

Institut Barcelona d'Estudis Internacionals (IBEI)

INTERNAL REVIEW FOR RENEWAL ASSESSMENT 2024

Name Organisation under review: **Institut Barcelona d'Estudis Internacionals (IBEI)**

Organisation's contact details: **Ramon Trias Fargas 25-27, 08005 Barcelona. Tel: +34 542 30 30. Email Address: ibei@ibei.org**

Web-link to published version of organisation's HR Strategy and Action Plan:

https://www.ibei.org/en/human-resources-strategy-hrs4r_121781

Web-link to organisational recruitment policy (OTM-R principles):

https://www.ibei.org/en/human-resources-strategy-hrs4r_121781

SUBMISSION DATE TO THE EUROPEAN COMMISSION: AUGUST 2ND, 2024

1. ORGANISATIONAL INFORMATION

STAFF & STUDENTS (December 31st, 2023)	FTE
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	55
<i>Of whom are international (i.e. foreign nationality)</i>	41
<i>Of whom are externally funded (i. e. for whom the organisation is host organisation)</i>	22
<i>Of whom are women</i>	27
<i>Of whom are stage R3 or R4¹ = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	28
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	13
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	10
<i>Total number of students (if relevant)</i>	191
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	78
RESEARCH FUNDING (figures for 2023-2024)	€
<i>Total annual organisational budget</i>	2.564.166,40
<i>Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,...)</i>	624.440,21
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	1.840.356,51
<i>Annual funding from private, non-government sources, designated for research</i>	99.369,68

¹ http://ec.europa.eu/euraxess/pdf/research_policies/Towards_a_European_Framework_for_Research_Careers_final.pdf

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

IBEI is an inter-university institute created in 2004 as a joint effort of all five public universities in the Barcelona metropolitan area and CIDOB (Barcelona Centre for International Affairs). Its mission is to contribute to a more effective and democratic governance of international affairs through the training of new generations of professionals in international relations and political science, as well as advanced research on the governmental and social responses to global challenges. Over the past 20 years, IBEI has gained worldwide visibility and significant recognition as both a graduate school and a research institute, at European and international levels.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE (NARRATIVE)

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 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.

Ethical and professional aspects

Comments for the Award Renewal

IBEI fosters a work environment where researchers enjoy freedom of thought and expression. There have been no reported cases of discrimination based on ideology, religious or other beliefs, ethnicity, race, nationality, gender, sexual orientation, civil status, sickness or disability, union membership, family relationships with other members of the institute, or the use of any of Spain's co-official languages.

Given that IBEI's research is funded by public and private funds, accountability is a priority for senior management, researchers and administrative staff members. IBEI manages these funds in a sound, transparent, and efficient way.

Over the past five years, IBEI has focused on four main priorities in alignment with the Ethical and professional aspects of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (2005): evaluation and appraisal systems, good practice in research (focusing on data protection and confidentiality), ethical principles, and dissemination and public engagement.

First, evaluation procedures for assessing professional performance of both academic and administrative staff's professional performance have been established (actions 8 and 9, completed). On an annual basis, every professional with a full contract at IBEI prepare a self-assessment, which is reviewed by an in-house senior committee that provides feedback and career development suggestions. Additionally, the human resources management unit at IBEI,

led by the general manager, is continuously assessing its performance to improve processes and services, adhering to principles of transparency and efficiency (action 3, completed).

Second, data protection is fundamental to good practice in research. In 2023, IBEI hired a Data Protection and Curation Officer who has enhanced existing measures and promoted new ones. Through an agreement with Pompeu Fabra University (UPF), IBEI faculty members can participate in an online course on 'Research Training and Personal Data Protection' (action 4, completed). The Data Protection and Curation Officer has also developed key documents for researchers, including a Data Processing Agreement, an Informed Consent Template for Research Projects and a Non-Disclosure Agreement for Personal Data Processing in Research Projects (action 5, completed).

Third, IBEI acknowledges the need to define ethics regulation for teaching and research, which is also included as a primary goal in the Strategic Plan for 2021-2025. Initially, IBEI established stronger connections with the UPF ethics committee, enabling research projects to be processed by this committee if necessary (action 2, completed). However, as stated in the Strategic Plan, IBEI intends to establish its own ethics committee, whose main goal would be drafting a Code of Ethics in Research for the institute (action 1, in progress).

