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Important message to institutions:

Due to exceptional circumstances linked to COVID19, processing of HRS4R applications might suffer additional delays. Moreover, in the context of extraordinary measures taken at national level (e.g. universities or other institutions closed), all self-assessment deadlines between 15 March and 30 May can be extended by one or two months, depending on your needs. You only need to apply for an extension electronically in your dashboard or, if you need more than one month extension, send an email to the functional mailbox: RTD-CHARTER@ec.europa.eu.

Site Visits: All in house audits planned for April through June (and possibly July and August - depending on how the pandemic situation evolves) are cancelled. HRS4R experts and/or EC will contact you in due course to arrange additional dates. No site visits dates will be set before the situation both at EU and national level stabilises. Meanwhile, you can continue using the HR Excellence in research award.

Remote assessments: We will continue processing remote evaluations within the limits of HRS4R experts' availability and the special circumstances of EC staff being on mandatory teleworking. Please note that evaluation and communication of outcome might incur further delays.

Internal Review

Case number: 2019ES371318
Name Organisation under review: INSTITUT DE RECERCA I TECNOLOGIA AGROALIMENTARIES (IRTA)
Organisation's contact details: Torre Marimon - Crta. C-59, Caldes de Montbui, Barcelona, 08140
Submission date to the European Commission: 07/08/2020

1. Organisational Information

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	329
Of whom are international (i.e. foreign nationality) *	75
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	101
Of whom are women *	170

STAFF & STUDENTS	FTE	How do you know?
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	128	
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	53	
Of whom are stage R1 = in most organisations corresponding with doctoral level *	81	
Total number of students (if relevant) *	0	
Total number of staff (including management, administrative, teaching and research staff) *	657	

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RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	
Annual organisational direct government funding (designated for research)	
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	
Annual funding from private, non-government sources, designated for research	

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

IRTA is a research institute owned by the Government of Catalonia ascribed to the Department of Agriculture and Livestock. It is regulated by Law 04/2009, passed by the Catalan Parliament on 15 April 2009, and it is ruled by private regulations. IRTA is one of the CERCA centres of excellence of the Catalan Research System.

IRTA's purpose is to contribute to the modernization, competitiveness and sustainable development of agriculture, food and aquaculture sectors, the supply of healthy and quality foods for consumers and, generally, improving the welfare and prosperity of the society.

2. Strengths and weaknesses of the current practice

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, 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 Charter & Code to open the editor and provide your answers in the Internal Review for Interim Assessment dedicated section.

Ethical and professional aspects*

How do you know?
⌄

Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

Strengths and Weaknesses (Award Renewal, max 500 words) *

Strengths:

- We have made emphasis on the relationship of PhD students and researchers with their supervisors. Developing a Personal developments plan for them (Principle 10. Relation with supervisors).

- Developing a mentoring Program whom all new PhD students could adhere to. The principle will be that the mentor can be chosen by the person and should not be at the same research Program or group, to ensure that there non-working relationship (Principle 10. Relation with supervisors).

Weaknesses:

- Despite having developed and ethical code of conduct and having organised a Seminar on research ethics for the PhD students, there should me more actions regarding this issue such as an annual training for this (Principle 2)

- We could include more information in the candidatures about benefits such as annual leave, health insurance etc. for candidates. We have only done that on EURAXESS (Principle 5. Contractual and legal obligations)

Remarks (max 500 words)

Within this thematic area the working group has considered that focus should be made on staff engagement and personal developments. This has been driven by the institutional policy, where the CEO and the board of Directors have committed the policies to be focused on staff well being and developments.

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How do you know?

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How do you know? ⌄

Recruitment and selection*

Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

Strengths and Weaknesses (Award Renewal, max 500 words) *

Strengths:

- Fluid communication with candidates and also clear and transparent selection process, where we give candidates always the feedback from their interviews (Principle 15. Transparency (Code)).

- Stablish English as a vehicle language from all the selection process of research staff. Since 2020 minutes are also written in English in other to facilitate when members of the Selection Comites have not full Command of Catalan or spanish (Principle 14. Selection (Code))

- Clearly reporting duties and responsibilities and contract duration of Postdoctoral appointments, we also include the funding course if the vacancy is linked to a Project (Principle 21. Postdoctoral appointments (Code))

Weaknesses:

- work should be consider in order to improve the web page to provide more information to candidates such as where to find accommodation, taxes in Spain, procedure in order to get working visa etc.

