

# HR Excellence in Research Action Plan 2025-2028

Institute de Bioengineering of Catalonia (IBEC)

Internal review for the renewal phase  
Executive Summary



# HR Excellence in Research

## Action Plan 2025-2028

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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 bringing together fields like nanomedicine, biophysics, biotechnology, tissue engineering and the applications of health information technology.

The mission of IBEC is to conduct cutting-edge interdisciplinary research in bioengineering and use it with a problem-solving focus to create a pipeline of technologies that address global challenges in human health and the environment. To fulfil its mission, IBEC counts with attraction and retention of talent, scientific creativity, and translation thereof. Since breakthrough discoveries will not change the world unless they leave the lab, we want to not only develop disruptive ideas, but also to achieve impactful solutions.

Its strategic priorities, as set out in the IBEC Strategic Plan 2023–2026, are structured across five key pillars: Research Strategy, Talent Management, Impact, Cultural Transformation, and Strategic Alliances. Of these, Talent Management and Cultural Transformation are directly aligned with the implementation of the Human Resources Strategy for Researchers (HRS4R).

Since obtaining the HR Strategy for Researchers' Award in 2015, IBEC has progressively aligned its internal policies and practices with the principles of the European Charter & Code for Researchers. These efforts have contributed to creating a professional, inclusive, and researcher-centric environment.

This renewal phase (2025–2028) represents a continuation of IBEC's commitment to excellence. This cyclical renewal process has become embedded in our way of working and in the strategic planning of Human Resources at IBEC, consolidating a culture of continuous improvement and long-term commitment to the principles of the Charter and Code. It also introduces new strategic components in response to emerging needs, external recommendations, and the evolving European research policy landscape, including the 2023 European Charter for Researchers. The updated Action Plan is the product of a participatory and reflective internal process, led by the People Management Unit in collaboration with the Monitoring and Working Committee, the Steering Committee, and the OTM-R Commission.

The People Management Unit operates under a researcher-centered model and aims to:

- Improve the employee experience throughout the research lifecycle—from recruitment to alumni engagement.
- Foster wellbeing, inclusion, work-life balance, and fair working conditions.
- Strengthen career development and performance support.
- Support evidence-based decision-making through HR data and indicators.

Moreover, IBEC's approach is shaped by broader institutional policies and strategic initiatives, including the Equality, Diversity and Inclusion (EDI) Plan 2024–2028, the Open Science Strategy, and the Sustainable Research Strategy.

## GAP analysis

The Gap Analysis process for the 2025–2028 period was launched in November 2024. The process was coordinated by the People Management Unit with the active involvement of the Monitoring and Working Committee and the Steering Committee. To ensure broad participation, IBEC implemented several communication and engagement actions, including:

- Launch of the internal review with an institute-wide email and intranet notice.
- Renewal of the Monitoring and Working Committee with a balanced and diverse composition, including representatives from R1 to R4, technical staff, and Heads of Units.
- Distribution of an internal survey, receiving 160 responses (46% response rate).
- Creation of four Focus Groups (Ethics & Integrity, Working Conditions, Recruitment & Career Development, and Open Science & Gender Equality), involving 35 volunteer participants across eight sessions.

The analysis surfaced 186 ideas, which were refined into 85 proposals and consolidated into 38 final actions. These were reviewed and prioritized by both governance committees. The analysis also integrated feedback from the 2022 EU site visit.

Key themes and findings:

### **Ethical and Professional Aspects:**

The Code of Conduct for Research Integrity, available since 2018, will be updated in 2025 to incorporate developments related to AI, sustainability, and DORA-aligned evaluation principles. The focus groups highlighted the need for more visible and accessible communication around research integrity and the need to establish a Standard Operating Procedure that ensures the knowledge transfer when researcher staff leave IBEC.

Open Science is a strategic priority at IBEC. Since 2021, the Strategic Initiatives Unit has hosted a dedicated area for Open Science and Education, staffed by professionals in science education and data management.