Finally, dissemination and public engagement have become top priorities under the new Director of IBEI, appointed in January 2024. IBEI has just started to work on the definition of Communication and Knowledge Transfer plans where media visibility and dissemination of research results to society at large will be enhanced (actions 6, in progress, and action 7, extended).

Remarks

IBEI will continue working to comply with two fundamental principles outlined in the new European Charter for Researchers: Ethics and Research Integrity and Dissemination and Public Engagement. Accordingly, the actions that are still in progress or extended will be integrated into IBEI's new HR Strategy.

Recruitment and selection

Comments for the Award Renewal

Recruitment procedures at IBEI generally meet the requirements of openness, efficiency, transparency, and are up to international standards. Job advertisements provide a broad description of the required knowledge and competencies. Efforts have been made to include more detailed information in job advertisements and to offer comprehensive feedback to each candidate (action 10, completed).

As part of the Strategic Plan for 2021-2025 and the HR Strategy, in 2024 IBEI has updated its recruitment policy, publishing a comprehensive Open, Transparent and Merit-Based Recruitment Policy (OTM-R).

Selection committees are composed of senior academic staff with diverse expertise. This composition ensures an adequate balance. All the selection committees at IBEI will receive

training on the OTM-R Policy. To further support the selection process, IBEI will provide committees with templates with indicators in several areas (action 11, in progress).

Remarks

IBEI will continue to adhere to the fundamental principles outlined in the new European Charter for Researchers, particularly those related to selection and non-discrimination. This includes training members of the selection committees to minimise gender bias and other possible unconscious biases.

Working conditions

Comments for the Award Renewal

There is widespread agreement among researchers and administrative staff members that IBEI recognizes them as professionals and treats them accordingly. IBEI promotes a stimulating research environment by providing appropriate equipment, facilities and opportunities and takes the necessary measures to ensure labour safety (action 12, completed). IBEI also aims to provide working conditions which allow women and men to combine family and work with flexible working hours, part-time working, tele-working and sabbatical leaves for researchers.

Gender issues in the workplace relate not only to working conditions but also to ethical aspects of inclusion and non-discrimination. In that sense, IBEI approved in 2022 two significant documents. The Equality Plan 2022-2026 is a set of measures to achieve equal treatment and opportunities between women and men in the workplace and to eliminate discrimination based on gender, as well as on sexual, affective and gender diversity (action 16, completed). Additionally, the Protocol for the Prevention, Identification & Resolution of Situations of Sexual Harassment and Harassment based on Sex, Sexual Orientation, and Gender Identity & Expression provides a tool to address such situations, available to faculty and administrative staff, and master's students (action 26, completed).

Addressing work-related conflicts and grievances has become a priority for IBEI. In October 2022, the Board of Patrons of IBEI approved a Staff Complaint Procedure, to handle complaints and appeals with confidential and informal assistance (action 23, completed).

Regarding specific working conditions and employment stability, IBEI has implemented an incentive plan for publications in prestigious journals and/or academic presses, as well as an incentive programme for permanent academic staff (actions 14 and 15, completed). In fact, in 2023 all these incentives have been included in an update and comprehensive Research Support Programme, available for permanent and non-permanent academic staff. As teaching duties are an essential part of the workload of IBEI researchers, the institute also offers suitable training and coaching activities as part of their professional development (action 22, completed). Minor actions still to be implemented include updating the 2011 sabbatical leaves regulation and recognizing the value of co-authorship in academic ranks (actions 13 and 20, extended). Information about intellectual property rights is another pending issue (action 19, extended).

At this stage of the implementation of the HR Strategy, the main weakness of the current practice is the lack of a comprehensive career development strategy for researchers and for administrative staff members (actions 17, 18 and 21, extended). Indeed, this goal is also outlined in IBEI's Strategic Plan for 2021-2025. However, it must be highlighted that some initiatives have already been implemented such as the creation of support programmes for predoctoral and postdoctoral researchers.

Training and development

Comments for the Award Renewal

IBEI researchers recognize the importance of continuously updating and expanding their skills and competencies through formal training, workshops, conferences, e-learning, etc. To facilitate this, IBEI already offers access to research training and continuous professional development opportunities.