Remarks (max 500 words)

A big effort was made within this thematic area between 2015 and 2017. Procedures of transparency and recruitment policy where establishes and this has been on-going since. New actions are not currently stablish, However the experience of implementing the on-going actions is giving a valuable insight in order to further develop this thematic are for the upcoming action plans.

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Working conditions*　　　　　　　　　　　　　　　　How do you know?
⌄

Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

Strengths and Weaknesses (Award Renewal, max 500 words) *

Strengths:

- we successfully included the category of Postdoc researcher in the IRTA's collective agreement, which is currently under review to be signed (Principle 24. Working conditions)

- actions regarding flexibility for work-life balance have not been accepted, however the working group strongly belive it is an action that need to be addressed and currently due to COVID-19 crisis it has created an opportunity to set it on the agenda of the organisation. There is a working group dealing with this already to stablish policies for remote working.

Weaknesses:

- there has not been possible to include the category of PhD student in the IRTA's collective agreement that regulates labor condition in the organisation (Principle 24. Working conditions).

- actions regarding gender balance and training on that should be further addressed (Principle 27. Gender balance)

Remarks (max 500 words)

We highlight the priority of gender balance actions and balance between work and family life to be a priority of this area. Further actions should be stablish in the up coming action Plans

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Training and development*

Strengths and Weaknesses (Initial Phase)

Strengths and Weaknesses (Interim Assessment)

Strengths and Weaknesses (Award Renewal, max 500 words) *

Strengths:

- we have an specific training program for Researcher since 2016. Furthermore, since 2018 we have included a wide range of training that are addressed to the soft skills which researchers require in order to perform their activity.

- we have created and electronic platform where all PhD students can interact and share information. the use platform is Microsoft TEAMS.

- since 2019 we have stablish a IRTA PhD Annual Seminar, where all PhD are invited and final year's present their research. There is an award for the best presentation.

- currently we are putting in place a Personal Development Plan (PDP) for all researchers at IRTA, the aim is to achieve a PDP for all of them and also be able to have a way to expose the need and requirements to archive the objectives.

- since 2019 there has been 4 sessions of 'Career Development' offered to PhD students in order to give them support when it comes to look for other opportunities after their PhD.

- during 2020 there has been organized sessions about intellectual property rights addresses to all researcher.

Weaknesses:

- we haven't covered enough training on gender balance

Remarks (max 500 words)

We have really focused in developing this area for the last years because as organisation we belive that there was many thinks to be improved and also was perceived in the survey.

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

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy? (max 500 words)

Since September 2018 the CEO and management board have changed. This has implied quite some changes in the organization, starting with its structure and also had an impact in the HR policy. The promotion process has been redefined and a set of minimum skills required for each scale of researcher at IRTA where established. Aligned to that effort has been made in order to invest resourses to enhanced personal development of IRTA's researchers such as implementing individualized personal developments plans that will provide researchers with the opportunity to set their professional objectives and ultimately archived them improved their personal skills.

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

Since September 2018 the CEO and management board have changed, this has also implied changes in the group members as well as new incorporations. Furthemore, the person coordinating the group has changed in september 2018 and will change now in september 2020. Hence an adaptation phase of the new members of the group has been carried out.

3. Actions

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered 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 implementation ratings.

Proposed ACTIONS

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Proposed ACTIONS																																				How do you know?

Action 1

Redaction of IRTA's Ethics Code together with the necessary instruments for its implementation.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
2. Ethical principles	2015-2017	Deputy Scientific Management	Initial scheme (April 2015) Ethics Code Draft (October 2015) Consult with Heads of Programs and Managers of Subprograms (December 2015) Approval of IRTA's Ethics Code (April 2016) Dissemination and publication of IRTA's Ethics Code (March 2017)

Current Status	Remarks
COMPLETED	

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Proposed ACTIONS

How do you know?

Action 2

To undertake a study of IRTA's rules concerning patents, publications, confidentiality, theses, etc. and to post it on the IRTAnet.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
5. Contractual and legal obligations	2015-2016	Legal Services	Draft (March 2015) Approval (September 2015) Dissemination (January 2016) Draft of the clause for intellectual property rights in work contracts (May 2016) Approval of the clause and its implementation in work contracts (November 2016)

Current Status	Remarks
COMPLETED	

Action 3

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How do you know?

