

Institut Barcelona d'Estudis Internacionals (IBEI) INTERNAL REVIEW

Name Organisation under review: Institut Barcelona d'Estudis Internacionals (IBEI)
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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: FEBRUARY 15TH, 2021

1. ORGANISATIONAL INFORMATION

STAFF & STUDENTS (October 31st, 2020)	FTE
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	37
<i>Of whom are international (i.e. foreign nationality)</i>	25
<i>Of whom are externally funded (i. e. for whom the organisation is host organisation)</i>	20
<i>Of whom are women</i>	16
<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>	14
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	6
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	17
<i>Total number of students (if relevant)</i>	160
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	54
RESEARCH FUNDING (figures for 2020-2021)	€
<i>Total annual organisational budget</i>	1.775.528,85
<i>Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,...)</i>	516.666,67
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	1.128.862,18
<i>Annual funding from private, non-government sources, designated for research</i>	130.000,00

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) to promote postgraduate training and research in Politics and International Relations in order to advance the understanding of global challenges to governance in our world. Now into its second decade, IBEI has been consolidated and achieved a high level of recognition as an academic and research centre both at European and international level.

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

IBEI clearly promotes a work environment where researchers enjoy freedom of thought and expression. There are 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 the co-official languages in Spain.

As IBEI research is funded by public and private funds, accountability is taken into account by all researchers and administrative staff members. IBEI manages public and private research funding in a sound, transparent and efficient way.

In the past two years (2019-2020), IBEI has taken significant steps in relation to ethical and professional aspects, even though some of its actions have been extended.

As far as training on ethics in research and personal data regulation is concerned, IBEI and Pompeu Fabra University (one of its founding universities) have reached an agreement allowing IBEI's faculty members to take part in an online course on 'Research Training and Personal Data Protection' (actions 2 and 4, completed). IBEI's working group on ethics has already drafted a Code of Ethics in Research for the institute; it is currently awaiting approval from the Director and the Academic Research Coordinator, before proceeding with the phase of dissemination; (actions 1 and 5, in progress).

The assessment procedures for academic and administrative staff's professional performance have been put in place (actions 8 and 9, completed). On an annual basis, both academic and administrative staff prepare a self-assessment which is revised by an in-house senior committee that provides comments and suggestions for career development. Besides, IBEI's General Manager provided better and broader information on Human Resources Management at IBEI. Thus, IBEI has responded to a demand put forward in the survey distributed to the staff and which was distributed before the HRS4R Gap Analysis (action 3, completed).

IBEI is now to take action in some areas more closely related to public engagement. These actions include discussion within the Senior Academic Staff Committee whether greater media

visibility shall be promoted or not (action 7, extended). It has also not discussed the possibility to offer the IBEI faculty members training on dissemination of information to public audiences (action 6, in progress). It is expected that all these actions will be included in the 2021-2025 Strategic Plan and its subsequent Communication Plan.

Recruitment and selection

Recruitment procedures at IBEI generally fulfil the requirements of openness, efficiency, transparency, and are up to international standards. Job advertisements give a broad description of the knowledge and competencies required. Yet, more efforts have been made to include as much information as possible in job advertisements and to give more detailed feedback to each candidate (action 10, completed).

Selection committees consist of senior academic staff with diverse expertise. This composition ensures an adequate balance. To better assist them in the selection procedures, IBEI will provide them with templates with indicators on several areas (action 11, in progress).

Working conditions

There is a wide agreement among researchers and administrative staff members that IBEI recognizes them as professionals and treats them accordingly. IBEI also promotes a stimulating research environment by offering appropriate equipment, facilities and opportunities and takes the necessary steps to ensure labour safety (action 12, completed).

Other strengths that IBEI ensures are the flexibility in the working conditions for researchers and the value of mobility (in the pre-Covid-19 era). Furthermore, IBEI has already implemented an incentive plan for publications in journals and/or prestigious academic presses as well as another incentive programme for permanent academic staff (actions 14 and 15, completed). Additionally, IBEI administrative staff have improved the channels of diffusion of information on training and resources for instructors provided by the Pompeu Fabra University to make sure that all IBEI research and teaching members have updated information on these resources at their disposal (action 22, completed).

Regarding gender balance, all faculty and administrative staff already committed themselves to elaborating and implementing a Gender Equality Action Plan (action 16, extended). The internal Committee set up to deal with this task has already been convened and IBEI has recently obtained a grant from the Catalan Regional Government to hire an external consultancy firm to do the diagnosis for such a Plan. Linked to this, IBEI has also committed to elaborating, disseminating and implementing a Sexual and Gender-Based Harassment Policy for faculty and administrative staff but also for its master's students (action 26, new).