The Equality, Diversity and Inclusion (EDI) Plan 2024–2028 consolidates previous achievements and expands efforts to institutionalize structural change through 35 targeted actions, addressing topics such as Gender equality, Diversity, inclusive leadership, and underrepresented communities.

### **Recruitment, Selection and Assessment:**

Since the 2018 approval of the OTM-R-based recruitment policy, several improvements have been made: the creation of a Talent Acquisition Officer role (in 2025), reactivation of the OTM-R Commission, and development of the internal selection e-tool and the interview guidelines. Still, the focus groups noted a need to simplify processes for candidates and evaluators, strengthen inclusive recruitment strategies, and improve monitoring systems.

The new Policy on Research Career Development and Internal Promotion provides a framework for clarity and transparency. However, challenges persist in designing evaluation criteria for R3 profiles and promoting leadership pathways. Feedback from the focus groups also revealed demand for a long-term vision for scientific and management careers.

## **Working Conditions and Wellbeing:**

IBEC continues to foster a positive work environment through its internal procedures, telework flexibility, and a wellbeing programme that includes psychological support, psychosocial assessments, and regular wellbeing workshops. However, space limitations at the Barcelona Science Park were highlighted as a structural constraint. IBEC has committed to expanding its facilities through the design and construction of three new research buildings, expected to increase space by 75%. The bottom-up initiative “Meeting Joint Point”, led by the PhD and Postdoc Committees, will implement a series of measures aimed at fostering social and scientific exchange, as well as strengthening networking opportunities within IBEC.

Another area of improvement is the demand for more feedback from supervisors, which will be tackled with the implementation of the Feedback & Development Conversations programme.

Following the recommendation of the EU assessors during their 2022 site visit, IBEC is actively working to strengthen its Alumni Network.

Finally, IBEC aims to improve Interactions between the Research & the Research Management Areas, to strengthen mutual understanding, collaboration, and alignment, ensuring that processes, policies, and services are better tailored to the specific needs of the research community and contribute effectively to IBEC’s scientific goals.

## **Training and Development:**

More than 40 training sessions per year are offered, structured around transferable skills, research techniques, and leadership. Notable programmes include mentoring (R1-R2 and clinical), mobility schemes, career week, and the short-stays programme. Still, there is room to improve the impact evaluation of training and formalize leadership development for senior researchers.

## **Internal Communication and Participation:**

One of IBEC’s key strengths lies in the active participation of its research and management staff in institutional development, particularly through dedicated committees that foster co-responsibility, transparency, and alignment with the HRS4R principles. Nevertheless, the internal review identified the need to improve internal communication channels to enhance agility, operational efficiency, and inclusiveness. In parallel, the launch of Thematic Networks in 2024 has stimulated more collaboration across groups.

# Implementation

The implementation of the “HR Excellence in Research Action Plan 2025–2028” follows a clear governance model rooted in participatory oversight, institutional coordination, and performance monitoring. The People Management Unit ensures the day-to-day coordination of the plan, with support from key governance bodies:

- **Monitoring and Working Committee:** Meets four times a year to monitor implementation, resolve bottlenecks, propose corrective actions, and ensure follow-up. The Committee’s composition guarantees representation from all research levels, management, and strategic units.
- **Steering Committee:** Composed of the Director, Deputy Directors, and Managing Director, this committee provides high-level oversight. It meets once a year and sends rotating members to participate in Monitoring Committee meetings.
- **OTM-R Commission:** Meets at least twice annually. It evaluates the quality and effectiveness of recruitment processes, reviews KPIs, and oversees implementation of the OTM-R policy. Members represent researchers, managers, and People management staff.

Each action within the Plan is assigned to a responsible unit and includes:

Timeline (by quarter); Expected outputs and KPIs; Follow-up indicators embedded in the IBEC Scorecard System; Yearly review and reporting to the Steering Committee

Nevertheless, there is a need to invest in the development of HR analytics tools within its recruitment and training platforms, which will automate the tracking and visualization of indicators and support continuous improvement.