In the past three years, under both the former and current directors, the supervision and mentoring of predoctoral and postdoctoral researchers have become a top priority for IBEI. To support early-career researchers, IBEI has established a PhD Support Programme and a Postdoctoral Support Programme, appointing two faculty members as coordinators. These programmes aim to provide early-career researchers with additional resources and support to help them flourish at this critical stage of their careers and position them as the next generation of world-class researchers. IBEI is committed to incorporating these researchers into faculty-led research projects and addressing specific training needs, such as funding for attending summer schools in methods or participation in IBEI research clusters. The coordinators have developed guidelines detailing the supervision and mentoring support available to early-career researchers at IBEI (action 24, completed).

One specific demand predoctoral researchers expressed during the interim assessment was a specific need for feedback following their annual research evaluations. In response, the PhD Support Programme now includes the task of providing brief feedback on annual progress reports, which is carried out by the PhD Support Coordinator (action 25, completed).

Remarks

IBEI will continue to adhere to the fundamental principles outlined in the new European Charter for Researchers, particularly those related to career development and advice and continuous professional development. This focus has become a strategic priority for IBEI's newly appointed director.

Have any of the priorities for the short- and medium term changed?

The initial Action Plan was ambitious aiming to implement several actions during the first two years, 2019 and 2020. During 2020 IBEI continued to implement HRS4R actions, albeit at a slower pace due to the disruption caused by the COVID-19 health crisis. To adapt to the new

circumstances, IBEI adjusted the initial schedule, shifting some priorities from the short-term plan to mid-term goals, such as the Gender Equality Action Plan.

The appointment of a new director in January 2024 (the former director held the position since 2004) has introduced additional priorities to those already established in the Strategic Plan for 2021-2025. Greater efforts will be directed towards knowledge transfer and public engagement to ensure research results are made known to society at large. Furthermore, there will be a stronger focus on providing better career development and advice to early-career researchers and offering continuous professional development to all researchers and administrative staff, particularly in areas such as AI, gender equality, and diversity. These goals are well-aligned with the Strategic Plan for 2021-2025 and will definitely be integrated in the new HR Strategy.

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

The COVID-19 crisis had an impact on IBEI's HR Strategy. Unfortunately, the implementation of the actions foreseen for the first semester of 2020 was not completed on time because IBEI had to deal with several problems derived from the pandemics (telecommuting of all staff, online synchronous lectures, support for students, implementation of different on-line programmes).

Are any strategic decisions under way that may influence the action plan?

The IBEI HRS4R Action Plan was already well-aligned with the Institute's Strategic Plan 2015-2020. The Action Plan presented in 2019 and the interim review conducted in 2021 have effectively become integral components of the working documents to define IBEI's Strategic Plan for 2021-2025. As a result, many of the actions outlined in the HR Strategy have been incorporated into the Strategic Plan for 2021-2025. This ensures that all the various action plans to be implemented by IBEI -- Institutional Strategic Plan, Teaching Quality Plan, Gender Equality Plan and HR Strategy -- are consistently aligned.

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, omitted or added, please provide a commentary for each action.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings:

Proposed ACTIONS	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
1. Disseminate the Code of Ethics in Research and the procedure for dealing with ethical evaluation for risk, data handling for research undertaken by IBEI researchers and students	2. Ethical Principles	2021 2 nd Semester	Working Group on Ethics and Academic Research Coordinator	All researchers and students have access to the Code of Ethics	In progress	A Code of Ethics in Research was drafted but never approved by Senior Management. IBEI's Strategic Plan for 2021-2025 includes the goal of establishing an ethics committee, whose primary task will be to define ethics regulations for teaching and research. As an initial step, an Academic Ethics Officer was appointed for the 2022-2023 academic year onwards.
2. Provide better linkages to the UPF ethics committee	2. Ethical Principles	2019 2 nd Semester	Director, Academic Research Coordinator, and Working Group on Ethics	Regular contacts or meetings between the UPF ethics committee and the IBEI Working group on ethics	Completed	UPF offers an online training on ' Research Training and Personal Data Protection ' for all UPF and IBEI teaching and research staff members, master and PhD students, and research support staff members. IBEI pays the fees for the attendance of IBEI's faculty members.
3. Design and disseminate a description of the distribution of roles in the field of Human Resource Management	5. Contractual and Legal Obligations 24. Working Conditions	2019 2 nd Semester	General Manager	Document on Human Resources Management available	Completed	
4. On-going Training concerning Data Protection regulation	7. Good Practice in Research	2020 1 st Semester	Communication Unit and General Manager	Number of participants in the training session concerning Data protection regulation	Completed	UPF offers an online training on ' Research Training and Personal Data Protection ' for all UPF and IBEI teaching and research staff members, master and PhD students, and research support staff members. IBEI pays the fees for the attendance of IBEI's faculty members.
5. Develop and disseminate a best-practices document on data protection	7. Good Practice in Research	2021 2 nd Semester	Academic Research Coordinator and	Best-practices document on data	Completed	In 2023, a new position for a Data Protection and Curation Officer was established at IBEI. Key initiatives

