

**HR Excellence in Research**

# **Renewal Review**

## **Internal Review**

**Case number**

2018ES356851

**Name Organisation under review**

FUNDACIO INSTITUT D'INVESTIGACIO EN CIENCIES DE LA SALUT GERMANS TRIAS I PUJOL

**Organisation's contact details**

CTRA DE CAN RUTI/ CAMI DE LES ESCOLES S/N, BADALONA, BARCELONA, 08916, Spain

**Submission date to the European Commission**

03/03/2026

## 1. Organisational Information

Please provide an update of the key figures for your organisation. Fields marked with \* are compulsory.

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, doctoral candidates either full-time or part-time involved in research *	123
Of whom are international (i.e. foreign nationality) *	26
Of whom are externally funded (i.e. for whom the organisation is the host organisation) *	104
Of whom are women *	82
Of whom are R3 or R4 = established or leading researchers with a large degree of autonomy (e.g. holding the status of principal investigator or professor) *	32
Of whom are R2 = recognised researcher (e.g. postdoctoral researcher, junior researcher) *	33
Of whom are R1 = first stage researcher (e.g. doctoral candidate, research apprentice) *	58
Total number of students (if relevant) *	89
Total number of staff (including management, administrative, teaching, and research staff) *	473
<b>RESEARCH FUNDING (figures for the most recent fiscal year)</b>	<b>€</b>
Total annual organisational budget	32225278,46
Annual organisational direct government funding (designated for research)	4333796,15
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	13371574,99

## RESEARCH FUNDING (figures for the most recent fiscal year)

€

Annual funding from private, non-government sources, designated for research

14519907,32

## ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

The IGTP is a public research center in Catalonia (Spain) dedicated increasing of scientific knowledge in healthcare, and transferring it to improve the care and lives of patients. It is located on the Can Ruti Campus that surrounds the Germans Trias University Hospital, one of the largest in Catalonia. It acts as an umbrella organization for scientific research on the campus, where it works closely with other centres located at (<http://www.canruticampus.cat/>) the same area (Campus Can Ruti (<http://www.canruticampus.cat/>) and administrates research projects for scientists at other centers as an accredited Center of Excellence, certified by the Institute de Salut Carlos III (ISCIII), of the Spanish Government.

## 2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the four pillars of the European Charter for Researchers, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the 'Remarks' column if major changes have occurred versus the initial plan.

**Note:** Click on the name of each of the four thematic headings of the European Charter for Researchers to open the editor and provide your answers in the section dedicated to internal review for the interim assessment.





### Strengths and weaknesses (initial phase)

**Strengths:** The IGTP focusses its research on increasing knowledge to improve the health and quality of life of patients and society in general. It follows ethical principles when carrying out biomedical research activity in accordance with international, national, sectorial and institutional regulations.

The IGTP manages its contractual and legal conditions and obligations in accordance with current regulations and the regulation of intellectual property linked to research. There is a dedicated Innovation Unit, that oversees all the procedures required to introduce innovation to market, including patentability studies, PI rights transfer to researchers etc.

The research staff are aware of IGTP's strategic objectives and of the main sources of funding. The IGTP strategic plan is public and can be consulted by all scientists. The economic and scientific reporting of projects by researchers is formalized through the Project Management Office and in addition all its accounts are submitted for an annual external audit. The expenses and income of the projects are controlled through software that does not allow purchases that are not included in the projects, or negative balances

The IGTP always enables its staff to adopt safe working methods for their health. It also facilitates measures of protection against the loss of information to its professional staff. The IGTP has an IT server that performs daily backup copies. The accident's prevention service is outsourced.

The IGTP adequately informs staff and the public about the current regulations on data protection regarding confidentiality and the safeguard of information. All the professional staff comply with this legal framework. A data protection delegate has been appointed.

The IGTP publishes an annual report every year and results are disseminated through the usual channels. A twice monthly newsletter is published for staff and interested parties. During the year researchers participate in a variety of outreach activities, such as Schools Open Day for the National Science Week.

The IGTP does not permit discrimination in terms of gender, age, ethnicity, nationality, religion, sexual orientation, language, disability, political opinion or economic or social condition.

The IGTP is a public institute; it is assessed by an external scientific advisory board, every five years it is globally evaluated by the national Instituto Carlos III and every 4 years by the CERCA institute in Catalonia.

**Weakness** The current economic situation and the limited funding, opportunities that are not dependent on the institute, produce researcher's discomfort regarding their present situation, a fact that is reflected in the answers to the survey, which showed, for example, that they consider that research freedom could be improved

Also gaps were indicated in training or dissemination and, for example, in the IT security operations procedures and compliance with personal data protection law.

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Additionally, PI regulations are not collected into a single document, making consultation by researchers difficult.

The researchers also call for a psychosocial risks survey to be carried out.

Finally, the survey and the working group meetings have detected certain gaps in the internal evaluation's principles and protocols.

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**Strengths and weaknesses (interim assessment)**

**Best practices in research:** A first draft of the guide has been prepared and is being adapted to the gender perspective. In addition, the employment contract includes clauses reminding employees of the obligation of: confidentiality, conflict of interest reporting, incompatibility, zero tolerance policy with any type of discrimination, occupational risk prevention rules follow-up and the possibility of reporting and submitting a case to the mediation of the ombudsperson for matters of conflict of interest. Employees sign their agreement and receive a copy of the contract. Also, a data protection officer has been appointed and an external audit on data protection is carried out annually. Specific training has been carried out to prevent psychosocial risks, courses dealing with these topics will be offered to IGTP staff in the 2022 training plan to prevent undesirable consequences of a three-year pandemic in a research center linked to one of the largest public hospitals in Catalonia. The health of our workers has been the main concern of the Institute, and we have been firm in implementing a policy of absolute caution: COVID 19 protocols were developed and updated almost daily, and to ensure that these protocols were known to everyone, training was carried out followed by questionnaires that had to be approved before staff were authorized to return to work.

In the second half of 2022, a Psychosocial Risks Survey will be carried out on our staff, which we hope will help us to identify factors that will improve the mental health of our employees and promote health as described by the WHO: a state of physical and mental well-being.

**Transference:** A new employee has been recruited to the innovation unit, and two more employees will be incorporated at the end of 2022 to facilitate the transfer of technology and knowledge of the institute, and to provide a better service to our researchers and therefore to society. To promote this, the Innovation Unit conducted a transfer course attended by about 100 people). The IGTP also collaborates in the Postgraduate course on research and innovation in health sciences organized by the *Consorci Sanitari del Maresme*.

**Equality:** The equality plan has been approved and published, including protocols on sexual harassment, harassment on grounds of sex or gender and workplace harassment, as recognized under Spanish law. A specific training on prevention of harassment at work has been provided. In addition to this compulsory training, Principal investigators receive specific training on how to act to avoid cases of harassment in their research groups. Two editions have been held, attended by 94 R3, R4 team leaders. The IGTP is developing mechanisms to improve the reconciliation of work and personal life, through a Teleworking protocol, which is scheduled to start in September. This will regulate the rights and duties of workers after a period of remote work forced by the pandemic situation. One of the actions established in the Gender Equality Plan includes an action to include a new measure to improve conciliation annually. The measure applied in 2022 is related with the optional reduction of working hours on days with an established reduced timetable (Epiphany, Christmas Eve, New Year's Eve), to create a pool of free hours, which staff can use at their convenience.

This year a staff questionnaire was carried out and a brainstorming session for the Equality Committee to choose a proposal has been convened for the 2023 measure, which will be finalized and approved in the coming months.

### **Strengths and weaknesses (award renewal, max. 500 words) \***

Since the Interim Review, IGTP has made substantial progress in consolidating a strong culture of research integrity, transparency and social responsibility.

The Guide to Good Research Practices has been finalised and is currently being implemented across all research groups, with a clear and explicit gender perspective. Data protection and ethical compliance have been further strengthened through the appointment of a Data Protection Officer and the completion of annual external audits, all of which have yielded positive results.

Targeted training sessions on ethics, data protection and psychosocial risk prevention have been delivered to all staff categories. During and after the COVID-19 pandemic, IGTP's management implemented comprehensive health and safety protocols, ensuring a safe return to on-site activity and continuous training in biosafety.

The Equality Plan, including zero-tolerance policies towards any form of discrimination, is fully operational. Awareness-raising sessions on harassment prevention and gender equality have been integrated into the annual training programme. Transparency and accountability have also been reinforced through the publication of annual reports, regular newsletters and active participation in public engagement activities.

These aspects, considered mandatory within IGTP, have been incorporated as explicit obligations into individual employment contracts. This measure reinforces their institutional relevance and ensures that staff are fully aware of their ethical responsibilities, as well as of the potential consequences of non-compliance

### **Remarks (max 500 words)**

Over the last evaluation cycle, IGTP has made significant progress in strengthening its ethical and professional framework, moving from a predominantly procedural approach towards a more integrated culture of responsibility and transparency across the organisation.

One priority is the formalisation of internal ethical auditing procedures. While compliance mechanisms exist, a more systematic internal review process would strengthen monitoring, ensure continuous improvement, and complement external evaluations. Another area for enhancement is the harmonisation of ethical and safety protocols through the new intranet system. Centralising documentation will increase accessibility, ensure uniform application across all units and improve transparency for researchers and support staff. This step will also facilitate onboarding and provide clearer guidance for new staff.

Furthermore, IGTP intends to continue strengthening the integration of diversity and gender perspectives into research evaluation and institutional decision-making. Although progress has been made, deeper incorporation of these aspects is necessary to align fully with European standards and to reflect the institution's commitment to equitable and inclusive research environments. Future actions will include reinforcing training and awareness, embedding diversity criteria into evaluation processes and promoting wider participation of staff in ethics-related initiatives.

Overall, IGTP has laid strong foundations for the next phase of development in the area of ethical and professional practices. The Institute is moving toward a more systematic, evidence-based and participatory approach, ensuring that ethics and integrity are not only formal requirements but embedded values guiding daily conduct. These advances, combined with the planned improvements, position IGTP to continue strengthening its ethical culture and ensuring full alignment with the principles of the Charter & Code.



**Strengths and weaknesses (initial phase)**

**Strengths** Currently, all candidates submit their applications to the Human Resources Department, which sends a letter of confirmation of reception, providing a general description of the selection process. After the initial selection has been carried out, the PIs communicate directly with the candidates for personal interviews. Feedback is usually provided by the PIs. IGTP PIs are experts in different areas and competencies and have scientific and evaluative experience

All offers of work are publicly advertised through the IGTP webpage.

The IGTP follows Spanish regulations related to non-discrimination. Candidate selection is based exclusively on personal merit and professional career (regardless of where the qualifications have been obtained) and their fit with the requirements of the position.

The IGTP values the professional and non-professional qualifications and merits of its staff in line with the Bologna declaration on the European space for higher education. Post-doctoral researchers funded by competitive calls, (Ramon y Cajal, Marie Curie etc) have their own scales of merits evaluation.

**Weakness** There is not a clear procedure for defining the selection and recruitment conditions of the pre and post-doctoral researchers

The survey analysis and the working group meetings concluded that the IGTP does not have a protocol for establishing the admission criteria, or for how a selection committee should be constituted.

Job offers are not widely published. When applications are received, the candidates are informed about how the process will develop and those interviewed of the selection results, there is no protocol for standardizing how this information should be transmitted.

The selection process is mainly carried out by the PIs. PI are prestige researchers, although it is possible that they may not be completely aware of how to evaluate all the points on a CV.

Although Candidate evaluation is mainly based upon their merits and capabilities and takes into account the quantity and quality of all their experience and relevant successes, a protocol that objectively indicates the value of these selection criteria has not been developed. The same thing happens regarding the evaluation of other issues such as mobility, value of qualifications etc.

**Strengths and weaknesses (interim assessment)**

Recruitment: A guide for the selection and recruitment of researchers has been written. The job offers for working in European projects and for the recruitment of senior researchers are published in Euraxess. A total of 27 offers have been published to date. A special issue of IGTP newsletter focused on the implementation of HRS4R will be written in the next quarter to inform the IGTP staff. A clause has been included in

the employment contract that establishes the obligation to align with the implementation of the actions of the HRS4R award

### **Strengths and weaknesses (award renewal, max. 500 words) \***

The OTM-R framework has become a cornerstone of IGTP's HR strategy, and the progress achieved since the Interim Review reflects a clear commitment to international standards of fairness, transparency and merit-based recruitment. The publication of vacancies on EURAXESS, the creation of a Recruitment and Selection Guide and the inclusion of HRS4R clauses in employment contracts have strengthened procedural clarity and alignment with European principles.

To further enhance transparency and widen the reach of job opportunities, IGTP has implemented a dedicated recruitment and selection software that streamlines the publication and management of vacancies. This system enables broader visibility and facilitates access to a larger pool of potential candidates. In addition to EURAXESS, job openings are now systematically advertised on a variety of other relevant portals to maximise talent attraction and ensure equal access to opportunities.

The selection process has also been strengthened through the redesign of the selection record template, which now clearly defines the evaluation criteria to be assessed by the committee—including competencies, experience, training and interview performance—each with a pre-established scoring structure. This standardisation ensures consistency, merit-based assessment and greater comparability between applicants.

Communication with candidates has equally improved. Through the recruitment software, applicants receive an automatic notification confirming that their profile is under evaluation, reinforcing transparency throughout the process. Once a selection decision is made, non-selected candidates are formally informed of the outcome. Selected candidates receive a formal offer letter that outlines all employment conditions as previously stated in the vacancy, ensuring full alignment with the published information and establishing a clear mutual commitment prior to contract issuance.

The institute has also strengthened internal capacity by training PIs, HR staff and other stakeholders in non-discrimination, equal opportunities and selection procedures. These initiatives have promoted greater consistency in recruitment practices across departments and improved the professionalisation of evaluation processes. Furthermore, a **Talent Manager** has been hired to support researchers throughout the selection process, ensuring guidance and consistency.

Together, these measures demonstrate IGTP's strong progress in operationalising the OTM-R principles and consolidating a transparent, structured and equitable recruitment system aligned with European standards.

The institute has established a **structured career framework** aligned with the European R1–R4 model, providing clarity on career levels and expectations. **Mentoring programmes for R3 researchers**, career development workshops, and external evaluations conducted by the renewed Scientific Advisory Committee further support transparent assessment and progression.

However, there are some challenges: **Monitoring of internal mobility and career progression** could be strengthened to ensure all staff have equal opportunities for advancement. Finally, while mentoring and training activities are well-established, **participation may be limited** due to staff availability or capacity constraints, potentially affecting the reach of these initiatives.

