for Group Leader and Heads of Unit about the e-recruitment Tool was held on February 2021. Another session for Senior Researchers and Postdocs was held on March 2021. Guidelines for Supervisors have been created and disseminated.
5. Do we have a quality control system for OTM- R in place?	Х	X	X	Yes, partially	IBEC need to create new indicators and define reporting system in the online tool JOBS. An interdisciplinary OTM-R Commission will be created and will meet annually in Q1, to monitor and analyse the results obtained in the statistics provided in the e-tool, as well as update and overview the Policy and the selection processes. Feedback is needed from candidates: evaluate to add questions regarding the evaluation of the selection process in the current Onboarding Satisfaction Survey. Evaluate to add questions in the current onboarding Satisfaction Survey regarding their participation in the selection process.
6. Does our current OTM-R policy encourage external candidates to apply?	Х	x	X	Yes, partially	A new indicator must be created in the e-tool JOBS to identify % of candidates coming from outside IBEC. All researcher job ads are publicly advertised in English and in the Euraxess webpage.
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	X	Yes, partially	A new indicator must be created in the e-tool JOBS to under- stand % of non-Spanish candidates. In the job add it is explained the services offered by IBEC to facilitate visa process for researchers coming from abroad. In- formation about services to improve inclusion such as Spanish language courses, tax advice, etc.

8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	X	x	X	Yes, substantially	For junior group leader and postdoctoral positions, IBEC applies a 40% ratio of underrepresented sex to short-listed candidates who attend final interviews. This policy is published in the job ad. Job adverts are checked with open-source e-tools to avoid masculine-coded language to achieve a more inclusive use of language. Indicators to track % of women in these profiles are revised periodically by our Gender and Diversity Committee. A paragraph in all our job ads is included with the principles of the selection process regarding Gender and Diversity. Every second-year interviewers are trained to manage inclusive recruitment and selection processes, especially with candidates with disabilities.
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	Yes, substantially	In the dedicated website for Jobs as well as in Intranet (Internal Guide) information about the improved working conditions of- fered at IBEC must be described. For instance: teleworking was increased in 2020 to from 10 to 20%; conciliation measures such as a flexible timetable, and other measures to promote wellbeing and an adequate work-life balance.
10. Do we have the means to monitor whether the most suitable researchers apply?				Yes, partially	Indicators must be developed in our e-tool collecting candidates' information, by all selection stages, regarding gender, nationality, age, etc. The evaluation of the criteria published in the job ad is followed by the evaluators.

Advertising and application							
11. Do we have clear guidelines or templates (e.g. EURAXESS) for advertising positions?	x	x		Yes, completely	All researcher job adverts are published in Euraxess. The HR Unit uses templates that are regularly updated and im- proved. Each job advert is agreed between the supervisor and the HR Unit. The HR Unit leads and monitor the recruitment phase (e.g., centralise the publications of all job ads).		
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? (see Chapter 4.4.1.a)	x	x		Yes, substantially	In the job ads, significant elements are provided. Website links to IBEC Training Catalogue, OTM-R policy, Gender Plan, etc must be provided.		
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		Yes, completely	Yes, IBEC research job vacancies are published in Euraxess. And additionally, IBEC in audits must give evidence of compliance with the recommendations of the Intervention of the Catalan Government: guarantee the principles of concurrence, publicity and merit in accordance with the legislation EBEP (Estatut personal public) and Law 14/2011 (Spanish science law).		
14. Do we make use of other job advertising tools?	X	X		Yes, completely	Job adverts are published in free and paid advertising tools, nationally and internationally, and also in social networks such as Twitter and LinkedIn.		
15. Do we keep the administrative burden to a minimum for the candidates? (see Chapter 4.4.1.b)	X			Yes, substantially	In general terms, no attachments are required for applicants when they complete their candidacy at the e-recruitment tool. Only if for the process it is important, attachments are required. For individual selection process PDFs of diplomas are requested only for the selected candidate.		