			Working Group on Ethics	protection available		include the dissemination of the Use of IBEI Systems Manual to all staff and the development of several essential documents for researchers (A Data Processing Agreement, an Informed Consent Template for Projects, and a Non-Disclosure Agreement for Personal Data Processing in Research Projects).
6. Offer academic staff media training or courses on the dissemination of information to public audiences	9. Public Engagement	2022 1 st Semester	Communication Unit	Number of participants in the training sessions on public engagement	In progress	Dissemination of research has become a top priority for the new IBEI's Director appointed in January 2024. This action will be included in the Communication and the Knowledge Transfer plans that IBEI will develop in the 2024-2025 Academic Year.
7. Clarify whether high media visibility is regarded as career-enhancing	9. Public Engagement	2022 1 st Semester	Director, Senior Academic Staff Committee	Inclusion of media visibility available in the assessment criteria	Extended	Media visibility has already been included in the annual assessment criteria but the Senior Academic Staff Committee has not yet discussed whether greater media visibility should be a criterion for career promotion or economic incentives.
8. Prepare a document on the evaluation system for assessing non-tenure track researchers on a regular basis	11. Evaluation Appraisal systems	2020 1 st Semester	Senior Academic Staff Committee	Evaluation system available	Completed	
9. Introduce an evaluation system for assessing administrative staff members and to link the evaluation to an incentive system	11. Evaluation Appraisal systems 25. Stability and Permanence of Employment	2019 1 st Semester	Director and General Manager	Evaluation system available	Completed	An annual evaluation system for administrative staff linked to an incentive plan is in place from 2018-2019 onwards.
10. Improve information in all job advertisement	12. Recruitment	2019 2 nd Semester	Direction Committee	Job descriptions available for each new position	Completed	

11. Create templates with indicators on several areas assessed by the selection committee	16. Judging Merit	2021 1 st Semester	Director, General Manager and Research Coordinator	Templates with indicators for the candidates' assessment available	In progress	A template was drafted but never approved by Senior Management. An ad hoc assessment form was used for the selection of the new Director of IBEI in 2023. Once the OTM-R Policy is fully implemented, the next step will be to define clear guidelines and templates for all the selection committees to better judge merit.
12. Ask the private firm in charge of the management of occupational health to provide all personnel with regular tests	24. Working Conditions	2019 1 st Semester	General Manager	Regular tests on occupational health for all personnel	Completed	Health checks for all personnel are provided on a biennial basis and an occupational risk prevention training has been provided for all administrative staff.
13. Review the rules and conditions for sabbatical leave	24. Working Conditions	2022 1 st Semester	Director and Senior Academic Staff Committee	Update the sabbatical leave regulation	Extended	The Academic Staff Committee has not yet reviewed the sabbatical leave regulation.
14. Implement the Incentives Plan for publications in journals and/or in prestigious Academic Presses	25. Stability and Permanence of Employment	2019 1 st Semester	Director and General Manager	Incentives Plan available	Completed	The programme for research incentivization, originally approved in 2018, was updated in 2023 to become a comprehensive Research Support Programme. This includes various initiatives such as seed grants, support for workshop organization, support for research clusters and publication rewards.
15. Consolidate incentives programme for permanent academic staff	25. Stability and Permanence of Employment	2019 1 st Semester	Director and General Manager	Incentives Plan available	Completed	The document of incentives and rewards for academic staff at IBEI was approved by the Board of Patrons in 2019.
16. Develop, disseminate and implement a Gender Equality Action Plan	27. Gender Balance	2021 2 nd Semester	Representative Committee of the whole IBEI Community	Gender Equality Action Plan approved and published	Completed	The Equality Plan was approved in June 2022 by a negotiating committee consisting of IBEI's Senior Management and representatives from the most widely represented trade unions in the university research sector in Catalonia, as the institute's staff lacks legal representation.
17. Integrate, update and distribute a document on career	28. Career Development	2023 1 st Semester	Director and General Manager	Career Development	In progress	IBEI's Strategic Plan for 2021-2025 includes the goal of defining a