**Remarks (max 500 words)**

IGTP has implemented an Open, Transparent and Merit-Based Recruitment (OTM-R) policy and published a Recruitment and Selection Guide available to all staff. All research vacancies are advertised in English and disseminated through EURAXESS, ensuring international visibility, equal access to opportunities and contributing to the development of a more diverse and inclusive research environment.

IGTP demonstrates a strong commitment to fair, transparent, and merit-based researcher recruitment and career development. Progress is evident in OTM-R implementation, mentoring programmes, external evaluations, and transparent communication of career paths. Continued focus on adapting to evolving labour regulations, monitoring career progression, and expanding participation in mentoring and training will further consolidate IGTP's alignment with HR Excellence principles.

## WORKING CONDITIONS AND PRACTICES\*



### Strengths and weaknesses (initial phase)

**Strengths** The IGTP staff are considered to be and treated as professionals. staff who appear on the webpage are identified with their correct professional category.

The IGTP strives to ensure a stimulating and appropriate working environment. The institute laboratory manager checks that research facilities are optimal for the researchers.

The IGTP provides better employment conditions than those required by the regular minimum legal framework, in addition, special personal employment requests can be negotiated

The contracts for researchers funded by research projects are dependent on external funding. In the current economic climate, the institute cannot take any general measures to improve job stability. In spite of this situation, during 2016, the Institute achieved the stabilization of 3 former Ramon y Cajal and Miguel Servet post-doctoral researcher applying for R3 grants.

Salaries of researchers granted by competitive calls are fixed in the call. Incentives to this salary are subject to budgetary stability and to the subsidies that the institution receives. The IGTP is writing regulations to fix the minimum wage rate for employing researchers.

Spanish legislation promotes gender equality and the IGTP presents gender balance at all professional levels, including managerial positions. In 2016 the IGTP has adopted the equal opportunities of the INSTITUT DE MEDICINA PREDICTIVA Y PERSONALITZADA DEL CÀNCER (IMPPC).

The IGTP provides access to training and updating of technical and professional knowledge of staff (languages, IT, horizontal skills etc.) and promotes the mobility of the research staff.

Due to current budget restrictions the IGTP's capability to offer career counselling is limited. The IGTP sponsors the organization of the Can Ruti PhD Day, organized by predoctoral students and including workshops on career development.

Additionally, IGTP has clearly defined regulations on intellectual and industrial property and on the support provided for the creation of companies.

Promoting teaching as a strategy for training and technology transfer is included in the IGTP strategic plan 2018-2021. The University of Barcelona and the Universitat Autònoma de Barcelona are on the IGTP Board of Trustees

On Campus Can Ruti there is an ombudsman to assist IGTP researchers in solving complaints and conflicts.

**Weakness** Regarding staff representation, the main IGTP decision-making body is the board of trustees, its members are established by the statute. There are no other representative committees at the institute

Regarding recognition, the job scales are not clearly translated into the European scales and the web page including the information about the rank of researchers is not always updated.

The survey shows that researchers are not satisfied with the present research environment and indicates that although the institute has established a flexible entry and departure schedules some staff are not respectful of the measures.

There is a general concern about the absence of regulations on stability of employment and salaries, professional career development, co-authorships, complaint procedures or the ombudsman

Although training is offered, researchers are not aware of the training possibilities.

The IGTP wishes to promote the internal and external mobility of researchers and teaching activities, but no specific actions have been established.

PI regulations are not collected in a single document, making it difficult for researchers to consult them.

The equal opportunities plan should be updated to represent the current social situation.

#### **Strengths and weaknesses (interim assessment)**

Recruitment: A guide for the selection and recruitment of researchers has been written. The job offers for working in European projects and for the recruitment of senior researchers are published in Euraxess. A total of 27 offers have been published to date. A special issue of IGTP newsletter focused on the implementation of HRS4R will be written in the next quarter to inform the IGTP staff. A clause has been included in the employment contract that establishes the obligation to align with the implementation of the actions of the HRS4R award

#### **Strengths and weaknesses (award renewal, max. 500 words) \***

IGTP has strengthened its framework of working conditions, ensuring stability, equality and well-being. The updated Equality Plan and the Remote-Working Protocol provide clear rules for flexibility and work-life balance. Annual consultations with staff identify new conciliation measures each year.

Workplace health and safety are fully embedded in daily operations, complemented by psychosocial risk prevention policies. Researchers have access to the ombudsman for conflict resolution and to the intranet for information on rights and obligations.

The institute also continues to promote transparency in labour regulations and to train researchers on legal topics such as payroll structure, the Research Personnel Statute and collective agreements.

IGTP has reinforced its working environment by developing a clear Scientific Career Framework for researchers and support staff, alongside new measures that enhance well-being and flexibility. These include a flexible compensation scheme (restaurant and childcare vouchers), expanded flexibility in daily working hours, and a Local Holiday Adherence Policy for greater clarity in holiday planning. In addition, the institute disseminates its annual training plan widely and has defined structured training itineraries aligned with scientific career stages and support staff categories. Together, these actions contribute to a more transparent, supportive and development-oriented workplace.

The working environment at IGTP is regularly assessed through satisfaction surveys which has led to continuous improvements. However, this process needs to be enhanced by extending the surveys to all platform services and management units, ensuring a more comprehensive understanding of staff experience across the entire institute. Expanding the scope of these surveys will allow IGTP to identify areas for improvement more effectively and implement targeted actions to further enhance the overall work environment and staff satisfaction.

Salary tables and a comprehensive internal career framework are still pending finalisation, awaiting the sector's collective bargaining agreement. This will be key to improving job stability and career progression, particularly for R1 –R2 researchers.

#### **Remarks (max 500 words)**

Working conditions and well-being have been central to IGTP's HR agenda, and the organisation has made considerable improvements in recent years. The updated Equality Plan, the introduction of the Remote-working Protocol and the annual design of conciliation measures demonstrate an evolving and employee-centred approach to work-life balance. Regular satisfaction surveys on facilities and support services have provided actionable insights that have already resulted in tangible improvements.

At the same time, IGTP recognises that some structural issues depend on external regulatory processes, such as the definition of salary tables within the sector's collective bargaining agreement. Once this framework is established, the institute will be able to advance further in career development and job stability, especially for early-stage researchers.

The expansion of the intranet and improvement of internal communication will also strengthen the visibility of rights, obligations and opportunities. IGTP sees the next HRS4R cycle as an opportunity to consolidate a more supportive and predictable working environment, aligned with European best practices.

**Strengths and weaknesses (initial phase)**

**Strengths** A supervisor is assigned to all new research staff. The supervisor has knowledge, availability, commitment and training experience to provide support during their training, orientation in their scientific activity and evaluation of the evolution of their work. The IGTP promotes an ordered and structured relationship between junior scientists and their supervisors and ensures that experienced research staff perform all the supervision tasks to manage their team.

The institute has a training plan for all employees administered through the Tripartite Foundation.

IGTP facilitates access to training and updating the technical and professional knowledge of the staff (languages, IT etc). In addition, educational activities are also organized by IGTP/IJC managerial department.

Pre-doctoral and post-doctoral scientists are given training in hosting and giving scientific talks through the Coffee Talk Series for young researchers.

**Weakness** All pre-doctoral investigators have a supervisor, but these supervisors may have certain deficiencies in their managerial abilities for the management of R1 and R2 researchers.

The survey has shown that R1 and R2 researchers are not aware of the complaints mechanisms

Although training is offered, researchers are not fully aware of the training possibilities.

**Strengths and weaknesses (interim assessment)**

Training: A training committee has been appointed and meets once a month, with the participation of researchers. A training plan has been drawn up, and a training needs survey is conducted annually. The plan is focused on 4 main areas.

- Training on health and safety, taking into consideration both physical and emotional health, and reporting on the rules and legislation that must be complied.
- Training on competencies and skills directly related to the work to be performed, such as languages, computer courses, etc.
- Training in personal skills and abilities that will be useful, not only in the professional field, but also in the private sphere, such as assertiveness, emotional intelligence, problem solving, etc.
- Training to facilitate and develop the necessary competencies for teamwork, emphasizing the importance of communication and non-discrimination

The IGTP is currently finalizing the design of an IP training program. This consists in of 5 specific modules that will provide to the participants with the necessary skills, tools and mindset to manage teams successfully. After participating in this training, participants will be able to:

- Understand the importance of and be able to build psychological safety in their teams
- Moderate meetings effectively
- Assess employees' performance in an objective way without bias
- Give accurate performance & development feedback
- Coach employees to high performance

### **Strengths and weaknesses (award renewal, max. 500 words) \***

Training and professional development have become a strategic priority at IGTP. The Institute has an active Training Committee that meets on a regular basis and carries out a continuous analysis of training needs, allowing the training programme to be dynamically adapted to evolving institutional and professional requirements.

The integrated training plan is structured around five main areas: (1) onboarding, (2) physical and emotional health and safety, (3) technical and transversal skills, (4) personal development, and (5) teamwork and communication. This structure ensures balanced coverage of professional needs across different career stages and staff categories. IGTP has developed **structured training pathways for each professional category** in accordance with the Scientific Career framework. These **career-aligned training itineraries** ensure that researchers, technical staff, and administrative personnel have access to targeted development opportunities that match their role, responsibilities, and career stage. By clearly defining these pathways, the institute supports continuous professional development, facilitates career progression, and strengthens staff competencies across all levels, in line with the principles of the Charter & Code and HR Excellence.

Specific leadership and team management programmes have been launched for principal investigators and unit heads, including modules on psychological safety, performance evaluation, constructive feedback and coaching.

Pre-doctoral researchers benefit from initiatives such as the Can Ruti PhD Day and dedicated career development workshops, which encourage reflection on diverse career paths both within and beyond academia.

The active involvement of researchers in the design of the training plan ensures its relevance and usefulness. Participation indicators show steady year-on-year growth, reflecting a strong commitment to continuous professional development.

The next phase focuses on strengthening mentoring and structured career development pathways, particularly for R1 and R2 researchers. The impact assessment of training on professional growth and institutional performance is still in development and will be implemented in the coming cycle.

Increasing international training opportunities and collaboration with partner institutions will further enrich the learning environment and enhance researchers' mobility and employability.

**Remarks (max 500 words)**

Training and development have become strategic pillars at IGTP, with a more structured, participatory and forward-looking framework now in place. The creation of the Training Committee, the annual training needs assessment, and the expansion of the training programme into five core areas have significantly strengthened the professional development offer. Particular progress has been made in leadership training for PIs, emotional well-being, and communication and teamwork skills.

Engagement from researchers has increased, partly due to the integration of training activities with broader initiatives such as the *Can Ruti PhD Day*, career development workshops and peer community-building events. These activities help cultivate a shared sense of belonging and provide early-stage researchers with valuable exposure to diverse career paths.

Looking ahead, IGTP recognises the importance of formalising mentoring structures and developing internal career pathways aligned with the European Framework for Research Careers. Measuring the long-term impact of training activities will also become a priority to ensure strategic alignment with institutional goals.

Overall, the Institute has transitioned from an activity-based approach to a competency- and impact-oriented training strategy, positioning it strongly for continued growth in the next HRS4R implementation cycle.

**Have any of the priorities for the short- and medium-term changed? (max. 500 words)**

IGTP's core priorities for the short and medium term have remained stable, while being progressively refined to reflect institutional maturity, regulatory developments, and evolving European research policy frameworks. The institute continues to prioritise scientific excellence, translational and clinical research, innovation, and international collaboration, together with a strong commitment to social impact and cooperation within the biomedical research campus.

In recent years, a stronger strategic focus has been placed on human resources as a key driver of institutional sustainability and research excellence. Accordingly, short- and medium-term priorities now emphasise the consolidation of Open, Transparent and Merit-Based Recruitment (OTM-R) practices, the alignment of researcher assessment and career progression with the European Framework for Research Careers (R1–R4), and the

enhancement of talent attraction, development, and retention. The further professionalisation of HR processes — including digitalised recruitment, structured onboarding, mentoring programmes, and clearly defined training pathways for each professional category — has become a central objective.

In parallel, IGTP has reinforced priorities related to equality, diversity, inclusion, well-being, and work-life balance, through improved labour conditions, flexible working arrangements, teleworking options, psychosocial risk prevention measures, and salary equity initiatives. In addition, recent national labour and science legislation has required the institute to place increased emphasis on employment stability, long-term workforce planning, and organisational resilience.

Overall, while IGTP's strategic direction remains consistent, its short- and medium-term priorities have evolved to strengthen people-centred policies, transparency, and sustainable researcher career development, fully in line with the principles of the European Charter & Code and the HR Excellence in Research framework.

### **Have any of the circumstances in which your organisation operates changed and, as such, have had an impact on your strategy for the implementation of the principles of the European Charter for Researchers? (max. 500 words)**

Yes. Several internal and external changes have influenced the context in which IGTP operates and have had a direct impact on its human resources strategy, requiring continuous adaptation while remaining aligned with the European Charter & Code and the HR Excellence in Research principles.

From an external perspective, **significant changes in the national labour and science legislation** have strongly affected recruitment and employment practices. The recent labour reform and the amendments to the Spanish Science Law have progressively shifted the system from temporary, project-based contracts towards increased employment stability. While this evolution supports more sustainable research careers, it has required a profound rethinking of recruitment mechanisms, workforce planning, budget allocation, and project management. These regulatory changes have increased the operational complexity of HR management and reinforced the need for structured, compliant, and transparent recruitment procedures aligned with OTM-R principles.

At the institutional level, IGTP has experienced **continuous growth and consolidation** as a biomedical research institute operating within a highly collaborative campus environment. The expansion of research activity, clinical trials, innovation projects, and technology transfer initiatives has increased the diversity of professional profiles, including researchers, technical staff, platform services, and research management roles. This growth has highlighted the importance of professionalising HR processes, clarifying roles and career paths, and strengthening coordination across research units, platforms, and management services.

In addition, IGTP's **institutional maturity and reaccreditation processes** have increased expectations regarding governance, transparency, accountability, and quality assurance in human resources management. These expectations have directly influenced HR strategy, accelerating the implementation of digital recruitment tools, structured onboarding, career development frameworks aligned with the European R1–R4 model, mentoring programmes, and systematic evaluation processes.

