

**ACTION PLAN UP TO 2020**

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	Principles and title Action	Timing	Responsible	Indicator	Current Status
<b>1. ETHICAL AND PROFESSIONAL ASPECTS (EPA)</b>					
<b>EPA</b>	<p><b>Principle 2. Ethical principles</b>  <i>"Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics".</i></p> <p><b>Redaction of IRTA's Ethics Code together with the necessary instruments for its implementation.</b></p>	2015 -2017	Dr. Pere Arús (Deputy to the Scientific Management)	<p>Initial scheme (<u>April 2015</u>)</p> <p>Ethics Code Draft (<u>October 2015</u>)</p> <p>Consult with Heads of Programs and Managers of Subprograms (<u>December 2015</u>)</p> <p>Approval of IRTA's Ethics Code (<u>April 2016</u>)</p> <p>Dissemination and publication of IRTA's Ethics Code (<u>March 2017</u>)</p>	<b>Completed (on-going)</b>

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<p><b>EPA</b></p>	<p><b>Principle 5. Contractual and legal obligations</b>  <i>“Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc.) as set out in the terms and conditions of the contract or equivalent document”.</i></p> <p><b>To undertake a study of IRTA’s rules concerning patents, publications, confidentiality, theses, etc. and to post it on the IRTAnet.</b></p> <p><b>To add a clause for intellectual property rights in work contracts.</b></p> <p><i>Improvement detected by the working group.</i></p>	<p>2015 - 2016</p>	<p>Legal Services</p>	<p>Draft (<u>March 2015</u>)          Approval (<u>September 2015</u>)          Dissemination (<u>January 2016</u>)</p> <p>Draft of the clause for intellectual property rights in work contracts (<u>May 2016</u>)</p> <p>Approval of the clause and its implementation in work contracts (<u>November 2016</u>)</p>	<p><b>Completed (on-going)</b></p>
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<p><b>EPA</b></p>	<p><b>Principle 11. Evaluation/ appraisal systems</b>  <i>“Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee”.</i></p> <p><b>To create a quantitative and qualitative evaluation system for temporary R&amp;D staff.</b></p> <p><b>Redaction of a voluntary R&amp;D evaluation system for temporary R&amp;D staff with a work contract of one year or more (*).</b></p> <p><b><i>Question included in the survey.</i></b></p> <p>(*) When the researcher is informed of the termination of a work contract, we will ask if he/she wants to be evaluated.</p>	<p>2018</p>	<p>Scientific Management Human Resources</p>	<p>Draft of evaluation form <i>(March 2018)</i></p> <p>To study the automatic output of voluntary evaluation <i>(April 2018)</i></p> <p>Approval of the evaluation form <i>(July 2018)</i></p> <p>Dissemination and implementation of the form concerning the voluntary evaluation system <i>(November 2018)</i></p>	<p><b>Completed (on-going)</b></p>
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<p><b>EPA</b></p>	<p><b>Principle 10. Relation with supervisors</b>  <i>Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.</i></p> <p><b>Establish a follow-up system to organize the schedules and milestones</b></p>		<p>Scientific Management Team          Human Resources</p>	<p>Establish a PhD personal development plan (<u>April 2019</u>)</p> <p>Keeping record of the meetings and agreements through the e-staff management tool – this is currently asked annually by Universities (<u>Month Year</u>)</p> <p>Follow up and implement this with Post-docs (<u>Month Year</u>)</p>	<p style="background-color: red; color: red;">Red</p>
<p><b>EPA</b></p>	<p><b>Principle 10. Relation with supervisors</b></p> <p><b>Establish a Mentoring Program.</b></p>		<p>Scientific Management Team          Human Resources</p>	<p>Write a Mentoring Handbook (<u>Month Year</u>)</p> <p>Launch the Mentoring program (<u>Month Year</u>)</p>	<p style="background-color: red; color: red;">Red</p>

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RECRUITEMENT (R)					
R	<p><b>Principle 14. Selection (Code)</b>  <i>“Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained should be realistic”.</i></p> <p><b>Incorporation of an external expert (if possible from abroad) on the Selection and Promotion Committees for research categories higher than “C”.</b></p> <p><i>Improvement detected by the working group.</i></p>	2016-2017	Scientific Management Human Resources	<p>Draft of the composition of the Selection and Promotion Committees  <i>(October 2016)</i></p> <p>Approval, dissemination and implementation of the incorporation of an external expert in the new composition of the Selection and Promotion Committees  <i>(December 2017)</i></p>	Completed (on-going)