development strategies for researchers at all stages of their career	30. Access to Career Advice			Strategy for researchers available		professional development strategy for all faculty and management staff categories to guarantee career advancement. Some initiatives have already been implemented such as the creation of support programmes for predoctoral and postdoctoral researchers. However, a comprehensive document on career development strategies for researchers at all career stages is still lacking.
18. Define a specific career development strategy for administrative staff members	28. Career Development 30. Access to Career Advice	2023 1 st semester	General Manager and Director	Career Development Strategy for administrative staff members available	Extended	IBEI's Strategic Plan for 2021-2025 includes the goal of defining a professional development strategy for all faculty and management staff categories to guarantee career advancement.
19. Design and disseminate a document on intellectual property rights.	31. Intellectual Property Rights	2021 2 nd Semester	Communication Office and General Manager	Document on intellectual property rights available	Extended	
20. Re-evaluate co-authorship and how it affects the academic ranks	32. Co-authorship	2021 1 st Semester	Senior Academic Staff Committee	Inclusion of a clarification of co-authorship available in the assessment criteria	Extended	The Senior Academic Staff Committee has not yet debated whether co-authorship has to be re-evaluated in the internal academic ranks or not.
21. Review the assessment guidelines for assistant professors	33. Teaching	2022 2 nd Semester	Director and Scientific Council	Assessment guidelines for assistant professors available	Extended	The Scientific Council has not yet reviewed the assessment guidelines for assistant professors.
22. Systematize diffusion of information on training and resources for teaching	33. Teaching	2019 2 nd Semester	Research Office and UPF Center for Learning Innovation and Knowledge (CLIK)	Information on training and resources for teaching available	Completed	Responsibility for this action within IBEI shifted from the Academic Office to the Research Office. Since 2019 the Research Office has served as the communication channel with the UPF Center for Learning Innovation and Knowledge (CLIK) to better transfer information on training and

						resources for teaching to IBEI Faculty.
23. Design and disseminate a document on the procedures to deal with complaints and appeals for academic and administrative staff	34. Complaints / appeals	2021 2 nd Semester	General Manager and Director	Document on the procedures to deal with complaints / appeals available	Completed	The Staff Complaint Procedure was approved by the Board of Patrons in October 2022. Starting in January 2023, academic and administrative staff can submit complaints by emailing complaints@ibei.org .
24. Develop guidelines on the tasks and methods for supervision and mentoring	36. Relation with supervisors 37. Supervision and Managerial Duties	2022 1 st Semester	Director, Academic Research Coordinator and Scientific Council	Guidelines for supervision and mentoring available	Completed	IBEI appointed two faculty members as coordinators for the PhD Support Programme and the Postdoctoral Support Programme. These programmes provide early-career researchers with additional resources and support to help them flourish at this critical stage of their careers and position them as the next generation of world-class researchers.
25. Provide feedback to doctoral researchers after their annual research evaluation	37. Supervision and Managerial Duties	2021 2 nd Semester	Director, Academic Research Coordinator and Senior Academic Staff Committee	Annual Meeting between each doctoral researcher and the Academic Research Coordinator or a designee from the Senior Academic Staff Committee to provide feedback after the annual research evaluation	Completed	The PhD Support Programme includes an annual progress review for all predoctoral researchers with a work contract or scholarship administered through IBEI. PhD Support Programme Coordinator will provide brief feedback on the annual progress report submitted by early-career researchers, following a discussion with their PhD supervisors.
26. Develop, disseminate and implement a Sexual and Gender-Based Harassment Policy	10. Non Discrimination	2021 2 nd Semester	Representative Committee of the whole IBEI Community	Sexual and Gender-Based Harassment Policy approved and published	Completed	IBEI approved in October 2022 the Protocol for the Prevention, Identification & Resolution of Situations of Sexual Harassment and Harassment based on Sex, Sexual Orientation, and Gender Identity & Expression.