Furthermore, broader organisational and societal changes have placed increased emphasis on **staff well-being, work-life balance, equality, diversity, and inclusion**. In response, IGTP has reinforced flexible working arrangements, teleworking options, psychosocial risk prevention measures, and salary equity initiatives, integrating these aspects into its HR strategy.

Overall, these evolving circumstances have driven IGTP towards a more strategic, integrated, and people-centred HR model, supporting sustainable research careers and institutional resilience in line with European standards and HR Excellence in Research.

### **Are any strategic decisions under way that may influence the action plan? (max. 500 words)**

IGTP is currently implementing a number of strategic decisions that will have a direct impact on the HR Excellence action plan, particularly in relation to workforce planning, career development, and institutional sustainability.

A key strategic decision concerns the **implementation of the Strategic Plan 2023–2027**, which prioritises the consolidation of scientific capacities, the reinforcement of translational research, and the strengthening of collaboration across the biomedical campus. This direction entails a gradual reinforcement of human resources and requires the HR action plan to support coordinated recruitment, onboarding, and competence development across research, technical platforms, and management units.

In addition, IGTP is advancing the **adaptation of its employment model** to the evolving national labour and science legislation, which promotes greater employment stability. This transition influences recruitment planning, contract management, and long-term career perspectives, and requires further alignment of internal procedures with OTM-R principles and institutional career frameworks.

Another strategic focus is the **further professionalisation of HR management**, including the consolidation of digital recruitment tools, the reinforcement of support roles such as talent management, and the development of structured training and mentoring programmes aligned with the European R1–R4 framework. These initiatives are expected to improve consistency, transparency, and efficiency across recruitment and career development processes.

Finally, IGTP is integrating **well-being, equality, and work-life balance** more systematically into its institutional policies. The continuation and expansion of flexible working arrangements, psychosocial risk prevention, and salary equity measures will require ongoing monitoring and may lead to adjustments in the HR action plan.

Overall, these strategic decisions require a flexible and responsive HR action plan capable of supporting institutional priorities while ensuring alignment with the HR Excellence in Research principles.

### **3. Actions**

Please consult the [list of all the actions](#) you have submitted as part of your strategy for the implementation of the principles of the European Charter for Researchers. Please add to the overview [the current status of these actions](#) as well as [the status of the indicators](#). If any actions have been revised or omitted, please provide a commentary for each action. You can also add new objectives.

**Note:** Choose one or more of the principles automatically retrieved from the gap analysis with their ratings.

**PROPOSED  
ACTIONS**

**Action 1**

Disseminate  
C&C and OTM-  
R principles to  
all the staff

<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>
(+/-) 1. Research freedom	Second quarter 2019 to second quarter 2024	CEO HR manager	• Perform yearly seminars about C&C and OTM-R principles. • Number of researchers trained reached 100% in the fifth year
(++) 2. Ethical principles			
(+/-) 3. Professional responsibility			
(+/-) 4. Professional attitude			
(+/-) 5. Contractual and legal obligations			
(++) 6. Accountability			
(+/-) 7. Good practice in research			
(+/-) 8. Dissemination, exploitation of results			
(++) 9. Public engagement			
(++) 10. Non discrimination			
(+/-) 11. Evaluation/ appraisal systems			
(-/+ ) 12. Recruitment			
(+/-) 13. Recruitment (Code)			

**PROPOSED  
ACTIONS**

<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>
(+/-) 14. Selection (Code)			
(+/-) 15. Transparency (Code)			
(+/-) 16. Judging merit (Code)			
(+/-) 17. Variations in the chronological order of CVs (Code)			
(+/-) 18. Recognition of mobility experience (Code)			
(+/-) 19. Recognition of qualifications (Code)			
(+/-) 20. Seniority (Code)			
(-/+ ) 21. Postdoctoral appointments (Code)			
(+/-) 22. Recognition of the profession			
(+/-) 23. Research environment			
(+/-) 24. Working conditions			

**PROPOSED  
ACTIONS**

<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>
(+/-) 25. Stability and permanence of employment			
(-/+) 26. Funding and salaries			
(+/-) 27. Gender balance			
(-) 28. Career development			
(+/-) 29. Value of mobility			
(-) 30. Access to career advice			
(+/-) 31. Intellectual Property Rights			
(+/-) 32. Co-authorship			
(+/-) 33. Teaching			
(+/-) 34. Complains/ appeals			
(+/-) 35. Participation in decision-making bodies			
(+/-) 36. Relation with supervisors			

**PROPOSED  
ACTIONS**

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<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>
(+/-) 37. Supervision and managerial duties			
(+/-) 38. Continuing Professional Development			
(+/-) 39. Access to research training and continuous development			
(+/-) 40. Supervision			

**PROPOSED  
ACTIONS**

<b>Current Status</b>	<b>Remarks</b>
COMPLETED	<p>Progresses in the implementation of the award are discussed during the steering committee meetings. A special newsletter focused in the HRS4R implementation will be written in next quarter to spread the information about this initiative among the IGTP's staff. A clause has been included in the employment contract that establishes the obligation to be aligned with the implementation of the actions of the HRS4R award. • Link to contract ( <a href="https://igtp-my.sharepoint.com/:w:/g/personal/rrhh_igtp_cat/ES0AdZUoI-VEqAXFaeTw4pYB0E-ECcyjQxFrJ_XclvBubw?e=mhiDrb">https://igtp-my.sharepoint.com/:w:/g/personal/rrhh_igtp_cat/ES0AdZUoI-VEqAXFaeTw4pYB0E-ECcyjQxFrJ_XclvBubw?e=mhiDrb</a> ) 2025: This objective has been successfully implemented at IGTP. All staff members have been informed about the Charter &amp; Code (C&amp;C) principles and the Open, Transparent and Merit-based Recruitment (OTM-R) guidelines through a combination of workshops, training sessions, and internal communication channels, including the institutional intranet, people management software and the website. The dissemination activities ensured that all researchers, technical staff, and administrative personnel are aware of the HR policies and recruitment standards aligned with European best practices. As a result, IGTP has strengthened transparency and fairness in recruitment, promoted a shared understanding of research integrity, and reinforced a culture of meritocracy and inclusiveness. The institute continues to update materials and organize refresher sessions regularly to maintain awareness and support continuous alignment with C&amp;C and OTM-R principles.</p>

**PROPOSED ACTIONS**

**Action 2**

Writing and dissemination of good research practices' guide. For this purpose, the IGTP plans to include information about several issues such as co-authorship or IT security etc

**Timing (at least by year's quarter/semester)**

**Responsible Unit**

**Indicator(s) / Target(s)**

(+/-) 7. Good practice in research  
(+/-) 32. Co-authorship

Second quarter 2020

IWG  
Scientific Director

• Meeting for the enumeration of issues that should be included • Define who is responsible for drafting document • Publish the manual • Number of downloads of the manual

**Current Status**

**Remarks**

People Management Unit leads the writing of the Guide to Best Research Practices. A first draft of the guide has been prepared and is currently being adapted to a gender perspective. • Link to Guide to Best Practices ([https://igtp-my.sharepoint.com/:b:/g/personal/rrhh\\_igtp\\_cat/EZaNoHtcJOREu8QaABV4KG4BKeU9W0vJstZOP5ufz37Smg?e=dalmXT](https://igtp-my.sharepoint.com/:b:/g/personal/rrhh_igtp_cat/EZaNoHtcJOREu8QaABV4KG4BKeU9W0vJstZOP5ufz37Smg?e=dalmXT))

CLAUSES HAVE BEEN INCLUDED IN EMPLOYMENT CONTRACTS REMINDING EMPLOYEES OF THEIR OBLIGATIONS REGARDING ISSUES OF: CONFIDENTIALITY CONFLICT OF INTEREST REPORTING, INCOMPATIBILITY, DISCRIMINATION ZERO TOLERANCE POLICY, OCCUPATIONAL RISK PREVENTION RULES COMMITMENT, AND TO REPORT CONFLICT OF INTEREST ISSUES TO THE MEDIATION OF THE OMBUDSPERSON. EMPLOYEES SIGN THEIR AGREEMENT AND RECEIVE A COPY OF THE CONTRACT • Link to contract ([https://igtp-my.sharepoint.com/:w:/g/personal/rrhh\\_igtp\\_cat/EeLxvqoMq8lloeJ7GwaxQkoBGaRy69zt1knLJcYzmdX9xw](https://igtp-my.sharepoint.com/:w:/g/personal/rrhh_igtp_cat/EeLxvqoMq8lloeJ7GwaxQkoBGaRy69zt1knLJcYzmdX9xw))

COMPLETED

2025: The guide has been developed and disseminated, covering co-authorship, IT security, and research ethics. Training with assessment has been provided to all staff, and completion is mandatory for new hires during onboarding, ensuring consistent knowledge and responsible research practices across the institute. [https://www.dropbox.com/scl/fo/2r5drvipcix2nqxhj3oy/AMc\\_4aGiYQ6y6spZgdviaou?rlkey=hsfkrraoch4f84yqzfdhde9xc&st=5brkpk1&dl=0](https://www.dropbox.com/scl/fo/2r5drvipcix2nqxhj3oy/AMc_4aGiYQ6y6spZgdviaou?rlkey=hsfkrraoch4f84yqzfdhde9xc&st=5brkpk1&dl=0)

**PROPOSED ACTIONS**

Action 3	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>Writing of a welcome manual. An welcome manual written in English will include extensive information about issues such as intellectual property rules and labour conditions, mobility contractual and legal obligations, complaints mechanisms and the ombudsman.</p>	<p>(+/-) 5. Contractual and legal obligations            (+/-) 24. Working conditions            (+/-) 29. Value of mobility            (+/-) 31. Intellectual Property Rights            (+/-) 34. Complains/ appeals</p>	<p>Second quarter 2020</p>	<p>TS, WT</p>	<p>• Meeting for the listing of issues that should be included • Define who is responsible for drafting document • Publish the manual • Number of downloads of the manual</p>

**PROPOSED  
ACTIONS**

<b>Current Status</b>	<b>Remarks</b>
COMPLETED	<p>The working group has defined the information that should be received by researchers when they join the Institute. Currently, this information is sent in the welcome email, as attached documents. IGTP is working on a new web design that facilitates the consultation of all the documentation. * Link Incorporation Email (<a href="https://igtp-my.sharepoint.com/:u:/g/personal/rrhh_igtp_cat/ESK85D2cmuZEgyUdNUvMMgMB8U0gPNkf32oCGa8_CsEqrg?e=ohwvG">https://igtp-my.sharepoint.com/:u:/g/personal/rrhh_igtp_cat/ESK85D2cmuZEgyUdNUvMMgMB8U0gPNkf32oCGa8_CsEqrg?e=ohwvG</a>) * Link documents Email Incorporation (<a href="https://igtp-my.sharepoint.com/:f:/g/personal/rrhh_igtp_cat/EoXnijUK6lloqpD1TL23Ms4BFzmgLOGEw6pTZNo_fn5jWA?e=38TPhW">https://igtp-my.sharepoint.com/:f:/g/personal/rrhh_igtp_cat/EoXnijUK6lloqpD1TL23Ms4BFzmgLOGEw6pTZNo_fn5jWA?e=38TPhW</a>) 2025: This action has been successfully implemented. IGTP has developed a Welcome Manual, which is systematically shared with all new staff members as part of the onboarding process. The manual provides comprehensive information on institutional organisation and governance, IGTP's mission and values, labour conditions, intellectual property rules, contractual and legal obligations related to mobility, complaints mechanisms, and the role of the ombudsman. In addition, the Welcome Manual includes practical information on how to reach the institute, access to a mobility guide for international staff, workplace health and safety guidelines, and an overview of the resources, services, and digital tools available to staff. This ensures that new recruits receive clear, consistent, and accessible information, facilitating their integration and promoting a safe, informed, and supportive working environment from the outset.</p> <p><a href="https://www.dropbox.com/scl/fo/3emlrof79kbfqwilyfut5/ABqG3U6q3Rm3DeEHlux9_e?rlkey=xoivdikrpdhzoa8wcag42du9m&amp;st=snxtkxc&amp;dl=0">https://www.dropbox.com/scl/fo/3emlrof79kbfqwilyfut5/ABqG3U6q3Rm3DeEHlux9_e?rlkey=xoivdikrpdhzoa8wcag42du9m&amp;st=snxtkxc&amp;dl=0</a></p>

**PROPOSED ACTIONS**

Action 4	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>Foster security protection. Especially in data protection, health and safety training and psychosocial evaluation. A data protection delegate has been named and will audit the current safety procedures. New security processes will be created, and disseminated to the staff through specific training. In addition, safety and risk management, training will be provided according to</p>	<p>(+/-) 7. Good practice in research</p>	<p>Third quarter 2020</p>	<p>Safety and Health Committee, and delegate data protection, Director and TS</p>	<p>• Data protection delegate takes up office • Data protection audit performed • Data security procedures designed, disseminated and put into practice • Health risks of job positions evaluated • Training designed • Training performed • Psychosocial evaluation survey performed • Number of researchers trained reached 100% in the fifth year</p>