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<b>R</b>	<p><b>Principle 15. Transparency (Code)</b>  <i>“Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications”.</i></p> <p><b>To improve the information given to interviewed candidates concerning their strengths and weaknesses.</b></p> <p><i>Improvement detected by the working group.</i></p>	2016-2017	Human Resources	<p>To create a template for the Selection Committees concerning strengths and weaknesses of all candidates interviewed  <i>(February 2016)</i></p> <p>Approval, dissemination and implementation of the template  <i>(May 2017)</i></p> <p>Draft concerning internal communication for providing information to the rejected candidates interviewed  <i>(March 2016)</i></p> <p>Approval, dissemination and implementation of the internal communication  <i>(November 2016)</i></p>	<b>Completed (on-going)</b>
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R	<p><b>Principle 19. Recognition of qualifications (Code)</b>  <i>“Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility.”</i></p> <p><b>For the selection processes, in addition to a CV and academic title, academic certificates, a motivation letter and, at least, one letter of recommendation will also be requested.</b></p> <p><i>Improvement detected by the working group.</i></p>	2015	Human Resources	<p>Incorporation of additional information in the calls for vacancies:</p> <p>Academic record;</p> <p>Motivation letter;</p> <p>Letter of recommendation (at least one)</p>	Completed (on-going)
R	<p><b>Principle 21. Postdoctoral appointments (Code)</b>  <i>“Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional</i></p>	2015-2017	Scientific Management Human Resources	<p>Redaction of a Technical Instruction concerning the selection process and recruitment of postdoctoral researchers (<u>May 2015</u>)</p> <p>Approval, dissemination and implementation of the Technical Instruction concerning the selection process and recruitment of postdoctoral researchers (<u>June 2016</u>).</p>	Completed (on-going)

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	<p><i>professional development opportunities for a research career in the context of long-term career prospects”.</i></p> <p><b>To create a procedure concerning postdoctoral recruitment.</b></p> <p><i>Question included in the survey.</i></p>			<p>The coherence between this Technical Instruction and the redaction of the next Collective Agreement will have to be checked at a later date  <i>(July 2017)</i></p>	
<b>WORK CONDITIONS AND SOCIAL SECURITY (WC-SS)</b>					
<b>WC-SS</b>	<p><b>Principle 22. Recognition of the profession</b></p> <p><i>“All researchers engaged in a research career should be recognized as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants)”.</i></p>	2015-2017	Human Resources	<p><b>Publication of this new category in IRTA’s Collective Agreement 2016-2019 (pending for approval).</b></p> <p><b>The category might not be published in the new Collective Agreement, need to follow up on negotiations.</b></p>	<b>Not completed</b>



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	<p>Introduction of PhD student as a new researcher category in IRTA's next Collective Agreement.</p> <p><i>Improvement detected by the working group.</i></p>				
WC-SS	<p><b>Principle 24. Working conditions</b>  <i>"Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, inter alia, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements".</i></p> <p><b>To study actions for achieving more flexibility of researchers working conditions in order to guarantee research performance, as well as mechanisms of balance between work and private life.</b></p>	2017-2018	Human Resources	<p>To study and propose new measures of flexibility for the R&amp;D staff (<u>October 2017</u>)</p> <p><i>Approval, dissemination and implementation of new measures concerning flexibility for the R&amp;D staff (<u>October 2018</u>)</i></p> <p><i>(pending for approval of the Collective Agreement)</i></p> <p><i>Prepare an internal document that will ensure the good practises regarding the flexibility (<u>January 2020</u>)</i></p>	Not completed (October 2018)

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	<i>Question included in the survey.</i>				
WC-SS	<p><b>Principle 27. Gender balance</b>  <i>“Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance”.</i></p> <p><b>To redact IRTA’s Gender Balance Plan.</b></p> <p style="color: #C00000;"><i>Question included in the survey.</i></p>	2015-2018	Human Resources	<p>Draft of IRTA’s Gender Balance Plan  <i>(July 2015)</i></p> <p>Approval and dissemination of IRTA’s Gender Balance Plan  <i>(February 2018)</i></p>	Completed (on-going)
WC-SS	<p><b>Principle 28. Career development</b>  <i>“Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts”.</i></p>	2016	Human Resources	To divide the current Training Plan into two parts: one for the research staff and another for the rest of IRTA’s staff ( <i>January 2016</i> )	Completed (on-going)

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	<p>To establish a R&amp;D Training Plan that covers all specific activities for the research staff.</p> <p><i>Improvement detected by the working group.</i></p>				
WC-SS	<p><b>Principle 28. Career development</b></p> <p>To take measures in order to inform, support and guide PhD students and postdoctoral researchers for their professional development at IRTA and beyond their stay at IRTA.</p> <p><i>Question included in the survey.</i></p>	2017-2018	<p>Scientific Management          Human Resources          Communication          ICT</p>	<p>To study and propose measures in order to inform, support and guide PhD students  <i>(November 2017)</i></p> <p>Create an e-forum. Microsoft Team for PhD students so those can interact, make diffusion of the job vacancies etc <i>(January 2020)</i></p> <p><i>(Pending to coordinate with IT infrastructure of the cloud to create this e-forum)</i></p>	Not completed (2018)
WC-SS	<p><b>Principle 28. Career development</b></p> <p>Structure a training and a set of skills required for PhD students and research staff.</p>		<p>Scientific Management          Human Resources</p>	<p>First draft of training plan  <i>(December 2018)</i></p> <p>Elaborate an annual training plan with transversal competences  <i>(February 2019)</i></p>	Completed