**Communication and Engagement:** To reinforce engagement and institutional learning, IBEC has implemented several communication channels to disseminate results and progress related to the HRS4R Strategy, including internal newsletters, SharePoint updates, a dedicated section on the website, social media announcements, the annual “HRS4R at IBEC” presentation during the IBEC Symposium, and visual materials such as infographics and explainer videos. However, the internal review has highlighted the need to further invest in this area, particularly to increase the visibility of the Action Plan and the actions being implemented throughout each phase. Improving the frequency, accessibility, and relevance of these materials, such as updating the explainer video, is essential to reinforce engagement and ensure that the entire community remains informed and involved.

**Strategic Integration:** The HRS4R Action Plan is explicitly referenced in the Strategic Plan 2023–2026. It is cross-referenced with major institutional initiatives such as:

The Equality, Diversity and Inclusion (EDI) Plan 2024–2028; the Open Science Strategy; the Sustainability in Research Strategy; and the Communications and Employer Branding Plan (currently under development).

Many of the 38 actions of the HRS4R Action Plan contribute to multiple institutional goals, including internationalization, researcher attraction and retention, digitalization, and internal collaboration.

In summary, IBEC’s new HRS4R Action Plan builds on a foundation of institutional maturity, community engagement, and strategic foresight. By maintaining its proactive and participatory approach, IBEC ensures that its research environment continues to evolve toward greater excellence, inclusion, and sustainability.

The full Action Plan and OTMR Checklist are annexed to this report.

## **Annex I: Action Plan**

## IBEC Action Plan for Implementing the HRS4R 05/2025- 05/28

Completed actions from previous Action Plans are not included.

Dimension	Title	STATUS: NEW, IN PROGRESS, COMPLETED, EXTENDED (not complete prior to deadline)	C&C Principle	Responsible	Indicator(s)	TIMING (by quarter)
ETHICAL ASPECTS	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; STI, HR Unit	- Number of training sessions - Number of participants	Q4 all years
	Increase awareness of the RI Code and the RI Commission: create 2 actions per year with good practices, providing practical examples. <b>Enhance the visibility and accessibility of IBEC's Research Integrity Commission by explaining the availability and contact details of its members to support employees in RI issues; Continue with the Newsletter (Integrity Pills); better explain the channels for communicating Research misconduct; Feedback survey on the newsletter and to gather suggestions on topics researchers are most interested in.</b>	IN PROGRESS	2 (Ethical principles) 3 (Professional responsibility) 4 (Professional attitude)	Strategic Initiatives (STI) Unit, Research Integrity Committee	2 actions /year  Results of the surveys	Q4 each year
	Provide training in the different aspects of Open science:	IN PROGRESS	8 (Dissemination, exploitation of results) 9 (Public engagement)	Units: STI, HR, Communications	2 sessions per year	Q4 each year
	Organize every two years an open day for patients, to engage them in IBEC research projects <b>Organize a yearly activity with patients, in the framework of research projects.</b>	IN PROGRESS	8 (Dissemination, exploitation of results) 9 (Public engagement)	Units: STI, Communications	Open days organized, Number of attendees	Q4 all years
	Provide researchers with an online plagiarism detection tool. Raise awareness among researchers. <b>A new procurement process will be launched to select a more advanced solution with improved capabilities. The new tool will be made available to IBEC research supervisors for regular use.</b>	IN PROGRESS	3 (Professional responsibility)	Directorate, STI Unit, IT Unit	- Online plagiarism detection tool available.  - Guidelines for users - Training	Q4 2025
	<b>Development and publication of an IBEC portal for research outputs in a comprehensive and interconnected manner</b>	NEW	32 Co-authorship	STI	Portal running	Q4 2025
	<b>Establish a Standard operation procedures/ manual that ensure the knowledge transfer when researcher staff leaves IBEC.</b>	NEW	7 Good practice in research	All units, Directorate, RI Commission	Protocol established	Q4 2026
	<b>Implement the measures proposed by Green Disc in Computational sciences</b>	NEW	7 Good practice in research	STI, IT, Sustainab. Commission	Application for green disc certification submitted	Q4 2026

