



'Sharing experience to better implement  
the Human Resources Strategy for Researchers'

**Consensus Report**  
(to be filled by the lead assessor)



**INTERIM EXTERNAL ASSESSMENT of UPDATED HR-STRATEGY**

Name Organisation under assessment: Institut de Recerca I Tecnologia Agroalimentaries (IRTA), Spain

Organisation's contact details: Ms. Monserrat Satorra Menal (HR Manager)

Submission date initial GAP-analysis, HR Strategy and Action Plan: 17/12/2014

**DETAILED ASSESSMENT**

**1. QUALITY ASSESSMENT**

The quality assessment evaluates the level of ambition and the **quality of progress** intended and obtained by the organisation.

	YES	NO
Has the organisational information been sufficiently updated to understand the context in which the HR Strategy is implemented?	X	
Does the narrative provided list goals and objectives which clearly indicate the organisation's priorities in HR-management for researchers?	X	
Has the organisation published an updated HR Strategy and Action Plan been updated with the actions' current status, additions and/or alterations?		X
Is the implementation of the HR strategy and Action Plan sufficiently embedded within the organisation's management structure (e.g. steering committee, operational responsibilities) so as to guarantee a solid implementation?	X	
Has the organisation developed an OTM-R policy?	X	

**2. STRENGTHS, WEAKNESSES AND RECOMMENDATIONS**

On the basis of the information submitted and taking into account the organisation's national research context, how would you as an assessor judge the HR Strategy's **strengths and weaknesses**?

**STRENGTHS :**

- The interim report gives evidence of a dedication to make the HR strategy work. Many of the priority areas of the Charter and Code have been addressed. The progress of each of the actions is clearly indicated.
- The institution makes remarkable efforts at including its staff's point of view and input in defining its HR Strategy in a very democratic way (intranet talk group, election of Ethic committee members).

- The HR Excellence strategy is clearly embedded within the overall institutional policy.
- The institution has already carried out the self-assessment exercise in the OTMR-report, which is excellent in it and demonstrates the institution's close follow-up of European policies. The institution tries to make the most of its autonomy while at the same time being constrained by the Spanish authorities and funding agencies with regard to the recruitment, selection and appointment of candidates.

**WEAKNESSES :**

- In the action follow-up table, it is not clear which are the Training (non-planned) actions mentioned on page 3 under Training.
- The current OTM-R policy addresses a selection of elements from the European OTM-R recommendations. There is insufficient evidence whether the researchers within the institution agree that these policies are effective.
- The web page cannot be easily found: impossible to find it using the internet search engine; access limited while using the internal IRTA search engine; possible while trying using <http://www.irta.cat/en-US/persones/hrs4r>. The use of the declination of the logo on this HRS4R main page do not respect the "HR Excellence Graphic Guidelines" provided with the award (single blue colour only if the number of printing colours is limited). Please use the logotype (blue and yellow).

If relevant, please provide suggestions for alterations or revisions to the (updated) HR strategy:

**Mandatory :**

- Make your web pages visible and public accessible using search engines. Use the logotype.
- Upload the revised action plan and the update of the HR strategy on the institutional website

**Suggestions :**

- In the self-assessment form on OTM-R, it appears that monitoring tools are currently unavailable. It might be an idea to develop either such tools, or to involve a more extensive group of stakeholders to help the institution assess whether the current policies are sufficient in order to implement the OTM-R recommendations.
- In the HR strategy, a Gantt chart (or summary action table with timeline) is missing. Such a table would provide a quick overview of the institution's HR strategy at a glance and would facilitate the monitoring and assessment of the HRS4R.

## RECOMMENDATIONS

Which describes the organisation's progress most accurately?	Additional comments
<p>1. The organisation is progressing with appropriate and quality actions as described in its Action Plan. There is evidence that the HRS4R is further embedded.</p>	<p>However it is mandatory, within 1 month to conform to the requirements of :</p> <ul style="list-style-type: none"> <li>- Good use of the logo according to the graphic guidelines</li> <li>- Public accessibility to the webpage and all the files</li> <li>- Upload the revised action plan and HR</li> </ul>
<p>2. The organisation is, for the most part, progressing with appropriate and quality actions as described in its Action Plan, but could benefit from alterations as advised through the Assessment process. There is some evidence that the HRS4R is further embedded.</p>	
<p>3. The organisation is not deemed to be implementing appropriate and quality actions and this raises some concern for the future efforts to implement actions closely aligned to the Charter and Code. There is a lack of evidence that the HRS4R is further embedded.</p>	

## GENERAL ASSESSMENT

HRS4R embedded (accepted)	Corrective Actions (minor) <b>X</b>	Strong Corrective Actions (major)*

*\* Actions that cannot be considered as 'minor modifications' and require more time and effort to be implemented.*