**PROPOSED ACTIONS**

Action 4	Current Status	Remarks
<p>the job positions Finally, a psychosocial risk assessment will be performed of all the staff</p>	<p>COMPLETED</p>	<p>A data protection officer has been appointed. An external audit on data protection is carried out annually. Link to document (<a href="https://igt-p-my.sharepoint.com/:b:/g/personal/rrhh_igtp_cat/Ec3ikclLb4KpAkhucvkvP_SkB5CH4VWjdVrQd80q1GEKimg?e=5Eq0bq">https://igt-p-my.sharepoint.com/:b:/g/personal/rrhh_igtp_cat/Ec3ikclLb4KpAkhucvkvP_SkB5CH4VWjdVrQd80q1GEKimg?e=5Eq0bq</a> ) Specific training has been carried out for preventing psychosocial risks for IGTP staff, e.g. Year 2021: - Workplace harassment management committee training (10 staff members). - The protocol on sexual harassment and gender-based harassment (123 staff members) - Year 2020: - HR Strategy in the Pandemic (11 staff members) - Training Equality Commission (9 staff members) - Year 2019: - Basic course PRL 50H ON LINE (5 staff members) - Mindfulness (14 staff members) - Stress management through breathing (8 staff members) - "Communication with Lego" Workshop (6 staff members) Courses dealing with these topics will also be offered in the 2022 training plan to prevent the negative consequences of three years of pandemic for staff working in a research center linked to one of the largest public hospitals in Catalonia • LINKLink to Training Plan (<a href="https://igt-p-my.sharepoint.com/:p:/g/personal/rrhh_igtp_cat/EcZPGBDTfw9lqjOPwmeKocQBhW2Ft9zfm4S6BN5QYK9tyA?e=7VZliW">https://igt-p-my.sharepoint.com/:p:/g/personal/rrhh_igtp_cat/EcZPGBDTfw9lqjOPwmeKocQBhW2Ft9zfm4S6BN5QYK9tyA?e=7VZliW</a>) IGTP staff health is of primary concern for the Institute, During the COVID-19 pandemic a policy of extreme caution was followed: Anti COVID -9 infection protocols were developed and updated almost daily. Training was carried out, and to check that these new protocols were known, questionnaires were performed. Only staff that passed these tests were authorized to return to work. • Link test results (<a href="https://igt-p-my.sharepoint.com/:b:/g/personal/rrhh_igtp_cat/EZhsMIOcvstCt1MRq1J4v0BNENqv4E1pR4-fw-vyBQwsA?e=SadJd4">https://igt-p-my.sharepoint.com/:b:/g/personal/rrhh_igtp_cat/EZhsMIOcvstCt1MRq1J4v0BNENqv4E1pR4-fw-vyBQwsA?e=SadJd4</a> ) In the second half of 2022, a Psychosocial Risks Survey will be sent to IGTP staff, to check the current state of this problem and to define procedures in how to improve their mental health. 2025: This action has been completed. IGTP has strengthened data protection, health and safety, and psychosocial risk prevention through targeted training and assessments. Actions include PRL training for new staff, emergency and first aid courses, annual waste management training, and institution-wide psychosocial risk assessment, complemented by training on time management through emotional intelligence. In addition, well-being activities such as yoga, mindfulness, and stretching sessions have been offered to support stress management and work-life balance. These measures contribute to a safe, healthy, and resilient working environment, with accident rates remaining below the sector average. <a href="https://www.dropbox.com/scl/fo/m9b01kt0d69rzonjvzkoa/AKbapH_qbZ6vFohuEsEEbVY?rlkey=8vn8u98h33jzxcqp148qt85ej&amp;st=myhng6fi&amp;dl=0">https://www.dropbox.com/scl/fo/m9b01kt0d69rzonjvzkoa/AKbapH_qbZ6vFohuEsEEbVY?rlkey=8vn8u98h33jzxcqp148qt85ej&amp;st=myhng6fi&amp;dl=0</a></p>

## PROPOSED ACTIONS

Action 5	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>Creation of a research personal evaluation system</p> <p>Creation of evaluation processes, criteria, protocols, to perform an internal evaluation to the staff. In addition the IGTP will provide certification for the evaluation of non-permanent staff based on best practices and research activities after the completion of a work contract.</p>	<p>(+/-) 11. Evaluation/appraisal systems</p>	<p>First quarter 2022</p>	<p>Director and TS HR staff</p>	<ul style="list-style-type: none"> <li>Brainstorming meeting for defining evaluation criteria and procedures</li> <li>Writing an evaluation protocol</li> <li>Set up an evaluation committee.</li> <li>Perform the evaluation</li> <li>Number of researchers evaluated</li> </ul>
<p><b>Current Status</b>      <b>Remarks</b></p>				
<p>A committee of 5 persons including the scientific director, the head of People Management Unit , and 3 researchers have drafted document of evaluation of the job positions at the IGTP that has been approved by the internal scientific committee. Link to draft document (<a href="https://igtp-my.sharepoint.com/:b:/g/personal/rrhh_igtp_cat/EWpH-IVerXNMr9FW-zVKy1YB2TQhN6OPipAwHTkouTtg?e=uzjg9">https://igtp-my.sharepoint.com/:b:/g/personal/rrhh_igtp_cat/EWpH-IVerXNMr9FW-zVKy1YB2TQhN6OPipAwHTkouTtg?e=uzjg9</a> ) Link to presentation (<a href="https://igtp-my.sharepoint.com/:p:/g/personal/rrhh_igtp_cat/EcV9dJHKDnRNISTlu4XyJKMBIpUJg1sMVuZKc7HqGbD7Lg?e=2EHTAg">https://igtp-my.sharepoint.com/:p:/g/personal/rrhh_igtp_cat/EcV9dJHKDnRNISTlu4XyJKMBIpUJg1sMVuZKc7HqGbD7Lg?e=2EHTAg</a>) However, the full publication of this manual is pending of the publication of the New Accreditation Standards for Health Research Institutes of the ISCIII 2025: IGTP has strengthened its researcher evaluation and career development framework through several key actions. The External Scientific Advisory Committee has been renewed, reinforcing the quality and independence of external evaluations, and a significant number of researchers have undergone external scientific evaluation. In parallel, a mentoring programme for R3 researchers has been implemented to support career consolidation and progression. Additionally, the Scientific Career document has been updated, providing clearer guidance on career paths, evaluation criteria, and development opportunities in alignment with the European Framework for Research Careers.</p> <p><a href="https://www.germanstrias.org/en/about-us/leadership-governance/scientific-advisory-board/">https://www.germanstrias.org/en/about-us/leadership-governance/scientific-advisory-board/</a>  <a href="https://www.dropbox.com/scl/fo/n2yx9db53qget35paqc5m/ANZ-G2kqggqs_bkg_IM0ok?rlkey=bbhyd43bebfdrgp763yborda4&amp;st=hy2ezqmh&amp;dl=0">https://www.dropbox.com/scl/fo/n2yx9db53qget35paqc5m/ANZ-G2kqggqs_bkg_IM0ok?rlkey=bbhyd43bebfdrgp763yborda4&amp;st=hy2ezqmh&amp;dl=0</a></p>				
<p>COMPLETED</p>				

## PROPOSED ACTIONS

Action 6	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
Creation of an OTMR selection system. Design and implementation of the IGTP selection and recruitment procedure based on the criteria established in the OTMR (open, transparent and merit-based recruitment of researchers). Including issues such as the creation of selection committees, transparency rules, and the evaluation of merits such as mobility,	(-/+ ) 12. Recruitment (+/-) 13. Recruitment (Code) (+/-) 14. Selection (Code) (+/-) 15. Transparency (Code) (+/-) 16. Judging merit (Code) (+/-) 17. Variations in the chronological order of CVs (Code) (+/-) 18. Recognition of mobility experience (Code) (+/-) 19. Recognition of qualifications (Code) (+/-) 20. Seniority (Code) (-/+ ) 21. Postdoctoral appointments (Code)	First quarter 2020	Director, IWG and TS HR manager	<ul style="list-style-type: none"> <li>Brainstorming meeting for defining how to address OTM-R criteria and procedures at the institution</li> <li>Writing o recruitment and selection protocol.</li> <li>Publish the recruitment process in the web providing inks to the relevant norms.</li> <li>Supervise its application</li> <li>Include all the research open positions at Euraxess.</li> <li>Number of research positions publishes in Euraxess</li> <li>Number of researchers recruited using this procedure</li> </ul>

**PROPOSED ACTIONS**

Action 6	Current Status	Remarks
<p>changes in the chronological order of CVs, qualifications, etc. In addition, all the research positions will be published in EURAXESS</p>	<p>COMPLETED</p>	<p>A guide for the selection and recruitment of researchers has been written. • <a href="https://igtp-my.sharepoint.com/:b:/g/personal/rrhh_igtp_cat/EVB4hK05B0tArGfhkVGUpS8BRbVAT6fsDq-AcVLSh6kgNg?e=GLo6pP">Link to OTMR (https://igtp-my.sharepoint.com/:b:/g/personal/rrhh_igtp_cat/EVB4hK05B0tArGfhkVGUpS8BRbVAT6fsDq-AcVLSh6kgNg?e=GLo6pP)</a> The job offers for working in European projects and for the recruitment of senior researchers are published in Euraxess. A total of 22 offers have been published from April 15th, 2019 to September 19th, 2022. • <a href="https://igtp-my.sharepoint.com/:w:/g/personal/rrhh_igtp_cat/EZpftKvnti5Im0l1s2C7cZcBlhGq1HvsuEkNMaQlSkL_SA?e=AeYpoB">Link to list of published offers (https://igtp-my.sharepoint.com/:w:/g/personal/rrhh_igtp_cat/EZpftKvnti5Im0l1s2C7cZcBlhGq1HvsuEkNMaQlSkL_SA?e=AeYpoB)</a> • <a href="https://igtp-my.sharepoint.com/:b:/g/personal/rrhh_igtp_cat/EZdmInKxiWIDhDcRS7ErTKgBAOk4mt3rTVq_X0z1igpDEQ?e=lh5Bur">Link to offer (https://igtp-my.sharepoint.com/:b:/g/personal/rrhh_igtp_cat/EZdmInKxiWIDhDcRS7ErTKgBAOk4mt3rTVq_X0z1igpDEQ?e=lh5Bur)</a> 2025: This action has been successfully implemented. IGTP has developed an OTM-R document outlining procedures for open, transparent, and merit-based recruitment of researchers. The recruitment process has been updated and integrated with the Personio recruitment software, and all relevant staff have received training on both OTM-R principles and the use of Personio. All research positions are now consistently published in English on EURAXESS, increasing international visibility. Access to the recruitment software is provided through corporate email accounts, ensuring compliance with OTM-R principles and allowing staff to follow the full selection process, including the formation of selection committees, transparency rules, and evaluation of merits such as mobility, career breaks, and qualifications. <a href="https://www.dropbox.com/scl/fo/rn35t7wmjuw9ozaiq2yzq/AH8V5g5Z0V20GPw06dTrpj4?rlkey=lbdk0n1atfu3bm3tivc8l1ojt&amp;st=lace42c7&amp;dl=0">https://www.dropbox.com/scl/fo/rn35t7wmjuw9ozaiq2yzq/AH8V5g5Z0V20GPw06dTrpj4?rlkey=lbdk0n1atfu3bm3tivc8l1ojt&amp;st=lace42c7&amp;dl=0</a></p>

**PROPOSED ACTIONS**

**Action 7**

Update of staff details on the web/intranet. To achieve this action, first, a clear equivalence between the current research levels of the institute, and the European R1 to R4 scale will be established. The Research rank attributed to the researchers will be published on the institute website

**Timing (at least by year's quarter/semester)**

**GAP Principle(s)**

(+/-) 22. Recognition of the profession

**Responsible Unit**

CCommunication Unit and WT HR manager

**Indicator(s) / Target(s)**

• Establish the equivalence between the positions with the European scale • Include the researchers' ranks on the Institutions website

Fourth quarter of 2019

**Current Status**

**Remarks**

The working group worked in the definition of job descriptions not only for researchers, but also for research support staff. \* Link DPTs ([https://igtp-my.sharepoint.com/:x:/g/personal/rrhh\\_igtp\\_cat/EezLpV-D3LF1ot7qp8qBMLUBvGqcCbuoAZwEiEVwk62FLg?e=IBqwxS](https://igtp-my.sharepoint.com/:x:/g/personal/rrhh_igtp_cat/EezLpV-D3LF1ot7qp8qBMLUBvGqcCbuoAZwEiEVwk62FLg?e=IBqwxS)) To avoid any gender bias and to comply with the European regulations, factors that could affect "equal pay for equal value work" are being identified as an initial step for developing an internal norm. The IGTP is also a member of the negotiating committee for the sector's collective bargaining agreement. This fact will enable us to have a first-hand information on how to establish research equivalencies. The IGTP is planning to develop a new website and a new intranet, with the incorporation of a new head of the Communication Unit. This new website will publish the equivalences between staff's categories 2025: This action has been effectively implemented to enhance transparency and career clarity. IGTP has established a clear equivalence between the institute's research levels and the European R1 –R4 framework, which is reflected in the internal staff directory managed through dedicated personnel management software. Research positions are now published according to the scientific career categories, with detailed job descriptions. <https://www.germanstrias.org/en/research/> In addition, an external salary audit has been conducted to identify potential pay gaps, ensuring fairness and equity across all research and support roles. [https://www.dropbox.com/scl/fo/wkswelqf81fpz2lc160p7/AB0au8RwQeB\\_1kZtcbWfwyo?rlkey=jxocc9rre9ydo6gs13h82nnle&st=ttbtxca&dl=0](https://www.dropbox.com/scl/fo/wkswelqf81fpz2lc160p7/AB0au8RwQeB_1kZtcbWfwyo?rlkey=jxocc9rre9ydo6gs13h82nnle&st=ttbtxca&dl=0)

COMPLETED

**PROPOSED ACTIONS**

**Action 8**

Analysis and validation of the current infrastructures and services. Performing annual surveys to improve the performance of facilities and services

**GAP Principle(s)**

(+/-) 23. Research environment

**Timing (at least by year's quarter/semester)**

First quarter 2021

**Responsible Unit**

IWG HR manager

**Indicator(s) / Target(s)**

• Design a survey to assess the satisfaction of the researchers with the services and infrastructures • Perform yearly consultations • Number of researchers answering the survey 50%.