Dimension	Title	STATUS: NEW, IN PROGRESS, COMPLETED, EXTENDED (not complete prior to deadline)	C&C Principle	Responsible	Indicator(s)	TIMING (by quarter)
SELECTION ASSESSMENT	Train Group Leaders and Senior Researchers <b>and Postdocs</b> 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 each year
	Define and <b>disseminate</b> a new PhD brochure.	IN PROGRESS	12 (Recruitment) 13 (Recruitment)	HR Unit, Communications Unit	Document is published	Q4 2026
	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 each year
	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	IN PROGRESS	12 Recruitment (charter) 13 Selection (code) 15 (Transparency) 16 Judging merit (code)	HR Unit, IMS Unit	- Number of selection processes per year. - Statistics of gender, nationalities, etc by recruitment phase.	Q4 2026 onwards
	E- recruitment tool: Update, adjust and define new utilities for implementation of OTM-R. <b>Revise and streamline the e-tool JOBS to ensure it is user-friendly and agile for both candidates and evaluators, while effectively adapting to the specific requirements of research and management positions</b>	IN PROGRESS	12 Recruitment 13 Selection 15 Transparency 16 Judging merit	HR Unit, Integrated Management Systems (IMS) Unit	satisfaction levels of evaluators. Survey for candidates	Q4 2026
	<b>Define the IBEC Employer Branding and Employee value proposition to attract and retain talent</b>	NEW	12 Recruitment 13 Selection 14 Selection (Code) 15 Transparency	People Management Unit, Communication Unit	Employer Brading and EVP defined by Q2 2026 Surveys to assess how employees perceive IBEC and the EVP	Q3 2026
	<b>Full revision of the criteria used in assessment processes, to make them fully DORA principles compliant as committed at the IBEC Action Plan on Reforming Research Assessment, CoARA Agreement 2023-2027, considering multidimensional contributions and merits.</b>	NEW	11 Evaluation/ Appraisal Systems 19 recognition of qualifications 22 Recognition of the Profession	STI, People Management Unit, Directorate	Criteria revised by Q4 2026. 100 % of JRGL to be assessed (100% GL 2028-29)	Q2 2028
	<b>As part of the Scientific Advisory Board's regular evaluation, qualitative and non-scientific criteria will be incorporated into the evaluation of the GLs. Communication to GLs of the procedure and evaluation criteria.</b>					
	<b>Establish clear progression path and evaluation system for:</b> - <b>Evaluation System and incentive plan for Senior Researchers (R3) with permanent positions</b> - <b>progression path and Evaluation System for management positions, in accordance with the provisions of the future New Research Collective agreement for Catalonia.</b>	NEW	11 Evaluation/ Appraisal Systems 22 Recognition of the Profession	People Management Unit, Directorate	- Evaluation system for R3 is established by Q2 2026 - Progression path and evaluation system for management area is defined and approved by Q4 2026	Q4 2026