Proposed ACTIONS

Action 3

To create a quantitative and qualitative evaluation system for temporary R&D staff. Redaction of a voluntary R&D evaluation system for temporary R&D staff with a work contract of one year or more

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
11. Evaluation/ appraisal systems	2018	HR and Scientific Management	Draft of evaluation form (March 2018) To study the automatic output of voluntary evaluation (April 2018) Approval of the evaluation form (July 2018) Dissemination and implementation of the form concerning the voluntary evaluation system (November 2018)

Current Status	Remarks
COMPLETED	

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Proposed ACTIONS

How do you know?

Action 4

Establish a follow-up system to organize the schedules and milestones

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
36. Relation with supervisors	2020-2021	Scientific Management Team Human Resources	Establish a PhD personal development plan (April 2019) Keeping record of the meetings and agreements through the e-staff management tool – this is currently asked annually by Universities (Month Year) Follow up and implement this with Researchers (Month Year)

Current Status	Remarks

Proposed ACTIONS

How do you know?

Current Status	Remarks
NEW	

Action 5

Establish a Mentoring Program.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
36. Relation with supervisors	2021	Scientific Management Team Human Resources	Write a Mentoring Handbook (Month Year) Launch the Mentoring program (Month Year)

Current Status	Remarks
NEW	

Action 6

Incorporation of an external expert (if possible from abroad) on the Selection and Promotion Committees for research categories higher than "C".

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

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Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
14. Selection (Code)	2016-2017	Scientific Management Human Resources	Draft of the composition of the Selection and Promotion Committees (October 2016) Approval, dissemination and implementation of the incorporation of an external expert in the new composition of the Selection and Promotion Committees (December 2017)

Current Status	Remarks
COMPLETED	

Action 7

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How do you know?

Proposed ACTIONS

Action 7

To improve the information given to interviewed candidates concerning their strengths and weaknesses.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
15. Transparency (Code)	2016-2017	Human Resources	To create a template for the Selection Committees concerning strengths and weaknesses of all candidates interviewed (February 2016) Approval, dissemination and implementation of the template (May 2017) Draft concerning internal communication for providing information to the rejected candidates interviewed (March 2016) Approval, dissemination and

Proposed ACTIONS

How do you know?

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
				implementation of the internal communication (November 2016)

Current Status	Remarks
COMPLETED	

Proposed ACTIONS   How do you know?

Action 8

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.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
19. Recognition of qualifications (Code)	2015	Human Resources	Incorporation of additional information in the calls for vacancies: Academic record; Motivation letter; Letter of recommendation (at least one)

Current Status	Remarks
COMPLETED	

Action 9

To create a procedure concerning postdoctoral recruitment.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
21. Postdoctoral appointments (Code)	2015-2016	Scientific Management Human Resources	Redaction of a Technical Instruction concerning the selection process and recruitment of postdoctoral

Proposed ACTIONS

How do you know?

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
				researchers (May 2015) Approval, dissemination and implementation of the Technical Instruction concerning the selection process and recruitment of postdoctoral researchers (June 2016). The coherence between this Technical Instruction and the redaction of the next Collective Agreement will have to be checked at a later date (July 2017)

Proposed ACTIONS

How do you know?

Current Status	Remarks
COMPLETED	

Action 10	**GAP Principle(s)**	**Timing (at least by year's quarter/semester)**	**Responsible Unit**	**Indicator(s) / Target(s)**
Introduction of PhD student as a new researcher category in IRTA's next Collective Agreement.	22. Recognition of the profession	2015-2017	Human Resources	Publication of this new category in IRTA's Collective Agreement 2016-2019 (pending for approval). The category might not be published in the new Collective Agreement, need to follow up on negotiations.

Current Status	Remarks
EXTENDED	Not completed yet

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Proposed ACTIONS

How do you know?

Action 11

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.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
24. Working conditions	2017-2018	Human Resources	To study and propose new measures of flexibility for the R&D staff (October 2017) Approval, dissemination and implementation of new measures concerning flexibility for the R&D staff (October 2018) (pending for approval of the Collective Agreement) Prepare an internal document that will ensure the good practises regarding the flexibility (January 2020)

Proposed ACTIONS

How do you know?