**Current Status**

**Remarks**

Satisfaction surveys have been performed on annual bases for the following services. • Lab. Managing Survey Results ([https://igtp-my.sharepoint.com/:p:/g/personal/rrhh\\_igtp\\_cat/EWWzIBDEQFhEh3GeVeeBKZ8Bm05b0ZeizISwaieEbKy-VA?e=rr1Ave](https://igtp-my.sharepoint.com/:p:/g/personal/rrhh_igtp_cat/EWWzIBDEQFhEh3GeVeeBKZ8Bm05b0ZeizISwaieEbKy-VA?e=rr1Ave)) • Facility Management Surveys Results ([https://igtp-my.sharepoint.com/:f:/g/personal/rrhh\\_igtp\\_cat/EmBXYHUXMMWJKseBoLs0eHqgBycRGLIEDCGPG3nGN2GNfHZA?e=h7qlsl](https://igtp-my.sharepoint.com/:f:/g/personal/rrhh_igtp_cat/EmBXYHUXMMWJKseBoLs0eHqgBycRGLIEDCGPG3nGN2GNfHZA?e=h7qlsl)) • Purchasing Survey Results ([https://igtp-my.sharepoint.com/:b:/g/personal/rrhh\\_igtp\\_cat/EQdo7x8UAINEopPMxKDJRB0BSFkesEiRyt9o71N-Q2BIIQ?e=v6lwp0](https://igtp-my.sharepoint.com/:b:/g/personal/rrhh_igtp_cat/EQdo7x8UAINEopPMxKDJRB0BSFkesEiRyt9o71N-Q2BIIQ?e=v6lwp0)) 2025: IGTP regularly performs surveys to monitor and improve the performance of its facilities and services. Currently, surveys are conducted for purchasing processes and laboratory management, providing feedback that informs targeted improvements. In the future, the institute plans to extend these surveys to all management units and research platforms, ensuring a comprehensive assessment of infrastructures and services. This approach will allow IGTP to continuously optimise its operational environment and better support research activities. <https://www.dropbox.com/sc/fo/jnf5yw0ja6v5ypcd8ii2y/AAuRA1nhoKmfZXI8XMTRHSE?rlkey=6rnionvwwzf4splec2y2y5d4e&st=lmwy5iv3&dl=0>

COMPLETED

**PROPOSED  
ACTIONS**

<b>Action 9</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>
<p>Improve and disseminate work rules. To achieve this action, first the IGTP will establish a rule setting the minimum wage rates for the working categories of staff to be employed by the institution. In addition, all the labour conditions will be written and approved, and communicated to all the staff. Any exception to these conditions will be justified and authorized by the management</p>	<p>(+/-) 24. Working conditions (-/+ ) 26. Funding and salaries</p>	<p>First quarter 2020</p>	<p>Company Workers Committee, Director and TS HR manager</p>	<p>• Write a memorandum of the working rules. and include it in the welcome manual. • Publicise the information to researchers • Number of downloads of the document</p>

**PROPOSED  
ACTIONS**

Current Status	Remarks
COMPLETED	<p>The IGTP, provides information about labour rights and obligations to employees. 1) Specific reference in the employment contracts to both the obligations (confidentiality, incompatibility, non-discrimination, risk prevention, ....) and rights (image, protection of personal data, non-discrimination etc.). • Link to contract (<a href="https://igtp-my.sharepoint.com/:w:/g/personal/rrhh_igtp_cat/EX-2yYILL01lixRe9uqMNMwIBkLy46pAtXoWwBvBG8qMMW8w?e=uMxyxq">https://igtp-my.sharepoint.com/:w:/g/personal/rrhh_igtp_cat/EX-2yYILL01lixRe9uqMNMwIBkLy46pAtXoWwBvBG8qMMW8w?e=uMxyxq</a>) 2) Staff have been trained in legal issues such as payroll structure, research personnel statutes, as well as training on labour reforms for group leaders. • Link to Como entender tu nomina (<a href="https://igtp-my.sharepoint.com/:p:/g/personal/rrhh_igtp_cat/ERQ1pQpP5plqPK3Q6IG-P0B4yHWgMdHYZrrZEE207Titw?e=LerVva">https://igtp-my.sharepoint.com/:p:/g/personal/rrhh_igtp_cat/ERQ1pQpP5plqPK3Q6IG-P0B4yHWgMdHYZrrZEE207Titw?e=LerVva</a>) • Link to Entendiendo el EPIF (<a href="https://igtp-my.sharepoint.com/:p:/g/personal/rrhh_igtp_cat/ES8wUGDPsExKv5l6D99253YBHaOsBzw3K3-YzyP4SiUUseA?e=t7LN3k">https://igtp-my.sharepoint.com/:p:/g/personal/rrhh_igtp_cat/ES8wUGDPsExKv5l6D99253YBHaOsBzw3K3-YzyP4SiUUseA?e=t7LN3k</a>) 3) The labour rules regarding paid and unpaid work leave have been published on the intranet: * Link Paid Leave (<a href="https://igtp-my.sharepoint.com/:i:/g/personal/rrhh_igtp_cat/EaXotOBMLSVsGiQy4Yp2B4BCiEeldWjml3HvGHb8T1aZg?e=yqSuYv">https://igtp-my.sharepoint.com/:i:/g/personal/rrhh_igtp_cat/EaXotOBMLSVsGiQy4Yp2B4BCiEeldWjml3HvGHb8T1aZg?e=yqSuYv</a>) 4) IGTP is developing mechanisms to improve the conciliation of work and personal life, for example by the writing of a Teleworking protocol that is scheduled to start in October 2022, which will explain the rights and duties of workers during a period of remote work. • Draft Teleworking (<a href="https://igtp-my.sharepoint.com/:b:/g/personal/rrhh_igtp_cat/EceHmJgkJHRluGRZeUomk7QBJMVBg7AqcqDVHRRZS4bqAQ?e=IlyFDo">https://igtp-my.sharepoint.com/:b:/g/personal/rrhh_igtp_cat/EceHmJgkJHRluGRZeUomk7QBJMVBg7AqcqDVHRRZS4bqAQ?e=IlyFDo</a>) 5) The IGTP Equality Plan, includes the action of defining a new conciliation measure annually. The measure applied in the year 2022 is to choose to have a reduced workday on days of reduced timetable (Epiphany, Christmas Eve, New Year's Eve, • Link Labor Calendar 2022 (<a href="https://igtp-my.sharepoint.com/:b:/g/personal/rrhh_igtp_cat/EQRog0TXf9tJsJvqiSykDZYBjmSrcQh3cnJCoanU3f4lhA?e=nQko2a">https://igtp-my.sharepoint.com/:b:/g/personal/rrhh_igtp_cat/EQRog0TXf9tJsJvqiSykDZYBjmSrcQh3cnJCoanU3f4lhA?e=nQko2a</a>) 6) The definition of salary tables has been postponed until the negotiation of the first Collective Bargaining Agreement of the Sector has been completed. 2025: Labour conditions and work rules have been updated and communicated to all staff. Measures include flexible working hours (entry between 7:00–10:00 and exit between 15:30–19:00), teleworking, a formal right-to-disconnect policy, leave policies, recording of working hours, integration of local public holidays, and flexible remuneration options such as meal and childcare vouchers. All policies are accessible via the intranet, ensuring transparency and compliance. <a href="https://www.dropbox.com/scl/fo/xfehibwkpa74vmb2xiil1/ALiTonGNSqsnVnvMV_WCcZU?rlkey=qlx64yfk1uhnqf1mmp501a5o&amp;st=do3s866w&amp;dl=0">https://www.dropbox.com/scl/fo/xfehibwkpa74vmb2xiil1/ALiTonGNSqsnVnvMV_WCcZU?rlkey=qlx64yfk1uhnqf1mmp501a5o&amp;st=do3s866w&amp;dl=0</a></p>

**PROPOSED ACTIONS**

**Action 10**

Update and implement the equal opportunities plan. By updating the equal opportunities plan, verifying which issues have not been sufficiently implemented

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	(+/-) 27. Gender balance	Third quarter 2021	WT, TS and HR manager	<ul style="list-style-type: none"> <li>• Set up a committee for equality issues</li> <li>• Analyse the current equality situation</li> <li>• Select those issues that were not covered in the present equality plan</li> <li>• Write the procedures for solving the gaps</li> <li>• Publish the new equal opportunity plan presentation meetings and assistance</li> </ul>

**Current Status**

**Remarks**

The IGTP Zero tolerance policy for gender based discrimination is reported to employees in their working contract • Link to contract ([https://igtp-my.sharepoint.com/:w:/g/personal/rhh\\_igtp\\_cat/Ean1k2I4TpJkRIZQmPxzzIBL9QzUQZ7\\_yvRh7dYIzAUgw?e=uCxJH3](https://igtp-my.sharepoint.com/:w:/g/personal/rhh_igtp_cat/Ean1k2I4TpJkRIZQmPxzzIBL9QzUQZ7_yvRh7dYIzAUgw?e=uCxJH3)) The equality plan is approved and published, including protocols on gender, sexual and workplace harassment. • <https://expinterweb.mites.gob.es/regcon/pub/consultaPublicaEstatal> •

<http://www.germanstrias.org/transparency/ca-1-1a-10-gender-equality/> The IGTP is developing mechanisms to improve the conciliation of work and personal life, through a Teleworking protocol that is scheduled to start in October, which will regulate the rights and duties of workers after a period of remote work forced by the pandemic situation. The IGTP Equality Plan, includes the possibility of defining annually a new conciliation measure. The measure applied in the year 2022 is to choose between having a reduced workday on special dates (Epiphany, Christmas Eve, New Year's Eve or a flexible hours voucher 2025: The Equal Opportunities Plan is being renewed. An online whistleblowing channel has been set up. Staff have been informed and trained on the anti-harassment protocol, ensuring awareness of reporting procedures and the support available from the institution. <https://www.germanstrias.org/en/transparency/>

COMPLETED

**PROPOSED ACTIONS**

Action 11	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>Elaborate and disseminate an integrated training plan for researchers</p> <p>Elaboration of a transversal training plan and a communication plan for training activities. In addition, surveys on the activity performed will be developed</p>	<p>(-) 28. Career development</p> <p>(+/-) 38. Continuing Professional Development</p> <p>(+/-) 39. Access to research training and continuous development</p>	<p>First Quarter 2020</p>	<p>TS, Council workers HR manager and Scientific management</p>	<p>• Design a committee to study training needs, with the participation researchers of all ranks • Analyse the current situation, and the current training needs • Write a training action plan • Implement the action plan • Number of researchers trained</p>

**PROPOSED  
ACTIONS**

Current Status	Remarks
COMPLETED	<p>A training needs survey is performed annually. • Link to results (<a href="https://igtp-my.sharepoint.com/:b:/g/personal/rrhh_igtp_cat/EbKbmLozdKhMvgQEJSQamTEBnZhhQsvksCxFZ2bGrZ_3KQ?e=BVy0cF">https://igtp-my.sharepoint.com/:b:/g/personal/rrhh_igtp_cat/EbKbmLozdKhMvgQEJSQamTEBnZhhQsvksCxFZ2bGrZ_3KQ?e=BVy0cF</a>) Training has been structured in 4 main areas: 1) Training on safety and health, considering both physical and emotional health and reporting about rules and legislations that must be mandatorily complied. 2) Training on competencies and skills directly related to the work to be performed. Such as languages, computer courses, etc. 3) Training to provide employees with personal skills and abilities that will be useful not only in the professional field but also in the private sphere, such as assertiveness, emotional intelligence, problem solving, etc. 4) Training to facilitate and develop the necessary competencies for teamwork, emphasizing the importance of communication and non-discrimination. * Link a doc (<a href="https://igtp-my.sharepoint.com/:b:/g/personal/rrhh_igtp_cat/EcBsRuwrR0HJGjMQus_DEE3UB90lpBpO7oPzIW9ovZ7ywFg?e=FZXn2G">https://igtp-my.sharepoint.com/:b:/g/personal/rrhh_igtp_cat/EcBsRuwrR0HJGjMQus_DEE3UB90lpBpO7oPzIW9ovZ7ywFg?e=FZXn2G</a>) A training committee, which includes researchers, has been appointed and meets once a month.</p> <p>2025: IGTP has developed an integrated training plan based on an annual training needs survey, which is updated each year to ensure relevance and alignment with staff requirements. The plan includes structured training pathways for each stage of the scientific career, covering R1 –R4 researcher profiles. Each training action is communicated through email, newsletters, and the intranet, ensuring broad visibility and participation. Following the completion of each training activity, a satisfaction survey is conducted to collect feedback and inform future improvements. This approach ensures that training is targeted, accessible, and continuously refined to meet the evolving needs of researchers.</p> <p><a href="https://www.dropbox.com/scl/fo/mky6679dae113e5di30ir/ACv6gu2XnF1fBZfRnE8o5GY?rlkey=w5hlig5l3cffz8vnbhpxlk0k&amp;st=k2gob0ho&amp;dl=0">https://www.dropbox.com/scl/fo/mky6679dae113e5di30ir/ACv6gu2XnF1fBZfRnE8o5GY?rlkey=w5hlig5l3cffz8vnbhpxlk0k&amp;st=k2gob0ho&amp;dl=0</a></p>

**PROPOSED ACTIONS**

**Action 12**

	<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>
<p>Promote mobility targeted actions As no IGTP budget for mobility is foreseen, some mobility targeted measures could be performed, such as the promotion of the use of English as the principle means of communication within the institute, or publicising all Catalan, Spanish or European mobility grants.</p>	<p>(+/-) 29. Value of mobility</p>	<p>Fourth quarter 2023</p>	<p>Communication unit and IWT</p>	<p>• Promote the use of English as the principle means of communication • Open a special section of the website for the publication of mobility grants • Number of researchers applying for mobility grants</p>
	<p><b>Current Status</b></p>			
	<p><b>Remarks</b></p>			
	<p>COMPLETED</p>			<p>Although no specific internal budget for mobility is foreseen, IGTP actively promotes researcher mobility through information, training, and institutional support measures. A weekly funding bulletin is disseminated to inform researchers about all available national, European, and international mobility and research grants. In addition, the intranet provides comprehensive documentation and guidance for applying to international projects and mobility schemes. IGTP organises information days (infodays) and has delivered a training session on how to work in a European project, aimed at strengthening researchers' capacity to participate in international consortia. Furthermore, English is used as the main language of institutional communication, reinforcing an international working environment and facilitating integration of international staff. Although international funding applications specifically supporting mobility have not been successful to date, IGTP remains committed to continuing to promote mobility opportunities through information, training, and international engagement. <a href="https://www.dropbox.com/scl/fo/q0d2pmar3hyc6qn2025y8/AGv83tTKyHuP6YmSoj0cCX8?rlkey=ac2j8ffnahs6tjgo6lgxtu3ug&amp;st=a3xwzh7b&amp;dl=0">https://www.dropbox.com/scl/fo/q0d2pmar3hyc6qn2025y8/AGv83tTKyHuP6YmSoj0cCX8?rlkey=ac2j8ffnahs6tjgo6lgxtu3ug&amp;st=a3xwzh7b&amp;dl=0</a></p>

**PROPOSED ACTIONS**

<b>Action 13</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>
<p>Organize an annual career day Yearly organization of a Can Ruti Career Day with the participation of professionals from different sectors, to provide information on the different job opportunities. During the organization, the organizers will be advised by the Cam Ruti PhD Students committee</p>	<p>(-) 30. Access to career advice</p>	<p>Third quarter 2019</p>	<p>Director, TS and Ph Canruti Group</p>	<ul style="list-style-type: none"> <li>Coordinate brainstorming meetings with the Can Ruti's predoc association, to set ideas for the career day.</li> <li>Write an action plan, including the contact with stakeholders.</li> <li>Implement the action plan</li> <li>Number of assistants to the career day</li> <li>Number of researchers participating at the organization of the event is larger than 4</li> </ul>