Dimension	Title	STATUS: NEW, IN PROGRESS, COMPLETED, EXTENDED (not complete prior to deadline)	C&C Principle	Responsible	Indicator(s)	TIMING (by quarter)
WORKING CONDITIONS	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. <b>Pilot test; Acquisition and implementation of suitable software, trainings for supervisors and collaborators and Launch of the Feedback &amp; Development Conversation in 2025.</b>	EXTENDED	11 (Evaluation / Appraisal systems) 36 (Relationship with supervisors)	HR Unit; R4; Directorate	- System is implemented. - % Performance and development interviews - Number of training sessions	Q4 each year
	Create, implement and disseminate measures of IBEC Equal opportunities and diversity plan: 3rd Plan 2020-2023. Create the 4th Plan. <b>Implement 4th Equality, Diversity and Inclusion (EDI) Plan 2024-2028</b>	IN PROGRESS	10 (Non discrimination)/ 27 (Gender balance)	Gender and Diversity Committee; Directorate	- Implementation of the actions and dissemination of the Plan	Q4 each year
	Improve and update the current induction plan: Initial training, welcome materials, induction presentation.	IN PROGRESS	28 (Career development)	HR Units; Core Facilities; Communications Unit	- Satisfaction survey	Q4 each year
	Psychosocial Assessment. <b>In 2024, IBEC launched a new psychosocial risk assessment process. Diagnostic phase: survey and focus groups. Based on the findings, define an Action Plan. Implementation for the period 2025-28 .</b>	IN PROGRESS	7 (Good practice in research) / 23 (Research environment)/ 24 (Working conditions)	HR Unit; Health & Safety Committee	- Survey - Action Plan & Implementation of measures	Q4 each year
	Improvement of common and social spaces. Better infrastructure environment for socialization and meeting rooms <b>Design new IBEC Spaces in Barcelona Area (3 new buildings which include social spaces)</b>	IN PROGRESS	23 (Research environment) 24 (Working conditions)	Core Facilities, Managing Director	- redefinition/ increase of current spaces	Q4 2028
	Create and implement a Wellbeing Programme in coherence with IBEC's strategy (researcher-centric model), culture and values (the IBEC way) enriching the employee experience, taking into account following perspectives: emotional, Physical, social, professional and financial. 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.	IN PROGRESS	24 (Working conditions)	Health and Safety, Gender & Diversity committee, HR.	The programme is created	Q4 each year
	Revise and adapt the conflict resolution procedure. Increase awareness. Create an informative leaflet to identify spokespersons and better understand the procedure. Provide training to handle and prevent conflicts. <b>Increase dissemination and information within the IBEC Community, Training for new Supervisors in conflict management. Promote training in psychological safety &amp; Non violent communication.</b>	IN PROGRESS	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	Q4 every year
	Improve internal communication by renewing the current Intranet (Ibecnet) with the aim of increase participation of internal stakeholders and being more agile, operative and inclusive. <b>Within the new Internal Communication Plan, implement a segmented and simplified communication strategy to ensure information is relevant, accessible, and actionable for all staff.</b>	EXTENDED	35 (Participation in decision-making bodies)	Communications Unit, IMS, Directorate, Multidisciplinary working group.	New Intranet implemented  -Engagement metrics (open rates, and link visits) -Staff satisfaction with internal communication (survey)	Q4 2026

Dimension	Title	STATUS: NEW, IN PROGRESS, COMPLETED, EXTENDED (not complete prior to deadline)	C&C Principle	Responsible	Indicator(s)	TIMING (by quarter)
WORKING CONDITIONS	Within the new Internal Communication Plan, increase visibility and recognition of scientific and management staff by regularly sharing achievements and success stories across internal and external channels.	NEW	22 Recognition of the Profession	COMMs	-Number of recognition items published per quarter -Representation across departments/units -Perception of recognition (staff survey)	Q4 2026
	Promote and Improve Interaction between Research & Research Management Areas: - Info sessions led by management Units to share relevant topics, policies, updates, and services of interest to the entire IBEC community. - New management team members will be communicated to the research area. - Management units will open their offices at a specified day and time each week to answer questions and facilitate direct communication (Open Office Hours) - Develop a catalog detailing services offered and corresponding contact	NEW	35 (Participation in decision-making bodies)	COMMs/ People Unit/ All Management areas	Number of sessions held Number of inquiries/visits handled during the open office sessions Catalogue of services is in place.	Q4 each year
	Promote optimization of the use of laboratory space by fostering a strategic approach to resource management starting by expanding core and common equipments we already have; promoting the shared use of specialized equipment, reducing redundancy, and maximizing accessibility to key research	NEW	23 research environment	Directorate, Core Facilities	Create a working group Identification of equipments	Q4 2026
	Incorporate in our welcome package guidelines addressing the key aspects and relocation services' information regarding renting flats in Barcelona. Foster participation in the "Buddy Programme", where experienced colleagues can provide practical guidance to newcomers in finding accommodation.	NEW	26 salaries	People Management Unit	Guidelines in place	Q2 2026
	Define and Implement a Flexible remuneration scheme	NEW	26 salaries	People Management	Implementation. Rate of use	Q4 2025
	Strengthening the Interaction and Commitment of IBEC Alumni with the IBEC Community: Maintain an updated database. Enhance participation and visibility at the symposium and other IBEC activities. Keep them informed about activities.	NEW	38 (Continuing professional development) 39 (Access to research training and continuous development)	STI, COMMs	Number of members of IBEC Alumni	Q4 each year