Current Status	Remarks
EXTENDED	Not completed but there is currently actions taking place in order to prospect the implementation of remote working at IRTA

Action 12

To redact IRTA's Gender Balance Plan.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
27. Gender balance	2015-2018	Human Resources	Draft of IRTA's Gender Balance Plan (July 2015) Approval and dissemination of IRTA's Gender Balance Plan (February 2018)

Current Status	Remarks
COMPLETED	

Proposed ACTIONS   How do you know?

Action 13

To establish a R&D Training Plan that covers all specific activities for the research staff.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development	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 (January 2016)

Current Status	Remarks
COMPLETED	

Action 14

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.

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

Proposed ACTIONS How do you know?

	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
	28. Career development	2018	Scientific Management Human Resources Communication IT	To study and propose measures in order to inform, support and guide PhD students (November 2017) Create an e-forum. Microsoft Team for PhD students so those can interact, make diffusion of the job vacancies etc (March 2020)

Current Status	Remarks
NEW	completed

Proposed ACTIONS

How do you know?

Action 15

Structure a training and a set of skills required for PhD students and research staff.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development	2018	Human Resources	First draft of training plan (December 2018) Elaborate an annual training plan with transversal competences (February 2019) Launch an annual training plan with specific skills for researchers (March 2019) Further develop the training plan to be up to date with the needed requirements (November 2019)

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Proposed ACTIONS

How do you know?

Current Status	Remarks
NEW	completed

Action 16

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.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
28. Career development	2019	Scientific Management Team	Annual Seminar organisation and possibility to have an award (July 2019). • Location of the seminar will be every year in a different IRTA research Centre. • Invite stakeholders and possible employers that might be interested in the work. Launch of

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Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
			Annual Seminar (July 2019) First edition of Seminar (November 2019)

Current Status	Remarks
NEW	completed

Action 17

Stablish a Career Development plan for all research staff. It will also include general training to improve and further develop their competencies.

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

Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
37. Supervision and managerial duties 38. Continuing Professional Development 39. Access to research training and continuous development	2020	Scientific Management Team	Establish an individual Career Development Plan: • Set professional objectives to achieve. • Set the training required. • Evaluation • Regular meeting with supervisor. (April 2019) Implementation of the Plan (During 2020)

Current Status	Remarks
NEW	started the pilot run already

Action 18

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.

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

Proposed ACTIONS

How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
30. Access to career advice	2019-2020	Scientific Management Human Resources	Develop the content of the workshop (similar coursers held in IBEC) (October 2019) Disseminate the Career Management service (October 2019) First sessions scheduled (November 2019 and January 2020)

Current Status	Remarks
NEW	completed

Proposed ACTIONS

How do you know?

Action 19

To undertake a study of IRTA's rules concerning intellectual property rights and to post it on the IRTAnet.

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
5. Contractual and legal obligations 31. Intellectual Property Rights	2015-2016	Legal Services	Draft (March 2015) Approval (September 2015) Dissemination (January 2016)

Current Status	Remarks
COMPLETED	

Action 20

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.

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

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Proposed ACTIONS   How do you know?

GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
34. Complains/ appeals	2015-2016	Scientific Management Team Human Resources	Draft of the Protocol for managing interpersonal conflicts (June 2015) Approval and dissemination of the Protocol for managing interpersonal conflicts (July 2016)

Current Status	Remarks
COMPLETED	

Unselected principles:

1. Research freedom   3. Professional responsibility   4. Professional attitude   6. Accountability   7. Good practice in research

8. Dissemination, exploitation of results   9. Public engagement   10. Non discrimination   12. Recruitment   13. Recruitment (Code)

16. Judging merit (Code)   17. Variations in the chronological order of CVs (Code)   18. Recognition of mobility experience (Code)

20. Seniority (Code)   23. Research environment   25. Stability and permanence of employment   26. Funding and salaries   29. Value of mobility

32. Co-authorship   33. Teaching   35. Participation in decision-making bodies   40. Supervision

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How do you know?