**PROPOSED  
ACTIONS**

Current Status	Remarks
COMPLETED	<p>IGTP has supported the creation of a Committee of Predoctoral Researchers. This committee meets periodically to discuss topics of their interest. (<a href="https://twitter.com/canrutiphd?s=20&amp;t=YntTSRnioe1yWXefl3l4-g">https://twitter.com/canrutiphd?s=20&amp;t=YntTSRnioe1yWXefl3l4-g</a>) An annual conference is held with the participation of professionals from academic and non-academic areas. This workshop gives the opportunity to the predoctoral researchers to learn about professional opportunities outside academia, such as in the pharmaceutical industry or research management. Among other activities, the following have been carried out: 1) Workshops: (attendance: 15-20 people) Objective: Complementary training for doctoral students (soft skills, dissemination, scientific writing, finance, legislation...) • "Selling me, DIY branding for young scientist"- given by Harvey Evans (11/04/2021) LINK (<a href="https://igtp-my.sharepoint.com/:/g/personal/rrhh_igtp_cat/EUxfUvPNmIBhbxcPwFpTc8BP2lwSl4fYglbHXt0dTQa-g">https://igtp-my.sharepoint.com/:/g/personal/rrhh_igtp_cat/EUxfUvPNmIBhbxcPwFpTc8BP2lwSl4fYglbHXt0dTQa-g</a>) • "Understand your payroll"- taught by Montserrat González (12/13/2021) • "Understanding the EPIF"- taught by Montserrat González (02/15/2022) • "How to write an Abstract"- given by Anna Martínez Cardús (05/09/2022) LINK (<a href="https://igtp-my.sharepoint.com/:/g/personal/rrhh_igtp_cat/EfYBqS3C7RBDg2l5JPRNnY4B7j65n4AzX287RLSbWfQUfA?e=R5Q4Dm">https://igtp-my.sharepoint.com/:/g/personal/rrhh_igtp_cat/EfYBqS3C7RBDg2l5JPRNnY4B7j65n4AzX287RLSbWfQUfA?e=R5Q4Dm</a>) • "How to make a Poster"- taught by Ana Jordan Paiz (05/19/2022) LINK (<a href="https://igtp-my.sharepoint.com/:/g/personal/rrhh_igtp_cat/EfYBqS3C7RBDg2l5JPRNnY4B7j65n4AzX287RLSbWfQUfA?e=R5Q4Dm">https://igtp-my.sharepoint.com/:/g/personal/rrhh_igtp_cat/EfYBqS3C7RBDg2l5JPRNnY4B7j65n4AzX287RLSbWfQUfA?e=R5Q4Dm</a>) 2) HOEDIGH" series: (Attendance: 15) Objective: to know the professional trajectory of the guests and interact closely • Jordi Barretina (01/20/2022) 3) Peers, Cheers and Be Here" (Attendance: 50 ) Objective: social event among doctoral students • 24/03/2022 LINK (<a href="https://igtp-my.sharepoint.com/:/g/personal/rrhh_igtp_cat/EYHOSXdu4hZBoGblXR4IDnoBkoiwaUwvl3ZZm_I0x6FAA?e=0PMScz">https://igtp-my.sharepoint.com/:/g/personal/rrhh_igtp_cat/EYHOSXdu4hZBoGblXR4IDnoBkoiwaUwvl3ZZm_I0x6FAA?e=0PMScz</a>) 4) PhD DAY (Attendance 120 people) Objective: conference of doctoral students from the entire Can Ruti campus, to learn about the lines of research, practice scientific dissemination and establish contacts between students. • 06/10/2022 LINK (<a href="https://igtp-my.sharepoint.com/:/g/personal/rrhh_igtp_cat/EVf3PLwXYv5GmNW-mYsN9OEB_K5hTVjklHz-n6scJZV05A?e=0ZxvAT">https://igtp-my.sharepoint.com/:/g/personal/rrhh_igtp_cat/EVf3PLwXYv5GmNW-mYsN9OEB_K5hTVjklHz-n6scJZV05A?e=0ZxvAT</a>) . 17/11/2025 As part of its career development strategy, IGTP organised a joint Career Day with the Josep Carreras Leukaemia Research Institute (IJC) to present a wide range of career opportunities both within and beyond academia, including scientific careers and research management or institutional roles. The event included a self-awareness workshop aimed at helping participants identify their skills and define their professional value proposition, as well as a practical session on how to build the CVN, focusing on the clear and effective presentation of academic and professional achievements. In addition, a speed-dating session with professionals from different sectors allowed participants to learn first-hand about diverse career paths and the trajectories that led professionals to their current roles. This initiative supported informed career planning,</p>

## PROPOSED ACTIONS

Current Status	Remarks
	strengthened transferable skills, and reinforced IGTP's commitment to researcher career development in line with the Charter & Code principles.
<b>Action 14</b>	
Dissemination of complaints mechanisms and existence of an ombudsman	<p><b>GAP Principle(s)</b></p> <p>(+/-) 36. Relation with supervisors</p> <p>(+/-) 37. Supervision and managerial duties</p>
Publicise the figure of the ombudsman to employees by including information in the welcome manual, and holding open sessions	<p><b>Timing (at least by year's quarter/semester)</b></p> <p>First quarter 2020</p> <p><b>Responsible Unit</b></p> <p>Director, , Communication unit, TS and ombudsman</p> <p><b>Indicator(s) / Target(s)</b></p> <ul style="list-style-type: none"> <li>• Hold an open session to inform about the complaints mechanisms and ombudsman</li> <li>• Include information about the ombudsman in the welcome manual</li> <li>• Number of complaints mediated</li> </ul>
<b>Current Status</b>	<b>Remarks</b>
COMPLETED	<p>The IGTP has appointed an external researcher of proven ethics and research career, Prof. Jose María Ribera Santasusana, as ombudsman. A description of his functions can be found on our website, as well as being referenced in the Institution's Manual of Best Practices and in the clauses of the employment contracts. A general introduction of the ombudsman to researchers took place</p> <ul style="list-style-type: none"> <li>• Link presentation (<a href="https://igtp-my.sharepoint.com/:p:/g/personal/rrhh_igtp_cat/Eadei8aK12NCrzeBurh3maIBV6XGExbHxbPCHO-L_Es6-A?e=Qaetkc">https://igtp-my.sharepoint.com/:p:/g/personal/rrhh_igtp_cat/Eadei8aK12NCrzeBurh3maIBV6XGExbHxbPCHO-L_Es6-A?e=Qaetkc</a>)</li> <li>• Link a video(<a href="https://igtp-my.sharepoint.com/:v:/g/personal/rrhh_igtp_cat/ER8fBY01YmFCn9iWTxAl0AsBWUwCKF3RHVZ6x0cf9p2NWA?e=QJZ0sZ">https://igtp-my.sharepoint.com/:v:/g/personal/rrhh_igtp_cat/ER8fBY01YmFCn9iWTxAl0AsBWUwCKF3RHVZ6x0cf9p2NWA?e=QJZ0sZ</a>)</li> <li>• Screenshot Ombudsman Intranet_1 (<a href="https://igtp-my.sharepoint.com/:i:/g/personal/rrhh_igtp_cat/EaEDro6ikhxKIWvzbFJ7WRgBG_Vfud3MdcACwIkXVAaawQ?e=ZFdcCl">https://igtp-my.sharepoint.com/:i:/g/personal/rrhh_igtp_cat/EaEDro6ikhxKIWvzbFJ7WRgBG_Vfud3MdcACwIkXVAaawQ?e=ZFdcCl</a>)</li> <li>• Screenshot Ombudsman Intranet_2 (<a href="https://igtp-my.sharepoint.com/:i:/g/personal/rrhh_igtp_cat/EYzlh-vDnsJKItX10tqrNUBGBndFRg_ShJo_YaWYcmmjw?e=8LPpS59">https://igtp-my.sharepoint.com/:i:/g/personal/rrhh_igtp_cat/EYzlh-vDnsJKItX10tqrNUBGBndFRg_ShJo_YaWYcmmjw?e=8LPpS59</a>)</li> <li>• <a href="http://www.germanstrias.org/transparency/es-ombudsmanperson/">http://www.germanstrias.org/transparency/es-ombudsmanperson/</a> Number of complaints received 1</li> </ul>

**PROPOSED ACTIONS**

**Action 15**

PI training. Provide

specific training on OTM-R and team management for supervisors. In addition, devise a document of commitment to good interpersonal relations, to be signed by the supervisor and the junior researchers. This will state the rights and duties for each part during the relationship.

**Timing (at least by year's quarter/semester)**

Fourth quarter 2020

**Responsible Unit**

Director and TS

**Indicator(s) / Target(s)**

• Design an OTM-R training course • Train senior researchers • Identify team management courses • Identify managers • Carry out courses • 100 of PI trained

**GAP Principle(s)**

- (-/+ ) 12. Recruitment
- (+/-) 13. Recruitment (Code)
- (+/-) 14. Selection (Code)
- (+/-) 15. Transparency (Code)
- (+/-) 16. Judging merit (Code)
- (+/-) 17. Variations in the chronological order of CVs (Code)
- (+/-) 18. Recognition of mobility experience (Code)
- (+/-) 19. Recognition of qualifications (Code)
- (+/-) 20. Seniority (Code)
- (-/+ ) 21. Postdoctoral appointments (Code)
- (+/-) 36. Relation with supervisors

**PROPOSED ACTIONS**

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
(+)/- 37. Supervision and managerial duties			
(+)/- 40. Supervision			
<b>Current Status</b>			
			<p>PIs receive specific training on how to act to avoid cases of harassment in their research groups. Two editions have been held, attended by 94 R3, R4 and staff responsible for personnel . • Link Session 03/06/2021 (<a href="https://igtp-my.sharepoint.com/:b:/g/personal/rrhh_igtp_cat/ETqeTu7otB5NipIxBKXZRkIBJxA4N6ZG0vJWWiTh1ag-LA?e=gO7ktn">https://igtp-my.sharepoint.com/:b:/g/personal/rrhh_igtp_cat/ETqeTu7otB5NipIxBKXZRkIBJxA4N6ZG0vJWWiTh1ag-LA?e=gO7ktn</a>) • Link Session 08/06/2021 (<a "="" href="https://igtp-my.sharepoint.com/:b:/g/personal/rrhh_igtp_cat/EZLfaeG2F_BCkjYwRxAIVigBmpBVtJXBsgnu4re0hKyyBg?e=u7PKkV=">https://igtp-my.sharepoint.com/:b:/g/personal/rrhh_igtp_cat/EZLfaeG2F_BCkjYwRxAIVigBmpBVtJXBsgnu4re0hKyyBg?e=u7PKkV=</a>) In addition, the best practices manual addresses how the relationship between a PI and his group should be. * Link to good practices manual (<a href="https://igtp-my.sharepoint.com/:b:/g/personal/rrhh_igtp_cat/EZaNoHtcJOREu8QaABV4KG4BKeU9W0vJstZOP5ufz37Smg?e=jazLpn">https://igtp-my.sharepoint.com/:b:/g/personal/rrhh_igtp_cat/EZaNoHtcJOREu8QaABV4KG4BKeU9W0vJstZOP5ufz37Smg?e=jazLpn</a>) The IGTP is currently finalizing the design of an IP training program consisting of 5 specific modules that will provide the participants with the necessary skills, tools and mindset to manage hybrid teams successfully. After participating in this training, participants will be able to: 1) Understand the importance and build psychological safety in their teams 2) Moderate meetings effectively 3) Assess employee's performance in an objective way without bias 4) Give accurate performance &amp; development feedback 5) Coach employees in techniques to reach a high performance This action has been implemented through a specific leadership development programme for Group Leaders, delivered on an annual basis. The programme consists of 10 sessions of 4 hours each, focusing on leadership skills, team management and responsible supervision, In addition, the Good Research Practices guide includes explicit references to interpersonal relationships, rights and duties of supervisors and junior researchers, reinforcing expectations regarding respectful and responsible working relationships. These measures support a positive research culture and high-quality supervision.</p>
			COMPLETED

**PROPOSED ACTIONS**

**Action 16**

Training in team management for PIs and heads of Units or designated staff. Provide specific training in team management for supervisors. In addition, a commitment to good interpersonal relations document, to be signed by the supervisor and the junior researchers will be written to state the rights and duties for each part during the relationship.

**Timing (at least by year's quarter/semester)**

**Responsible Unit**

**Indicator(s) / Target(s)**

(+/-) 36. Relation with supervisors

(+/-) 37. Supervision and managerial duties

(+/-) 39. Access to research training and continuous development

Director and TS  
 • Identify team management courses  
 • Identify managers  
 • Hold courses  
 • 75% of the Pi management trained

First quarter 2023

**Current Status**

**Remarks**

COMPLETED

This action has been implemented through specific training in team management and leadership for PIs and heads of units. IGTP has delivered inclusive leadership training, complemented by an annual leadership programme addressing key topics such as gender perspective, team management, intergenerational talent, effective communication, and conflict resolution. These initiatives strengthen supervisory skills, promote respectful interpersonal relationships, and support a positive and inclusive working environment across research teams. <https://www.dropbox.com/scl/fo/37b4knd712pz208qnoa27/AM2z1rnex1mMRh8Ez6ITXwk?rlkey=6gghqqwhlzf7206h0xvv96qj&st=j9ex7yxu&dl=0>

## PROPOSED ACTIONS

### Action 17

Foster teaching activities for researchers. For this action, an agreement will be signed with the UB and the UAB, trustees of the institution to reinforce the teaching activities of IGTP researchers to increase their involvement in teaching activities associated to other teaching centres

**Timing (at least by year's quarter/semester)**

Third quarter 2023

**Responsible Unit**

Director and TS

**GAP Principle(s)**

(+/-) 33. Teaching

**Indicator(s) / Target(s)**

- Trustees about this initiative . Set up the proper contact meetings with the Universities and Departments • Number of new courses incorporated • Number of researchers trained

**Current Status**

COMPLETED

**Remarks**

Teaching activities are actively fostered at IGTP through strong institutional links with universities. The Autonomous University of Barcelona (UAB) is part of IGTP's governing board, and a significant proportion of IGTP researchers are involved in teaching activities as university faculty. In addition, IGTP regularly hosts undergraduate, master's, and PhD students from national and international universities through internships and placements. IGTP also carries out outreach activities aimed at schools and young talent, promoting scientific vocations and increasing awareness of the institute's mission and research activity.  
<https://www.germanstrias.org/en/outreach/>  
<https://www.dropbox.com/scl/fo/0id8umlhczu6vl0gpbss/AFvKT16ZKINAiC0DrOzCp58?rlkey=gazl4cm8piedizyghah68t808&st=0tv10i7z&dl=0>