Dimension	Title	STATUS: NEW, IN PROGRESS, COMPLETED, EXTENDED (not complete prior to deadline)	C&C Principle	Responsible	Indicator(s)	TIMING (by quarter)
TRAINING & DEVELOPMENT	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	IN PROGRESS	30 (Access to career advice) 39 (Access to research training and continuous development)	HR Unit; PhD committee, Postdoc committee	- Career fair implemented - Number of attendees	Q3 each year
	Provide training in Technology Transfer and Entrepreneurship. Define and Implement a Training programme on IP, TT, regulatory	IN PROGRESS	38 (Continuing professional development) 31 (IP rights)	TT Unit; HR Unit	- Number of training sessions - Number of participants - The Programme is defined	Q4 each year
	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	Q4 each year
	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. <b>The Short Stays Programme will be extended to include management staff.</b>	IN PROGRESS	38 (Continuing professional development) 39 (Access to research training and continuous development)	STI, PO, TT and Communication, HR	Number short stages per year	Q4 each year
	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.	IN PROGRESS	28 (Career development) 37 (Supervision and managerial duties)	PhD Committee, Postdoc Committee,	- Number of mentors/mentees - satisfaction survey after 6-12 months	Q4 each year
	Define and Implement a Clinical Mentoring Programme for R1 with clinical mentors from CMB: Pilot programme	IN PROGRESS	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 each year
	The meeting joint point is an initiative from 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 establish better networking.  <b>Establish regular social gatherings where PhDs and Postdocs can present intriguing aspects of their research. These meetings will blend informal research discussions with refreshments to enhance community engagement and foster deeper connections among researchers and also include sessions with the research management staff. Additionally, this initiative will be supported by a dedicated budget as part of an annually approved plan.</b>	IN PROGRESS	37 (Supervision and managerial duties)	PhD Committee, Postdoc committee	Nr participants Nr of topics discussed.  5 sessions per year Nº of participants yearly	Q4 each year
	<b>Design and implementation of a core training program for all group leaders, to be completed within a four-year cycle. The program will include 4 to 6 key courses covering leadership, conflict management, unconscious bias in recruitment, gender and diversity, research integrity, psychological safety, effective feedback techniques, and good practices in supervision in alignment with the institution's core values. Participation will be considered in the GL's evaluation conducted every 4-5 years.</b>	NEW	38 (Continuing professional development) 39 (Access to research training and continuous development), 40 (Supervision)	Deputy Directors, STI, Directorate, People.	Training Programme designed Training Programme implemented GLs attending Participation is included in GLs evaluation	Q4 2026, Q4 2027

## **Annex II: OTM-R Checklist**

Open, Transparent and Merit-based Recruitment Check-list <sup>1</sup>					
	Open	Transparent	Merit-based	Answer: Yes, completely. Yes, substantially. Yes, partially. No	Current status, indicators, future actions to be implemented, comments
<b>OTMR-System</b>					
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x	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: <a href="http://www.ibecbarcelona.eu/wp-content/uploads/2018/12/IBEC_Recruitment_and_selection_policy.pdf">http://www.ibecbarcelona.eu/wp-content/uploads/2018/12/IBEC_Recruitment_and_selection_policy.pdf</a> Information published regarding OTMR can be found at: <a href="https://ibecbarcelona.eu/jobs/">https://ibecbarcelona.eu/jobs/</a>
2. Do we have internal guidelines setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	Yes, completely	Yes, for all selection processes: IBEC's Recruitment and Selection Policy based on OTM-R was approved by our Board of trustees in December 2018.
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	Yes, partially.	The training course for interviewers "How to interview effectively and get the best candidate" is in place . Interviewers to be trained: Heads, Group Leaders, Coordinators and Senior Researchers, additionally any member participating in the evaluation and interview phase. Participants following training is monitored since 2021: 8 participants; 2022: 10 participants; 2024: 14 participants (26% of the targeted group in 2024); Accumulated: 60% have been trained. Although we have increased participation, we expect to increase it by 10% each year. Therefore, the course will be mandatory for newcomers of the targeted group and also for those participating in Institutional selection processes.