Selection and evaluation phase						
16. Do we have clear rules governing the appointment of selection committees? (see Chapter 4.4.2.a)		Х	X	Yes, substantially	 According to IBEC Recruitment and Selection Policy based on OTM-R, selection panels are defined: for all profiles and positions independent and without conflict of interest sufficiently gender-balanced (for Institutional and international calls: 40% ratio of the underrepresented gender, according to our Equal opportunities and Diversity Management Plan) 	
17. Do we have clear rules concerning the composition of selection committees?		Х	X	Yes, completely	 According to IBEC Recruitment and Selection Policy based on OTM-R: The composition of the Selection bodies consists of a minimum of three IBEC members: The Supervisor A member of the Research Group / Unit, with an advisory character to be determined at the beginning of the selection process. A member of the HR Unit, who also acts as a Chair (to ensure that all understand and execute their roles) Additional members of the HR Unit or another member from another research group/ Unit can take part. 	
18. Are the committees sufficiently gender- balanced?		Х	x	Yes, substantially	In Institutional selection IBEC complies with gender balance. The minimum requirement is a 40% ratio of the underrepresented sex. Regarding the individual selection processes, the HR Unit, fosters and oversees the selection process although not always is possible because of the composition of the research group or Unit.	
19. Do we have clear guidelines for selection committees that help to judge "merit" in a way that leads to the best candidate being selected?			X	Yes, substantially	 IBEC's the e-tool JOBS facilitates the evaluation of the criteria. A standardized CV template is provided, so that all candidates present the same structure of CV and the evaluation sections are also predefined by Area: Research or Administration. Our Selection Policy contains good practices for the Selection committees. Furthermore, a Guideline for interviewers and a Guideline for interviewees are in place with information regarding the competencies for each research positions (R1-R4). Definitions as well as interview sample questions to asses competencies are provided. A video from CERCA Institution on "Recruitment Bias in Research" is circulated to all members of selection panels. 	

	Appointment phase						
20. Do we inform all applicants at the end of the selection process?	X	Yes, substantially	At the end of the selection process all applicants receive an informative notice of their status in the selection pro- cess. To improve agility and reduce the time needed to inform candidates, the e-tool should send automatic messages to applicants.				
21. Do we provide adequate feedback to interviewees?	X	Yes, partially	Shortlisted candidates for senior positions (Junior Group Leaders and Senior researchers) who have been inter- viewed by a selection panel will be informed about the strengths and weaknesses of their application.				
22. Do we have an appropriate complaints mechanism in place?	x	Yes, partially	To be included in all Institutional programmes (Internation- al PhD Programme, senior researcher call, Postdoctoral programme, Master programme, Junior Group Leader) not only the request for redress but also the possibility to re- ceive any complaint during the selection process. At the present time, candidates can contact us through a specific email: jobs@ibecbarcelona, concerning com- plaints and doubts about the recruitment process. A system to monitor complaints should be defined				
		Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?		Yes, partially	An interdisciplinary OTM-R Commission will be created and will meet annually in Q1, to monitor and analyse the results obtained in the statistics provided in the e-tool, considering the checklist with the aim of making improve- ments and ensuring that the procedures comply with the specifications of the OTM-R system as well as update and overview the Policy and the selection processes.				

Created: July 2017 Revised: May 2021 In December 2018, the "IBEC's Recruitment and Selection Policy based on the OTM Strategy" was approved by the Board of Trustees and was published at https://ibecbarcelona.eu/jobs/.

During April and May 2021 various sessions of Focus Group on the Selection and OTM-R took place. The volunteer members included: 2 Group Leaders, Managing Director, 2 Senior researchers, 2 Heads of Unit and a HR Officer.

7 participants, of whom 4 are members of the HRS4R Monitoring and Working Committee.

David Badia	Managing Director
Pau Gorostiza	Group Leader
Javier Ramón	Group Leader
Soledad Pérez	Senior Researcher
Anna Mura	Senior Researcher
Ana González	Head of Unit
Neus Vilalta	HR Officer
Carol Marí	Head of Unit



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