**PROPOSED ACTIONS**

**Action 18**

Publicise information on IGTP structures for transfer  
 Publicize the tasks of the innovation office and the strategic plan.  
 Once these have been approved, special professional sessions will be held

**GAP Principle(s)**

(+/-) 4. Professional attitude  
 (+/-) 8. Dissemination, exploitation of results

**Timing (at least by year's quarter/semester)**

Fourth quarter 2019

**Responsible Unit**

TS

**Indicator(s) / Target(s)**

• Design and perform an open session for the Innovation Unit of the institute  
 • Explain the strategic plan to the researchers in specially designed sessions  
 • Number of researchers trained

**PROPOSED  
ACTIONS**

Current Status	Remarks
COMPLETED	<p>A new innovation unit' employee has been recruited, and two more employees will be incorporated at the end of 2022 to provide a better service to our researchers and therefore to society by facilitating the transfer of technology and knowledge. The Innovation Unit conducted a transfer course attended by about 100 people. • Link Innovation Course Program (<a href="https://igtp-my.sharepoint.com/:i:/g/personal/rrhh_igtp_cat/EfxVwEM-OPNEmHmbpOyXGe0BDDq1IB-GijcZQuHBHe0AA?e=ofvwEd">https://igtp-my.sharepoint.com/:i:/g/personal/rrhh_igtp_cat/EfxVwEM-OPNEmHmbpOyXGe0BDDq1IB-GijcZQuHBHe0AA?e=ofvwEd</a>) The IGTP also collaborates in the POSTGRAU DE RECERCA I INNOVACIÓ EN CIÈNCIES DE LA SALUT ORGANIZED BY THE CONSORCI SANITARI DEL MARESME. • Program Link (<a href="https://igtp-my.sharepoint.com/:b:/g/personal/rrhh_igtp_cat/ERWIdPx1Hj1NhCzWkSk0t_UBlaaxOi3F43K_JjgpEO-sQ?e=sVPC7d">https://igtp-my.sharepoint.com/:b:/g/personal/rrhh_igtp_cat/ERWIdPx1Hj1NhCzWkSk0t_UBlaaxOi3F43K_JjgpEO-sQ?e=sVPC7d</a>) IGTP also collaborate in the HEALTHCARE-ENTREPRENEUR EXCHANGE PROGRAMME which has been organized by ICS (Institut Català de la Salut ) and NHS (National Health Service) It is a support programme to support development and growth of early-stage innovation projects with the participating hospitals, with the overarching objective of bringing value to patients • HEEP Program Link (<a href="https://igtp-my.sharepoint.com/:b:/g/personal/rrhh_igtp_cat/EV5_mm5rlbJDqfKHC8BkMBZaG_Tv2Im00Gm1ryhPz2qQ?e=8hB8ZR">https://igtp-my.sharepoint.com/:b:/g/personal/rrhh_igtp_cat/EV5_mm5rlbJDqfKHC8BkMBZaG_Tv2Im00Gm1ryhPz2qQ?e=8hB8ZR</a>) IGTP actively disseminates information on its structures for knowledge transfer and innovation through INNOMED, its institutional innovation programme. The activities of the Innovation Office and the strategic priorities related to transfer are communicated through specific professional sessions and targeted training activities focused on innovation, technology transfer, and collaboration with industry. These initiatives increase awareness among researchers of available support structures and promote the translation of research results into societal and clinical impact. <a href="https://www.innomed-network.com/">https://www.innomed-network.com/</a> <a href="https://www.innomed-network.com/">https://www.innomed-network.com/</a> <a href="https://www.germanstrias.org/en/news/618/the-innomed-awards-highlight-fifteen-innovative-biomedical-projects-in-their-second-edition">https://www.germanstrias.org/en/news/618/the-innomed-awards-highlight-fifteen-innovative-biomedical-projects-in-their-second-edition</a> <a href="https://www.dropbox.com/scl/fo/jxkocip1uinluy2ns9ond/AD5wLY19NXbk-JN7PHPTUFk?rlkey=zfri50gkqkadm2yfmaoc3t07&amp;st=d1wjyft6&amp;dl=0">https://www.dropbox.com/scl/fo/jxkocip1uinluy2ns9ond/AD5wLY19NXbk-JN7PHPTUFk?rlkey=zfri50gkqkadm2yfmaoc3t07&amp;st=d1wjyft6&amp;dl=0</a></p>

## PROPOSED ACTIONS

### Action 19

Write a document concerning to the different available professional career options for researchers. • To show possible alternatives to focus a professional career in a non clinical research environment for R1 and R2 researchers

**Timing (at least by year's quarter/semester)**  
**Responsible Unit**  
**Indicator(s) / Target(s)**

**GAP Principle(s)**  
 (-) 30. Access to career advice  
 Fourth quarter 2023  
 TS  
 Number of R1 and R2 researchers that receive the guide

**Current Status**  
**Remarks**

While a formal guide has not been developed due to the rapidly evolving job market, IGTP has implemented career development initiatives to inform researchers of professional opportunities. A Career Development Day was organized, targeting both research (R1 – R2) and management staff, where professionals from different sectors and roles presented their career paths and shared practical insights into the realities of the labour market. These activities provide researchers with a broad perspective on alternative career options in non-clinical research environments and support informed career planning despite the dynamic nature of the market.  
<https://www.dropbox.com/scl/fo/lg61xcmbkgseyzvixxbz/AFjalZGnK1FuRbLLVNZHauI?rlkey=qb9l95bzkbte5opzljgn0k4cn&st=g4oza0k5&dl=0>

COMPLETED

**PROPOSED ACTIONS**

Action 20	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>Identification of new professional-personal life conciliatory measures by annual consultation to IGTP's staff</p>	<p>(+/-) 24. Working conditions</p>	<p>First quarter 2023</p>	<p>TS</p>	<p>Participation in the annual consultation Number of measures approved</p>
<p><b>Current Status</b></p>	<p><b>Remarks</b></p>	<p>IGTP conducts an annual survey of all staff to identify and evaluate measures that support work-life balance and the reconciliation of professional and personal life. The survey gathers staff input on potential initiatives, helping the institute to prioritise and implement measures that are valued and relevant to its workforce. IGTP has implemented several measures to improve work-life balance and flexibility: a time bank system (2022), flexible start and finish times (7:00–10:00 / 16:00–19:00, 2023), and in 2024, the Meeting Policy, Local Holiday Policy, and flexible lunch breaks (30 or 60 minutes). These initiatives provide staff with greater autonomy and support reconciliation of professional and personal life.  <a href="https://www.dropbox.com/scl/fo/nvyvkps3m24yka7u98795/A0mLX1blpPyZE4GpVfHbK5E?rlkey=f4jsh0m0m0kh3l1k13xfu9no&amp;st=6uznqain&amp;dl=0">https://www.dropbox.com/scl/fo/nvyvkps3m24yka7u98795/A0mLX1blpPyZE4GpVfHbK5E?rlkey=f4jsh0m0m0kh3l1k13xfu9no&amp;st=6uznqain&amp;dl=0</a></p>		
<p>COMPLETED</p>				

**PROPOSED ACTIONS**

Action 21	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>Write a Welcome manual for foreign researchers including information concerning to the different process that should be follow for working at IGTP</p>	<p>(+/-) 5. Contractual and legal obligations</p>	<p>Second quarter 2024</p>	<p>TS</p>	<p>Number of foreign researcher sthat have received the guide</p>
<p><b>Current Status</b></p>	<p><b>Remarks</b></p>	<p>A Welcome Manual for foreign researchers has been developed and implemented at IGTP. The manual provides essential information for starting work at the institute, including onboarding procedures, institutional organisation, values, facilities, safety rules, available resources, and guidance for international mobility. It is sent to all new international staff during the onboarding process, ensuring a smooth integration and a clear understanding of institutional practices from day one.  <a href="https://www.dropbox.com/scl/fo/z5sp295vzxfv44cbu9mid/AMV3NgzPouVh6_LK_iGtK5A?rlkey=wltuw051rpa8cn7okqv6eqbfj&amp;st=69gjhvjtd&amp;dl=0">https://www.dropbox.com/scl/fo/z5sp295vzxfv44cbu9mid/AMV3NgzPouVh6_LK_iGtK5A?rlkey=wltuw051rpa8cn7okqv6eqbfj&amp;st=69gjhvjtd&amp;dl=0</a></p>		
<p>COMPLETED</p>				

**PROPOSED ACTIONS**

**Action 22**

Establishment of a Confidential Psychological Support Service accessible to all research and management staff

<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>
(++) 10. Non discrimination		People Management	Implementation Indicators: 1) Psychological Support Service formally established (Yes/No) by Q4 2026 2) At least 2 wellbeing workshops delivered annually 3) At least 10% of research and management staff make use of the Psychological Support Service annually Participation Targets ≥30% of research staff (R1 – R4) participating in at least one wellbeing activity per year ≥70% satisfaction rate in post-activity surveys
(+/-) 24. Working conditions	Q3-Q1 2027	Occupational Risk	
(-) 28. Career development		Prevention	
(+/-) 37. Supervision and managerial duties		Unit	

**Current Status      Remarks**

IN PROGRESS

The Psychological Support Programme has been fully designed at institutional level. External funding has been formally requested to ensure its sustainable implementation and long-term continuity. Launch of the service is conditional upon confirmation of the requested financial support.

**PROPOSED ACTIONS**

**Action 23**

	<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>
Launch of a modular AI Training Programme for Biomedical Researchers, covering: - Fundamentals of Artificial Intelligence and Machine Learning - AI applications in biomedicine - Responsible use of Generative AI in research - Data governance and ethics in AI	(+/-) 1. Research freedom  (+/-) 3. Professional responsibility  (+/-) 7. Good practice in research  (+/-) 31. Intellectual Property Rights  (+/-) 39. Access to research training and continuous development	Q3 2026-Q4 2027	IT Unit People Management Unit Innovation Unit	- AI Training Programme formally approved and included in the annual training plan (Yes/No) - Number of AI-related training modules developed - Number of training sessions delivered per year - Number of participants (R1 –R4) per year - % of research staff attending at least one AI training activity annually
	<b>Current Status</b>	<b>Remarks</b>		
	NEW	Rapid digital transformation and AI-driven methodologies require upskilling of researchers to remain competitive in European and international funding schemes.		

**PROPOSED ACTIONS**

**Action 24**

Development of institutional guidelines for ethical and responsible use of AI tools in research and publication.

<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>
(+/-) 1. Research freedom			
(+/-) 3. Professional responsibility			
(+/-) 7. Good practice in research	Q3 2026 - Q2 2027	IT Unit Scientific Committee	- Institutional guidelines on responsible use of AI published (Yes/No) - AI Community of Practice established (Yes/No) - Guidelines publicly available on institutional website/intranet (Yes/No) - Dissemination session delivered to research staff (at least 1)
(+/-) 31. Intellectual Property Rights			
(+/-) 39. Access to research training and continuous development			

**Current Status**      **Remarks**

NEW

**PROPOSED ACTIONS**

**Action 25**

Establishment of a Structured Career Advice Service providing personalised and group-based support to researchers at different career stages (R1–R4).

<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>
(+/-) 17. Variations in the chronological order of CVs (Code)			
(+/-) 18. Recognition of mobility experience (Code)			
(+/-) 19. Recognition of qualifications (Code)	Q3 2026-Q2 2028	People Management Unit	Career Advice Service formally established (Yes/No) Individual Development Plan (IDP) template developed and available (Yes/No) At least 3 career-oriented workshops delivered annually
(-) 28. Career development		Research Projects Office	Participation Indicators ≥25% of R1–R3 researchers attend at least one career activity per year Minimum 25 individual counselling sessions delivered annually (Year 1 target) Impact Indicators ≥80% satisfaction rate in post-session surveys ≥60% of participants report improved clarity regarding career goals
(+/-) 30. Access to career advice			
(+/-) 39. Access to research training and continuous development			
<b>Current Status</b>			<b>Remarks</b>
			NEW

**Unselected principles:**

**The extended version of the reviewed strategy for the implementation of the principles of the European Charter for Researchers in your organisation over the next three years, including the OTM-R policy, must be published on your organisation's website.**

Please provide the link to the dedicated webpage(s) on your organisation's web site. Multiple links must be comma separated. \*:

**URL \*:**

<http://www.germanstrias.org/about-us/hr-excellence/> (<http://www.germanstrias.org/about-us/hr-excellence/>)

Please also indicate how your organisation is working towards / has developed an open, transparent, and merit-based recruitment policy (OTM-R). Although there may be some overlap with the range of actions listed above in the action plan (as they emerged from the gap analysis), please provide a short commentary demonstrating the progress made.

#### **Comments on the implementation of the OTM-R principles (initial phase)**

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

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

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

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

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

internal reporting of all phases of the recruitment process.

#### **Comments on the implementation of the OTM-R principles (internal review for interim assessment)**

During 2021-2022, regulatory changes have strongly impacted the researcher recruitment procedures. Although theoretically, the stability of researchers is improved, it has had a major impact in the HR department workload, and therefore on the implementation of the foreseen OTM-R's recruitment procedures.

Royal Decree-Law 32/2021, of December 28, on urgent measures for labour reform, the guarantee of employment stability and the transformation of the labour market (hereafter referred to as Labour Reform), has meant a profound change for labour relations in the country and is proving to be quite a challenge for the IGTP. This Royal Decree has also meant a period of three months of total lack of definition, since on the one hand it only allows the indefinite-term hiring of workers (except in the cases mentioned below), while the General State Budget Law prohibits this type of hiring for the Public Sector.

In general terms, except in the case of contracts with European funding or those derived from the Recovery, Transformation and Resilience Plan (Additional Provision Five), the Labour Reform has made it impossible to continue formalizing temporary contracts after March 30, 2022. Therefore, a large part of the annual temporary hiring had to be carried out prior to that date to be able to continue having personnel for at least 6 months, while awaiting an update of the current Science Law or the approval of a new one.

Finally, last April 5, Royal Decree-Law 8/2022 was approved, adopting urgent measures in the field of labour contracting in the Spanish Science, Technology and Innovation System, which resulted in the incorporation, in the current Science Law, of article 23.BIS, which makes it possible to formalize indefinite-term contracts aimed at developing projects and lines of research that are financed by private funds or through public funds and whose origin is not European or within the scope of the Recovery, Transformation and Resilience Plan.