<sup>1</sup> [https://cdn5.euraxess.org/sites/default/files/policy\\_library/otm-r-checklist.pdf](https://cdn5.euraxess.org/sites/default/files/policy_library/otm-r-checklist.pdf)

4. Do we make (sufficient) use of e-recruitment tools?	x	x		Yes, substantially	Since 2021, a self-developed online tool “JOBS” is in place for managing all selection processes at IBEC. Guidelines for Supervisors are in place, and updates have been disseminated (in 02/2025).
5. Do we have a quality control system for OTM-R in place?	x	x	x	Yes, partially	IBEC needs to create new indicators and define a reporting system in the online tool JOBS. Currently, high complexity due to the large number and the different types of selection processes at IBEC (institutional or individual). An interdisciplinary OTM-R Commission has been created and will meet three times annually, 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 from candidates regarding their participation in the selection process will be added in the onboarding Satisfaction Survey.
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	Yes, substantially	A new indicator has to be created in the e-tool JOBS to identify % of candidates coming from outside our Institution IBEC. Job ads at IBEC are open and published in English at our webpage, at the Euraxess webpage and other recruitment platforms (Linkedin, Biocat, SOMMA, PCB, Naturejobs, Research Gate...) and social media. We need to monitor the use and effectiveness of these platforms to ensure optimal visibility (tracking the number of applications received per platform),
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	Yes, partially	A new indicator has been created in the e-tool JOBS to understand % of non-Spanish candidates. The job ads are in English and describe the services offered by IBEC to facilitate the visa process for researchers coming from abroad. Information about services to improve inclusion, such as Spanish language courses, tax advice, etc. It will be improved the information for newcomers related to housing in Barcelona.

8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	Yes, substantially	<p>It is published in all job ads that IBEC actively looks for female candidates for Senior positions: Compromise for Junior Group Leader: at least 50% women candidates arrive to the interview phase. For Senior Group Leader: 40% women candidates in the preselection phase to apply for ICREA positions.</p> <p>Job adverts are checked with open-source e-tools to avoid masculine-coded language to achieve a more inclusive use of language.</p> <p>Babysitting options are offered during the interviewing process.</p> <p>All our job ads include the principles of the selection process and a statement regarding Gender, Diversity and inclusion.</p> <p>Interviewers are trained to manage inclusive and reduce biases in the selection processes.</p> <p>Underrepresented groups' websites and portals have to be searched and used when needed. Increase collaboration with associations to arrive at more diverse profiles.</p> <p>Indicators to track % of women in these profiles are revised periodically by our Gender and Diversity Committee.</p> <p>Increase the hiring ratio of people with disabilities.</p> <p>Improve the diversity and inclusion approach in recruitment and selection processes and make it more visible.</p>
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	Yes, substantially	<p>In the dedicated website for Jobs as well as in Intranet (Internal Guide), information about the improved working conditions offered at IBEC is described. For instance: conciliation measures such as flexible hours, new work hours 37,5h since 2025, flexible remuneration, and other measures to promote wellbeing and an adequate work-life balance.</p>
10. Do we have the means to monitor whether the most suitable researchers apply?				Yes, partially	<p>Although we can analyse in our e-tool the number and different categories (gender, nationality, age, etc) per vacancy and by all selection stages it is burdensome and complex. Monitoring system must be improved collecting.</p> <p>The evaluation criteria are established in the e-tool and used by the evaluators.</p>
<b>Advertising and application:</b>					