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				<p>Launch an annual training plan with specific skills for researchers (<u>March 2019</u>)</p> <p>Further develop the training plan to be up to date with the needed requirements (<u>November 2019</u>)</p>	
WC-SS	<p><b>Principle 28. Career development</b></p> <p><b>Annual IRTA PhD Seminar. Were all the final year PhD students will give a presentation. Assistance of supervisors and all IRTA PhD's will be highly encouraged. There will be an evaluation panel and the best presenter will be awarded.</b></p>		<p>Scientific Management Team</p>	<p>Annual Seminar organisation and possibility to have an award (<u>July 2019</u>).</p> <ul style="list-style-type: none"> <li>• Location of the seminar will be every year in a different IRTA research Centre.</li> <li>• Invite stakeholders and possible employers that might be interested in the work.</li> </ul> <p>Launch of Annual Seminar (<u>July 2019</u>)</p> <p>First edition of Seminar (<u>November 2019</u>)</p>	Completed

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<p><b>WC-SS</b></p>	<p><b>Principle 31. Access to research training and continuous development</b>  <i>Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies.</i></p> <p><b>Stablish a Career Development plan for all research staff. It will also include general training to improve and further develop their competencies.</b></p>		<p>Scientific Management Team</p>	<p>Establish an individual Career Development Plan:</p> <ul style="list-style-type: none"> <li>• Set professional objectives to achieve.</li> <li>• Set the training required.</li> <li>• Evaluation</li> <li>• Regular meeting with supervisor.</li> </ul> <p><u>(April 2019)</u></p> <p>Implementation of the Plan <u>(During 2020)</u></p>	<p style="background-color: red; color: white; text-align: center;">New action in preparation</p>
<p><b>WC-SS</b></p>	<p><b>Principle 32. Access to career advice</b>  <i>Employers and/or funders should ensure that career advice and job placement assistance, is offered to researchers at all stages of their careers, regardless of their contractual situation.</i></p> <p><b>A career management course will be provided annually to all PhD and Post-Doc staff as well as individual career advice services such as CV conditioning and interview preparation.</b></p>		<p>Scientific Management Human Resources</p>	<p>Develop the content of the workshop (similar courses held in IBEC) <u>(October 2019)</u></p> <p>Disseminate the Career Management service <u>(October 2019)</u></p> <p>First sessions scheduled <u>(November 2019 and January 2020)</u></p>	<p style="background-color: orange; color: white; text-align: center;">Completed</p>

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<p>WC-SS</p>	<p><b>Principle 31. Intellectual Property Rights</b>  <i>“Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&amp;D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement”.</i></p> <p><b>To undertake a study of IRTA’s rules concerning intellectual property rights and to post it on the IRTAnet.</b></p> <p><i>Improvement detected by the working group.</i></p>	<p>2015-2016</p>	<p>Legal Services</p>	<p><i>To be carried out in conjunction with principle 5</i></p> <p>Draft (<u>March 2015</u>)          Approval (<u>September 2015</u>)          Dissemination (<u>January 2016</u>)</p>	<p>Completed (on-going)</p>
<p>WC-SS</p>	<p><b>Principle 34. Complaints/appeals</b>  <i>“Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with</i></p>	<p>2015-2016</p>	<p>Scientific Management Team          Human Resources</p>	<p>Draft of the Protocol for managing interpersonal conflicts (<u>June 2015</u>)</p>	<p>Completed (on-going)</p>

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<p><i>complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment”.</i></p> <p><b>IRTA’s Ethics Code will compile procedures for solving conflicts in the scientific area. Other conflicts will be dealt with through the Protocol for managing interpersonal conflicts, which will represent the mechanism that provides the procedure(s) for resolving them.</b></p> <p><i><b>Improvement detected by the working group.</b></i></p>			<p>Approval and dissemination of the Protocol for managing interpersonal conflicts  <u>(July 2016)</u></p>	
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<b>WC-SS</b>	<p><b>Identify further actions to continuously improve working conditions for IRTA's research staff and inform IRTA's HRS4R Action plan for 2020-2023</b></p>		<p>HRS4R Working Group</p>	<p>First draft of the IRTA Researcher Survey (<u>Month Year</u>).</p> <p>Platform: interactive, digital quick, easy to follow and easy to analyse the data (<u>Month Year</u>)</p> <p>Launch the survey to collate all the feedback from the actions (<u>Month Year</u>)</p> <p>Analyse the data and draft report (<u>Month Year</u>)</p> <p>Identify actions to be completed and evaluate the actions already displayed (<u>Month Year</u>)</p>	
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