IBEI will be working on the implementation of a career development strategy for the whole IBEI community in the coming months. This adds to the clear mechanism of tenure-track for assistant professors already in place and working (actions 17, 18 and 21, extended). It is also expected that the Senior Academic Staff Committee will review the conditions for sabbatical leaves (action 13, extended) and for the value of co-authorship in academic ranks (action 20, in progress).

Finally, IBEI will elaborate a document on intellectual property rights to be disseminated among researchers and to establish better procedures to deal with complaints and appeals with confidential and informal assistance in resolving work-related conflicts, disputes and grievances (actions 19 and 23, in progress).

Training and development

IBEI researchers are keenly aware of the necessity to regularly update and expand skills and competencies through formal training, workshops, conferences, e-learning, etc. IBEI already offers access to research training and continuous development.

Thanks to the collaboration agreement signed with the Department of Political and Social Sciences at Pompeu Fabra University and the Department of Law and International Studies at the Autonomous University of Barcelona, IBEI faculty members are able to supervise doctoral students accepted into their PhD programmes. This is one of the reasons why the number of predocs has significantly increased in recent years: from two PhD trainees in 2016 to 14 in 2020. IBEI fully supports not only their incorporation in faculty-run research projects, but also their specific training needs (e.g., funds for attending summer schools in methods, participation in IBEI research clusters). IBEI is now committed to developing some guidelines on the tasks and methods for supervision and mentoring (action 24, in progress) and to guarantee the provision of feedback after their annual research evaluation (action 25, new).

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

The initial Action Plan was ambitious enough to foresee the implementation of several actions during the first two years, 2019 and 2020. During 2020 IBEI continued to implement HRS4R actions but at a slower pace due to the paralysis caused by the COVID-19 health crisis. IBEI took some steps to adapt the initial schedule, and thus some of the priorities originally envisaged within the short-term plan were turned into mid-term goals such as the Gender Equality Action Plan, the Code of Ethics in Research, or the Career Development Strategies. Nevertheless, IBEI had foreseen an Action Plan's timeline of 4 years (2019-2022), instead of the 5-year calendar suggested by EURAXESS for the implementation phase of HRS4R. Hence, the calendar for IBEI's Action Plan updated for this internal review grows longer with a fifth year, up to 2023 (see the concrete timeline in the Additional remarks section).

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 has 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). During the second semester of 2020 IBEI made some efforts to implement, or at least start implementing, some of the actions for 2020, mainly to grant the possibility of attending a course on Personal Data Protection offered by UPF as well as to prepare the path for the elaboration of a Gender Equality Action Plan.

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

IBEI is at present working on a new Strategic Plan 2021-2025, after the completion of the previous one for 2015-2020. Many of the priorities of this new plan are already identified as actions to be developed under IBEI's HRS4R Strategy, such as the Gender Equality Action Plan, the OTM-R policy and the guidelines for mentoring and supervision of PhD trainees.

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	The Code of Ethics in Research has already been drafted.
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 Working Group on Ethics	Best-practices document on data protection available	In progress	The Code of Ethics in Research, which includes a section on data protection, has already been drafted.
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	In progress	The draft of a new Communication Plan will be an integral part of IBEI's 2021-2025 Strategic Plan.

				on public engagement		
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	The Senior Academic Staff Committee has not discussed yet whether greater media visibility shall be promoted or not.
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 since 2018-2019.
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	
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	
15. Consolidate incentives programme for permanent academic staff	25. Stability and	2019 1 st Semester	Director and General Manager	Incentives Plan available	Completed	

	Permanence of Employment					
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	In progress	The internal Committee for the Gender Equality Action Plan has already been convened. On December 30 th 2020, IBEI obtained a grant from the Catalan Regional Government to hire an external consultancy firm to do the diagnosis for the Gender Equality Action Plan.
17. Integrate, update and distribute a document on career development strategies for researchers at all stages of their career	28. Career Development 30. Access to Career Advice	2023 1 st Semester	Director and General Manager	Career Development Strategy for researchers available	Extended	There has been no progress in this direction.
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	There has been no progress in this direction.
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	In progress	
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	In progress	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	There has been a change in the responsible unit within IBEI to deal with this action, from the Academic Office to the Research Office. From 2019 on, the Research Office has

						become the channel of communication with the UPF Center for Learning Innovation and Knowledge (CLIK) in order to better transfer all 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	In progress	
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	In progress	
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	New	Linked to the evaluation system for assessing non-tenure track researchers (Action 8).
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	New	Linked to the implementation of a Gender Equality Action Plan (Action 16), which is now in progress.