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:

https://www.ibe.org/en/human-resources-strategy-hrs4r_121781

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

Proposed ACTIONS	OTM-R Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
Publish IBEI OTM-R policy on its website	Retrieved from the OTM-R checklist (1)	2024 1 st Semester	Research Coordination Unit and General Manager	Web link	Completed	https://www.ibe.org/ibe-otm-r-internal-guidelines-2024_362048.pdf
Adapt the internal selection guide to the OTM-R guide and establish procedures for the recruitment of the four career profiles of researchers (R1-R4)	Retrieved from the OTM-R checklist (2)	2024 1 st Semester	Research Coordination Unit and General Manager	IBEI OTM-R Guide available	Completed	
Train the selection committee and staff members involved in the OTM-R policy	Retrieved from the OTM-R checklist (3)	2025 1 st Semester	Research Coordination Unit	A training workshop for the selection committee and staff members involved in the recruitment process	In progress	
Develop a quality control system for OTM-R policy	Retrieved from the OTM-R checklist (5)	2024 1 st Semester	Research Coordination Unit and HRS4R Steering Committee	Establishment to the OTM-R Committee to control the quality of the recruitment process	Completed	
Define clear guidelines for the selection committee in order to better judge merit	Retrieved from the OTM-R checklist (19)	2025 1 st Semester	Director, Research Coordination Unit and IBEI selection committee	Guidelines for the selection committee available	In progress	Linked to Action 11. Create templates with indicators on several areas assessed by the selection committee
Develop a complaint mechanism related to the OTM-R policy	Retrieved from the OTM-R checklist (22)	2024 1 st Semester	Research Coordination Unit and General Manager	Guidelines for the complaint mechanism available	Completed	complaints@ibe.org.

Design an assessment system of the implementation of the OTM-R policy	Retrieved from the OTM-R checklist (23)	2025 2 nd Semester	HRS4R Steering Committee and General Manager	Follow-up of the OTM-R Committee	In progress	
---	---	-------------------------------	--	----------------------------------	-------------	--

Comments on the implementation of the OTM-R principles

In January 2019, IBEI completed the OTM-R checklist, identified the actions that should be implemented and committed to publishing a comprehensive OTM-R policy. In 2024, IBEI published the OTM-R Policy on its website, updating the existing recruitment policy. IBEI's Strategic Plan for 2021-2025 included the goal of improving human resources management and publishing the Open, Transparent and Merit-Based Recruitment Policy, on the basis of the European Commission's recognition of HR Excellence in Research Award.

4. IMPLEMENTATION

General overview of the implementation process:

The IBEI HRS4R Action Plan, developed in 2018, was already well-aligned with the Institute's Strategic Plan for 2015-2020. The Action Plan and the interim review conducted in 2021 have effectively become integral components of the working documents to define IBEI's Strategic Plan for 2021-2025. As a result, the long-term actions outlined in the HR Strategy have been incorporated into the Strategic Plan for 2021-2025. This ensures that all the various action plans to be implemented by IBEI -- Institutional Strategic Plan, Teaching Quality Plan, Gender Equality Plan and HRS4R Action Plan – are consistently aligned.

The implementation process of IBEI's HRS4R Action Plan started in the first semester of 2019. The first actions to be completed in 2019 were easily implemented due to the fact that they had already been identified as priorities in IBEI's Strategic Plan for 2015-2020.

However, the severe lockdown experienced in Spain between March and June 2020 and the subsequent Covid-19 waves led to postpone regular meetings of the Steering Committee, resulting in some unintended delays in the implementation of the proposed actions for 2020 and 2021.

In the internal review for the Interim Assessment, the Steering Committee decided to include two new actions, linked to other actions, which broadened the scope of IBEI's HR Strategy into two crucial areas:

- Fostering gender equality and combating gender-based violence and sexual harassment.
- Providing better supervision and mentoring to early-career researchers.