The extended version of the reviewed HR Strategy for your organisation for the next 3 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 *:

URL *:
http://www.irta.cat/en/work-at-irta/hrs4r/

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles (Initial Phase)

Comments on the implementation of the OTM-R principles (Internal Review for Interim Assessment)

Comments on the implementation of the OTM-R principles (Internal Review for Award Renewal)

Since IRTA implemented the OTM-R policy in the HR strategy it has substantially changed the organization and handling of the selection process. Currently the policy is embraced and fully integrated in the organization. This has had a positive impact for candidates, whom are informed at all times of the selection process as well as getting feedback from the interview, this last has been acknowledge as very positive for many candidates. And also for IRTA staff involved in the process, which has made the process smooth and guided, has provided a clear protocol on the process that has also helped to organize the hole process from the definition of the vacancy to the interview.

During 2018 IRTA has included in the selection process for Researches the need to give a short presentation on a topic. Clear instructions are given to the candidates and it has been proven a very successful incorporation. Because the selection committees can evaluate candidates communications skills as well as the knowledge on the topic. And candidates get the chance to prepare it beforehand and get the opportunity to present who they are and why they are the good fit for the vacancy. Finally, IRTA has developed a set of 'research skills' based in merit in order to define minium criteria for each reserach category. Canidates CVs are compared to that scale in order to ofer them salary.

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

4. Implementation

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

In general most of the proposed actions are succesfully implemented. The one's that has not often depended on external negociations such as collectic agreement that are complex negotiation and where the working group has not have enough power of influence. The goup have acknladge that big effort has been made since 2015 in order to implement the basis and after the first gap and survey 'hot topics' where selected in order to prioritise the actions acording to the needs of IRTA staff. That's why the last actions propoed have been very much focused on personal developement, because there has a gap detected and resourses and effors where considered to be invested in those most urgent needs. Overall, despite we are in intital phases of implementatio of some actions, the feedback of staff has been very postive which reinforces the fact that more effor should be focused on those to

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 will the implementation committee and/or steering group regularly oversee progress?* ⌄

Detailed description and duly justification (max. 500 words)

The steering group oversees the progress through annuals meetings . Furthermore all actions promoted by the group are announced by our internal weekly bulletin. Finally we have created a Microsoft Teams group where members of the group are able to access the information and share ideas and debate progress.

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How do you intend to involve the research community, your main stakeholders, in the implementation process?*

How do you know? ⌄

Detailed description and duly justification (max. 500 words)

During the implementation process the engagement of the research community has been done through a survey in order to detect the priorities that people needed. Furthermore, the working group is formed by persons representing all the collectives which are viewed as ambassadors of their collective can that can provide their point of view. Also, during 2018 after the new management board was established the Scientific Coordination Team did visit all IRTA research staff and that was an opportunity to hear out their needs and bring them to the working group in order to transform those in actions. Finally, an effort on communication and diffusion has been made in order to get to know the actions. Currently we are working on a campaign to make diffusion of the implications that the HRS4R had at IRTA and we are planning to do it through an interactive online game to engage all staff.

How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.*

⌄

Detailed description and duly justification (max. 500 words)

Since 2016 the HR Policy is aligned with the HRS4R. The document was elaborated based on the Charter Code and on the OTM-R. After the approval we have ensured that al procedures are carried out as such by approving internal procedures that ensures HR Policy is implemented in full. For example, the PG-77 is an internal procedure that indicates all the precess that should be carried out during the selection process. We have also developed IT-78 that is a instruction that develops the rights of PhD students developing their thesis with IRTA.

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How will you ensure that the proposed actions are implemented?*   ⌄

Detailed description and duly justification (max. 500 words)

> When actions are defined a responsible unite is determined, within this unit there is a responsible person or a group of people to carry out the tasks. Furthermore, the person reasonable of coordinating the HRS4R working group will be overseeing all the tasks and organizing those if required.

How will you monitor progress (timeline)?*   ⌄

Detailed description and duly justification (max. 500 words)

> Progress is monitored in several ways. Firstly by reviewing indicators of each action, also the meetings and interaction with the working group helps to do this monitoring and finally the person coordinating the group has the responsibility to follow up and monitor the accomplishment of actions.

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

Detailed description and duly justification (max. 500 words)

> We measure the progress through the established indicators.Those should be detailed and time bound once the action is defined. We also use a code in order to classify actions that are: complete and ongoing, new action, new action complete and not completed.

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

During this phase effort has been concentrated in establish a solid framework in order to empower the abilities of staff and their personal developments. Once those actions are consolidated within the organization the working group considers that the focus should be towards addressing action within other principals that have not been yet developed in fully.