This updating of labour legislation is helping us to rethink the hiring mechanisms at the IGTP, although it will take time, given that we will have to adapt to the philosophy of indefinite hiring and not only to the philosophy of a temporary project-based scope. All this involves raising the awareness of the principal investigators, informing the Workers Committee, changes in the management of research projects and, therefore, in the process of calls for job offers. Presently we are piloting the implementation of the new Science Law that has been recently approved Law 17/2022, September 5 2022

Nevertheless, the commitment to all and every principle remains unchanged

#### **Comments on the implementation of the OTM-R principles (internal review for award renewal)**

IGTP has made substantial progress in implementing the OTM-R principles and developing an Open, Transparent, and Merit-Based recruitment policy. The institute has updated its recruitment procedures to align with the **Charter & Code principles**, the **Research Career Plan**, and the **Evaluation Procedures**, ensuring that transparency, fairness, and merit are central to all hiring decisions. Job advertisements are now clear, concise, and published in English with international visibility, and required qualifications and competencies are rigorously defined. Efforts have also been made to include proactive measures to promote equal opportunities for under-represented groups, while minimizing administrative burden for candidates and reviewing institutional language policies where appropriate.

To ensure effective implementation, IGTP has provided training and dissemination of the OTM-R principles to all staff involved in the recruitment process, including researchers, administrative personnel, and principal investigators. Special seminars have been conducted. Career profiles are defined according to the **European Framework for Research Careers (R1-R4)**, providing clarity and consistency in recruitment and career development.

The institute has also established a quality control system, including internal checks by the HR department. Reporting templates and standards have been adopted to document each phase of the recruitment process and assess implementation progress.

Implementation has faced significant challenges due to regulatory changes, particularly the Labour Reform (Royal Decree-Law 32/2021) and subsequent legislation (Royal Decree-Law 8/2022 and Science Law 17/2022). These reforms shifted hiring practices from temporary, project-based contracts to indefinite-term contracts, impacting the HR workload and requiring adaptation of recruitment procedures, project management, and awareness-raising among principal investigators. Despite these challenges, IGTP has piloted the new Science Law mechanisms and continues to adapt its recruitment strategy, ensuring compliance while maintaining the commitment to OTM-R principles.

In conclusion, while operational adjustments have been necessary due to evolving labour regulations, IGTP remains fully committed to Open, Transparent, and Merit-Based recruitment, embedding these principles at the core of its human resources management and researcher career development.

**Please be aware that your OTM-R policy should be embedded into the institutional strategy for the implementation of the principles of the European Charter for Researchers at the award renewal phase. The extended version of the reviewed strategy for the implementation of the principles of the European Charter for Researchers including the OTM-R policy and actions should be published on your organisation's website.**

#### 4. Implementation process

##### **General overview of the implementation process (max. 1000 words)**

The IGTP has been able to fully implement the following 6 actions out of the 18 actions of the action plan.

1. Foster security protection.
2. Analysis and validation of the current infrastructures and services.

3. Update and implement the equal opportunities plan.
4. Elaborate and disseminate an integrated training plan for researchers
5. Dissemination of complaints mechanisms and existence of an ombudsperson
6. PI training.

The following 9 actions are in progress

1. Writing and dissemination of the best research practices' guide.
2. Writing of a welcome manual.
3. Updating of staff details on the web/intranet.
4. Organization of an annual career day
5. Publicizing information on IGTP structures for transfer
6. Creation of a research personnel evaluation system
7. Creation of an OTMR selection system.
8. Dissemination of C&C and OTM-R principles to all the staff
9. Improvement and dissemination of work rules.

As mentioned above, the implementation of the last three actions is pending the approval of labour laws or agreements.

Finally, the implementation of the following 3 actions is scheduled after 2022

1. Promote mobility targeted actions
2. Training in team management for PIs and heads of Units or designated staff.
3. Foster teaching activities for researchers.



Make sure you also cover all the aspects highlighted in the checklist, which you will need to describe in detail.

**Note:** Click on each question of the checklist to open the editor.

How have you prepared the internal review?\*



**Detailed description and justification (max. 500 words)**

The people Management Unit (technical secretariat), reports regularly on the implementation of the award to the IGTP general and scientific management. In these meetings deliverables and the indicators for each action are checked to establish their degree of compliance, and adjust the action plan, if necessary.

In addition, a consulting firm has been contracted at an advisory level to give support to this intermediate reporting phase. The Technical Secretariat meets periodically with the consultants to measure the progress of the implementation of the HRS4R action plan.

Progress monitoring and follow-up were carried out through existing internal committees, notably the **Training Committee (with representation from the Workers' Committee)**, the **Equality and Diversity Committee**, and the **Internal Scientific Committee**. These bodies contributed to reviewing the evolution of actions, identifying gaps, and validating priorities, ensuring that the internal review reflects both strategic objectives and staff perspectives.

In addition, relevant stakeholders involved in recruitment, evaluation, and research management were consulted to gather qualitative feedback and operational insights. This input supported the update of the gap analysis and the refinement of the action plan, ensuring feasibility and institutional ownership.

Overall, the internal review was prepared as a transparent and collaborative exercise, reinforcing continuous improvement and IGTP's commitment to the HR Excellence in Research principles.

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



**Detailed description and justification (max. 500 words)**

Researchers are involved in the processes leading to the implementation of the HRS4R award in several ways:

1. Involvement in working groups: career path (4); training committee (2); job description group (2), internal scientific committee (1).
2. Participation in survey
3. Notifications are sent to researchers of professional career related events.

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



**Detailed description and justification (max. 500 words)**

The Steering committee is formed by:

- The manager (CARLES ESQUERRE I VICTORI)
- The director (JORDI BARRETINA GINESTA)
- The internal scientific committee
  - President
    - Julia García-Prado
  - Secretary
    - Eduard Serra
  - Members
    - Jose M<sup>a</sup> Tormos
    - Pere Torán
    - Pere Clavé,
    - Magí Farré,
    - Eva Martínez Balibrea
    - Esther Ballana,
    - Mònica Millan Torne,
    - Raül Zurita,
    - Montserrat González-Girol,
    - Antoni Bayés
    - Raquel Guillamat
    - Iris Bargalló
    - Maria Saigi Morgui,

The technical secretariat is formed by:

- Montserrat Gonzalez, Head of People Management Unit
- Antoni de la Torre.

These committees meet regularly.

Is there any alignment of organisational policies with the HR Excellence in Research award process? For example, is the HR Excellence in Research award recognised in the organisation's research strategy or overarching HR policy? \*

**Detailed description and justification (max. 500 words)**

Two actions have been implemented to make the alignment of the IGTP with the objectives of the HRS4R Award more transparent and to integrate in in governance.

1. A representative of the Human Resources Department is on the Internal Scientific Committee to ensure that HR policies for scientists are aligned with HRS4R.
2. In the new drafting of the Strategic Plan 2022-2026 the implementation of the action plan for HRS4R is included and the implementation of human resources policies in line with OTM-R.

IGTP has embedded HRS4R-aligned practices across all relevant HR processes. Recruitment procedures, including job advertising, selection committees, and evaluation of merits, follow OTM-R guidelines. Career frameworks for researchers and staff are structured according to the **European R1 –R4 researcher categories**, ensuring clarity and transparency in career progression. Mentoring, training pathways, and professional development initiatives are designed to reflect HRS4R principles and support sustainable career growth.

Furthermore, well-being, equality, diversity, inclusion, and work-life balance are formally included in HR policies and integrated into organisational governance. Institutional committees such as the **Equality and Diversity Committee**, the **Training Committee**, and the **Internal Scientific Committee** actively monitor and evaluate the implementation of these policies, ensuring that they align with HRS4R objectives.

HRS4R is not only recognised in IGTP's strategic and HR planning but is **actively operationalised** in recruitment, career development, training, and well-being policies, demonstrating a clear institutional commitment to the principles of the HR Excellence in Research framework.

How has your organisation ensured that the proposed actions would also be implemented?\*



**Detailed description and justification (max. 500 words)**

The IGTP is committed to fully implementing the action plan. Three new actions have been proposed these were drawn up after a think tank session and evaluation of the needs to improve the professional career path and work-life balance for researchers.

1. Publish an internal a document concerning to the different professional career options available for researchers.
2. Identification of new professional-personal life conciliatory measures through an annual consultation of the IGTP staff
3. Prepare a welcome manual for foreign researchers. including information detailing the different administrative processes that must be followed to work at IGTP

How are you monitoring progress (timeline)?\*



**Detailed description and justification (max. 500 words)**

The People Management Unit, (technical secretariat), reports regularly on the implementation of the award to the IGTP general and scientific management and to the internal scientific committee. In these meetings deliverables and the indicators for each action are checked to establish their degree of compliance, and adjust the action plan, if necessary

- **Monthly and quarterly updates:** HR collects data on recruitment, training, mentoring, career development, well-being initiatives, and equality measures. Participation rates, completion of planned actions, and emerging issues are discussed internally to ensure timely adjustments.
- **Annual review:** A comprehensive assessment of all HR Excellence actions is conducted, including the evaluation of indicators, analysis of staff feedback, and verification of compliance with OTM-R procedures, career progression frameworks, and well-being initiatives.
- **Committee oversight:** Internal committees meet regularly to review progress, validate results, and provide guidance on corrective actions. Reports are shared with management and staff where relevant.

How will you measure progress (indicators) in view of the next assessment?\*



**Detailed description and justification (max. 500 words)**

During the next phase, the same progress indicator measurement procedure will be followed, as it has demonstrated its effectiveness

IGTP has established a set of **quantitative and qualitative indicators** to monitor the implementation of the HR Excellence in Research action plan and prepare for the next assessment. Progress will be measured across key areas including **recruitment, career development, training, well-being, and equality**.

For **recruitment**, indicators include the number of positions advertised in English on EURAXESS, the percentage of positions following OTM-R procedures, the formation and composition of selection committees, and the level of compliance with transparency rules. Additionally, feedback from applicants and internal committees will provide qualitative insight into the effectiveness and fairness of the process.

For **career development**, indicators include participation rates in mentoring programmes, workshops, and training courses, the implementation of individual development plans, and career progression according to the European R1–R4 framework.

**Well-being and work-life balance** will be monitored through staff satisfaction surveys, participation in psychosocial risk prevention initiatives, flexible work arrangements, and the implementation of health, safety, and well-being measures such as mindfulness, yoga, and ergonomics initiatives.

**Equality and inclusion** will be assessed through gender balance metrics, outcomes of salary audits, and monitoring of diversity across recruitment and promotion processes.

All indicators will be tracked through the HR information system, committee reports, and internal audits. This evidence-based monitoring approach will allow IGTP to identify gaps, adjust actions, and demonstrate continuous progress for the next HR Excellence assessment.

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



**Detailed description and justification (max. 500 words)**

The technical secretariat constituted by the People Management Unit resources staff will keep and archive all evidence related to the implementation of the HRS4R award during its monthly report on the implementation of the award with the general and scientific management of the IGTP. This information will be made available to the evaluators during the external evaluation.

IGTP is proactively preparing for the external review by implementing a comprehensive, multi-level approach to ensure that all aspects of the HRExcellence in Research principles are well-documented and clearly demonstrated. First, the HR department is compiling updated evidence of progress against the HR action plan, including recruitment policies aligned with OTM-R principles, training programs, dissemination of the Charter & Code, and career development initiatives. All relevant documentation, such as internal guidelines, templates, training records, and evaluation reports, is being reviewed and organized to facilitate easy access for the reviewers.

Second, the institute is engaging key stakeholders, including principal investigators, research group leaders, administrative staff, and representatives of the Workers Committee, to ensure that the experiences, perspectives, and feedback from staff are accurately reflected. Internal briefings and mock reviews are being conducted to familiarize staff with the objectives and procedures of the external evaluation, and to identify areas for improvement in documentation or communication.

Third, IGTP is updating its internal monitoring and reporting mechanisms, including performance indicators, recruitment data, and career development tracking, to demonstrate tangible progress and impact of HR policies. Special attention is being given to alignment with European best practices, transparency, merit-based recruitment, inclusivity, and continuous professional development.

Finally, the institute is planning a coordinated communication strategy to present achievements, challenges, and ongoing initiatives clearly and coherently. By combining rigorous documentation, stakeholder engagement, internal review, and transparent reporting, IGTP aims to ensure a smooth and successful external review that accurately reflects its commitment to HRExcellence principles.

**Additional remarks/comments about the proposed implementation process (max. 1000 words)**

The implementation of the HR Excellence in Research action plan at IGTP is designed as a **structured, strategic, and participatory process**, fully aligned with the European Charter & Code and OTM-R principles. The Human Resources Department coordinates the plan in collaboration with institutional management and internal governance bodies, including the **Training Committee (with Workers' Committee representation)**, the **Equality and Diversity Committee**, and the **Internal Scientific Committee**, ensuring inclusive monitoring and continuous improvement.

Recruitment and selection procedures have been updated in line with OTM-R principles. All research positions are published in English on **EURAXESS** and managed through the **Personio recruitment software**, with training provided to all staff involved in the process. A dedicated **Talent Manager** supports researchers throughout recruitment, ensuring transparent and merit-based evaluation, including assessment of mobility, career breaks, and qualifications.

Career development and progression are strengthened through structured pathways aligned with the **R1–R4 European Framework**. Mentoring programmes for R3 researchers, career workshops, and individual development plans support informed career planning. Training itineraries have been defined for each professional category, ensuring targeted professional development.

Well-being, equality, and inclusion are embedded in HR processes. Initiatives include flexible working hours, teleworking, psychosocial risk assessment, Active Breaks, yoga, mindfulness, ergonomics, and improved labour conditions including leave policies, right-to-disconnect measures, and salary equity initiatives. All policies are published and accessible on the intranet.

Staff satisfaction and the working environment are regularly assessed through surveys covering facilities, management, and support services. Future improvements include **extending these surveys to all platform services and management units** to gain a complete understanding of staff experience.

The internal review has been prepared through a **transparent, evidence-based, and participatory process**, combining document analysis, monitoring of indicators, and consultation with staff and committees. The review has informed the refinement of the action plan and identified priorities for improvement, ensuring that actions are realistic, feasible, and aligned with institutional needs and regulatory requirements.

Overall, IGTP's implementation process reflects a **coherent, people-centred, and evidence-based approach**, combining transparent recruitment, structured career development, professionalisation of HR, and attention to well-being, equality, and inclusion, fully supporting sustainable researcher careers and the HR Excellence in Research framework.