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

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.

Proposed ACTIONS	OTM-R Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)	Current Status	Remarks
Publish IBEI OTM-R policy in our website	Retrieved from the OTM-R checklist (1)	2022 1 st Semester	Research Coordination Unit and General Manager	Web link	In progress	OTM-R Policy will be a priority action at IBEI new Strategic Plan 2021-2025.
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)	2022 1 st Semester	Research Coordination Unit and General Manager	IBEI OTM-R Guide available	In progress	OTM-R Policy will be a priority action at IBEI new Strategic Plan 2021-2025.
Train the selection committee and staff members involved in the OTM-R policy	Retrieved from the OTM-R checklist (3)	2022 1 st Semester	Research Coordination Unit	A training workshop for the selection committee and staff members involved in the recruitment process	In progress	OTM-R Policy will be a priority action at IBEI new Strategic Plan 2021-2025.
Develop a quality control system for OTM-R policy	Retrieved from the OTM-R checklist (5)	2022 1 st Semester	Research Coordination Unit and HRS4R Steering Committee	Establishment to the OTM-R Committee to control the quality of the recruitment process	In progress	OTM-R Policy will be a priority action at IBEI new Strategic Plan 2021-2025.

Define clear guidelines for the selection committee in order to better judge merit	Retrieved from the OTM-R checklist (19)	2021 1 st Semester	Director, Research Coordination Unit and IBEI selection committee	Guidelines for the selection committee available	In progress	OTM-R Policy will be a priority action at IBEI new Strategic Plan 2021-2025.
Develop a complaint mechanism related to the OTM-R policy	Retrieved from the OTM-R checklist (22)	2022 2 nd Semester	Research Coordination Unit and General Manager	Guidelines for the complaint mechanism available	In progress	OTM-R Policy will be a priority action at IBEI new Strategic Plan 2021-2025.
Design an assessment system of the implementation of the OTM-R policy	Retrieved from the OTM-R checklist (23)	2022 2 nd Semester	HRS4R Steering Committee and General Manager	Follow-up of the OTM-R Committee	In progress	OTM-R Policy will be a priority action at IBEI new Strategic Plan 2021-2025.

Comments on the implementation of the OTM-R principles

In January 2019, IBEI already filled out the OTM-R checklist, identified the actions that should be implemented and committed itself to publishing a comprehensive OTM-R policy in 2022. In fact, there are several measures already in place; IBEI will now bring all these together under a unique and final version, which will be published online. This OTM-R policy will be 'embedded' into IBEI's institutional Strategic Plan for 2021-2025 and its subsequent HR strategy.

In case your organisation has entered the HRS4R process prior to the publication of the OTM-R toolkit and recommendations by the European Commission (2015), please fill out the OTM-R checklist⁴⁵.

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website. Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

Foreseen for 2022.

N.B. Please be aware that your OTM-R policy should be 'embedded' into the institutional HR strategy at the renewal phase at the latest.

4. IMPLEMENTATION (MAX. 1 PAGE)

General overview of the implementation process:

IBEI's HRS4R Action Plan was closely aligned with the Institute's Strategic Plan 2015-2020 and it will be even more closely aligned to the new one for the period 2021-2025. All the proposed actions which are long-term goals and need the involvement of the whole IBEI community will be included in the new Strategic Plan.

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 2015-2020.

However, the severe lockdown experienced in Spain between March and June 2020 and the second Covid-19 wave in the autumn made the Steering Committee postpone its regular meetings, resulting in some unintended delays in the implementation of the proposed actions. Some of the actions foreseen for the first and second semesters of 2020 have been extended, but some steps have already been taken. The Steering Committee has also decided to include two new actions, mostly linked to other already identified actions and which will also broaden the scope of IBEI's HR Strategy.

After this slowdown in the implementation of HRS4R actions, IBEI will keep pace with the updated action plan for 2021-2023. By the end of 2023, IBEI will have implemented and subsequently monitored the revised action plan, having incorporated feed-back from the interim

assessment. After these 5 years, another internal review will be conducted by IBEI and a site visit will be undertaken.

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 November 23, 2020 to review the Action Plan and its implementation process, to suggest new actions, and to prepare this internal review. Its 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 both the Gap Analysis and the initial Action Plan) and new recruits. In all, the Steering Committee is representative of the whole IBEI research and management community. When appropriate, the Steering Committee has convened a specific subcommittee with other members of the IBEI community to deal with any of the proposed actions to be implemented. This has been the case for the development of a Gender Equality Action Plan.