After this slowdown in the implementation of HRS4R actions, IBEI resumed pace with the updated action plan for 2021-2024, focusing on long-term actions that were also included in the institute's comprehensive Strategic Plan for 2021-2025. Implementation efforts focused on 5 broad areas:

- Gender Balance and Non-Discrimination: Gender Equality Plan and Protocol for Protocol for the Prevention, Identification & Resolution of Situations of Sexual Harassment and Harassment based on Sex, Sexual Orientation, and Gender Identity & Expression.
- Supervision and Mentoring: PhD Support Programme and Postdoctoral Support Programme

- Complaints/Appeals: Staff Complaint Procedure
- Good Practice in Research: Documents for Data Protection Regulation
- Recruitment: OTM-R Policy

Unfortunately, some minor actions could not be implemented during this period and have been extended for the next HR Strategy. These include updating of the rules for sabbatical leaves, reviewing the value of co-authorship, and disseminating of information on intellectual property rights.

Finally, it is important to highlight that new director's priorities for IBEI's future years are closely related to fundamental principles of the European Charter for Researchers such as career progression, dissemination and exploitation of results, continuous professional development and supervision and mentoring. So, IBEI'S new HR Strategy will continue to align with the new European Charter of Researchers adopted by the Council of the European Union in December 2023.

Make sure you also cover all the aspects highlighted in the checklist below:

How have you prepared the internal review?

The IBEI HRS4R Steering Committee for Implementation met on January 29, 2024 to review the Action Plan and its implementation process, and to prepare this internal review for the renewal assessment, to be submitted in July-August. The discussions focused on the section about the strengths and weaknesses of current practices.

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

The IBEI HRS4R Steering Committee for Implementation is composed of a number of members of the initial HRS4R Working Group, who developed the Gap Analysis and the initial Action Plan, along with new recruits. The Steering Committee is representative of the entire IBEI research and management community. When necessary, the Steering Committee has convened a specific subcommittee with other IBEI members to address proposed actions to be implemented. This approach was used for developing the Gender Equality Action Plan.

All strategic documents generated during the implementation process are presented to the entire community through various committees depending on the topic, including the annual IBEI retreat, faculty meetings, management meetings, board of patrons, scientific council, and teaching quality committee which includes student representatives. Additionally, these documents are available on the institute's internal intranet and/or public website, as appropriate.

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

In 2019, IBEI established a Steering Committee to oversee the implementation of the HRS4R Action Plan. This committee reports to the Director twice a year, monitors the progress of the Action Plan and recommends adjustments or new actions as needed.

Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy?

The IBEI HRS4R Action Plan was already well-aligned with the Institute's Strategic Plan 2015-2020. The Action Plan presented in 2019 and the interim review conducted in 2021 have effectively become integral components of the working documents to define IBEI's Strategic Plan for 2021-2025. As a result, many of the actions outlined in the HR Strategy have been incorporated into the Strategic Plan for 2021-2025. This ensures that all the various action plans to be implemented by IBEI -- Institutional Strategic Plan, Teaching Quality Plan, Gender Equality Plan and HR Strategy -- are consistently aligned.

How has your organisation ensured that the proposed actions are also being implemented?

The Steering Committee is responsible for overseeing the implementation of the HRS4R Action Plan. The General Manager who is also in charge of Human Resource Management takes part in the HRS4R Steering Committee to ensure that the proposed actions are implemented. The Institutional Relations Officer at IBEI serves as the contact person for the HR Strategy.

All strategic documents generated during the HRS4R process are available on the institute's internal intranet and/or public website, as appropriate.

How are you monitoring progress?

The Steering Committee, coordinated by the Institutional Relations Officer, monitors progress according to the timeline proposed in the HRS4R Action Plan.

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

The Steering Committee monitors progress according to the timeline established in the HRS4R Action Plan, originally proposed in 2019 and updated in 2021.

All strategic documents (indicators) generated during this process are available on the institute's internal intranet and/or public website, as appropriate.

How do you expect to prepare for the external review?

The site visit for the renewal was planned to be undertaken in 2024. However, due to the backlog of the assessments in the frame of the HR award process (as stated in an email received on July 8, 2024), the site visits are being reorganized. We look forward to hearing from the Lead Assessor of our case to agree the date of the site visit.

The Steering Committee regularly measured progress of the updated Action Plan, coordinated by the Institutional Relations Officer. The actions that are still in progress or that are extended will be included, with some adjustments, in the new HR Strategy, as agreed by the Steering Committee. This new HR Strategy will refer to the new European Charter of Researchers adopted by the Council of the European Union in December 2023.

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