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 English in Euraxess. Templates are in place and regularly updated and improved by the People Management Unit. Each job advert is agreed between the supervisor and the People Management Unit, who 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 OTM-R policy, IBEC jobs webpage Training Catalogue, Gender Plan are 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 recruitment platforms (Linkedin, Biocat, SOMMA, PCB, Naturejobs, Research Gate...) , nationally and internationally, also in social networks .Additionally, IBEC is present at different Job fairs.
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 when it is necessary for the selection process are attachments required. In individual selection processes PDFs of diplomas are requested only for the selected candidate/s. We are working on improving our e-tool to streamline the application process by reducing the need for manual data entry, making it more agile. Our goal is to enhance efficiency and user experience, ensuring a more seamless and automated workflow for applicants. A survey for applicants has to be created to understand areas of improvement.
<b>Selection and evaluation phase</b>					

16. Do we have clear rules governing the appointment of selection committees? (see Chapter 4.4.2.a)		x	x	Yes, substantially	<p>According to IBEC Recruitment and Selection Policy based on OTM-R, selection panels are defined:</p> <ul style="list-style-type: none"> <li>• for all profiles and positions</li> <li>• independent and without conflict of interest</li> <li>• sufficiently gender-balanced (for Institutional and international calls: 40% ratio of the underrepresented gender, according to our Equality, Diversity and Inclusion Policy).</li> </ul> <p>Interviewers receive the Training course on interviewing skills and implicit bias.</p>
17. Do we have clear rules concerning the composition of selection committees?		x	x	Yes, completely	<p>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:</p> <ul style="list-style-type: none"> <li>• The Supervisor</li> <li>• A member of the Research Group / Unit, with an advisory character to be determined at the beginning of the selection process.</li> <li>• A member of the People Management Unit, who also acts as a Chair (to ensure that all understand and execute their roles)</li> </ul> <p>Additional members of the People Management Unit or another member from another research group/ Unit can take part.</p>
18. Are the committees sufficiently gender-balanced?		x	x	Yes, substantially	<p>In Institutional selection IBEC complies with gender balance. The minimum requirement is a 40% ratio of the underrepresented gender.</p> <p>In individual selection processes, the monitoring of the evaluation panels' composition should be strengthened, although this remains a challenge due to the high number of processes.</p>

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 provides 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 assess competencies are provided. A video from CERCA Institution on “Recruitment Bias in Research” is circulated to all members of selection panels. A yearly training course is offered for all interviewers.
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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 process. The e-tool sends automatic and personalised messages to applicants in the different selection stages.
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 interviewed are informed about the strengths and weaknesses of their application. Define a template in the e-tool to facilitate evaluators enter feedback.
22. Do we have an appropriate complaints mechanism in place?		x		Yes, partially	Included in all Institutional programmes (International PhD Programme, Postdoctoral programme, Master programme, Junior Group Leader) not only the request for redress but also the possibility to receive any complaint during the selection process. At the present time, candidates can contact us through: jobs@ibecbarcelona, concerning complaints 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, substantially	An interdisciplinary OTM-R Commission has been created and will meet annually to monitor and analyse the results obtained in the statistics provided in the e-tool, considering the checklist with the aim of making improvements 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.
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Last review: May 2021

Revised: March 2025

<https://ibecbarcelona.eu/jobs/>

In February and March 2025, two sessions of the Focus Group on Selection and OTM-R were conducted, with the participation of 12 volunteer members: 4 Group Leaders, 4 Postdocs and Senior researchers, 2 Head of Unit and 2 People Officers.

In March 2025, the OTM-R working group is composed by 3 Group Leaders, 3 Postdocs and Senior researchers, 3 Heads of Unit, Managing Director and 1 People officer.



Institute for Bioengineering of Catalonia

Institute for Bioengineering of Catalonia (IBEC)  
c/Baldiri Reixac, 10-12  
08028 Barcelona, Spain  
+34 934 039 706  
info@ibecbarcelona.eu

[www.ibecbarcelona.eu](http://www.ibecbarcelona.eu)

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