All strategic documents generated during the implementation process are presented to the whole community in different committees depending on the topic (annual IBEI retreat, faculty meetings, management meetings, scientific council, permanent commission and teaching quality committee incorporating student representatives). Besides, they 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 created a Steering Committee which reports on the implementation of the HRS4R Action Plan to the Director twice a year. It is also responsible for the follow-up of the progress of the Action Plan and proposes adjustments or new actions when 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 is already aligned with the Institute's Strategic Plan 2015-2020. The Action Plan presented in 2019 and the interim review of 2021 are de facto part of the working

documents to develop in the next IBEI Strategic Plan for 2021-2025. The actions proposed and not yet implemented will be included in the new Strategic Plan.

How is your organisation ensuring that the proposed actions are also being implemented?

The Steering Committee is responsible for the follow-up of the implementation of the Action Plan. The General Manager who is also in charge of Human Resource Management takes part in the HRS4R Steering Committee, making sure that the proposed actions are implemented. The Institutional Relations Officer at IBEI is the contact person for the HRS4R Strategy.

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

How are you monitoring progress?

The Steering Committee monitors progress following the timeline proposed in the HRS4R Action Plan in 2019 and updated in 2021. See the concrete timeline in the Additional remarks section.

How do you expect to prepare for the external review?

The internal review and the site visit are to be undertaken in 2024. The Steering Committee will continue measuring progress of the updated Action Plan providing indicators and proposing adjustments when needed. In fact, for the second semester of the fifth year, 2023, there are no actions to be implemented. Therefore, this last semester will be devoted to concluding any of them, if necessary, and preparing the external review.

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

The initial IBEI Action Plan Calendar lasted 4 years (2019-2022), instead of the 5-year HRS4R implementation phase (24 months for the implementation of the action plan and 36 months more for the implementation of the revised plan). The IBEI HRS4R Steering Committee had decided to condense all the proposed actions in a shorter period. However, due to some paralysis caused by the COVID-19 health crisis experienced in 2020 and 2021, some actions were extended into 2022 and 2023. In this sense, the second semester of the fifth year of the implementation phase will be devoted to concluding any of them, if necessary.

UPDATED IBEI ACTION PLAN Calendar (2021)

Proposed ACTIONS	2019		2020		2021		2022		2023	
	1st Semester	2nd Semester	1st Semester	2nd Semester	1st Semester	2nd Semester	1st Semester	2nd Semester	1st Semester	2nd Semester
9. Introduce an evaluation system for assessing administrative staff members and to link the evaluation to an incentive system	√									
12. Ask the private firm in charge of the management of occupational health to provide all personnel with regular tests	√									
14. Implement the Incentives Plan for publications in journals and/or in prestigious Academic Presses	√									
15. Consolidate incentives programme for permanent academic staff	√									
2. Provide better linkages to the UPF ethics committee		√								
3. Design and disseminate a description of the distribution of roles in the field of Human Resource Management		√								
10. Improve information in all job advertisement		√								
22. Systematize diffusion of information on training and resources for teaching		√								
8. Prepare a document on the evaluation system for assessing non-tenure track researchers on a regular basis			√							
4. On-going Training concerning Data Protection regulation			√							
5. Develop and disseminate a best-practices document on data protection										
11. Create templates with indicators on several areas assessed by the selection committee										
20. Re-evaluate co-authorship and how it affects the academic ranks										
29. Define clear guidelines for the selection committee in order to better judge merit										
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										
16. Develop, disseminate and implement a Gender Equality Action Plan										
19. Design and disseminate a document on intellectual property rights.										
23. Design and disseminate a document on the procedures to deal with complaints and appeals for academic and administrative staff										
32. NEW! Provide feedback to doctoral researchers after their annual research evaluation										
33. NEW! Develop, disseminate and implement a Sexual and Gender-based Harassment Policy										
6. Offer academic staff media training or courses on the dissemination of information to public audiences										
7. Clarify whether high media visibility is regarded as career-enhancing										
13. Review the rules and conditions for sabbatical leaves										
24. Develop guidelines on the tasks and methods for supervision and mentoring										
25. Publish IBEI OTM-R policy in our website										
26. 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)										
27. Train the selection committee and staff members involved in the OTM-R policy										
28. Develop a quality control system for OTM-R policy										
21. Review the assessment guidelines for assistant professors										
30. Develop a complaint mechanism related to the OTM-R policy										
31. Design an assessment system of the implementation of the OTM-R policy										
17. Integrate, update and distribute a document on career development strategies for researchers at all stages of their career										
18. Define a specific career development strategy for administrative staff members										

