



Implementation of the Human Resources Strategy for Researchers (HRS4R)

Organisational gap analysis and action plan

Institut Universitari d'Investigació en
Atenció Primària Jordi Gol (IDIAPJGol),
December 2017



Implementation of the Human Resources Strategy for Researchers (HRS4R)

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Implementation of the Human Resources Strategy for Researchers (HRS4R)

1. INTRODUCTION

The Institut Universitari d'Investigació en Atenció Primària Jordi Gol (IDIAPJGol) was founded in 1996 to contribute to strengthen Primary Health Care (PHC) research. Over these years IDIAPJGol has become a reference institution at national as well as international levels in its field. IDIAPJGol's activities are focused on: i) promoting, developing and managing PHC research; ii) training investigators to generate and disseminate knowledge, and iii) transferring of health research findings to society.

IDIAPJGol integrates the research of PHC system of *Institut Català de la Salut* (Catalan Health Institute). IDIAPJGol comprises 1072 people doing research, 63 of them are employed by the IDIAPJGol of whom 65% are women, while the rest are researchers who are employed by Catalan Health Institute. IDIAPJGol has a main office in Barcelona and eight Research Support Units (RSUs) located in different districts of the Catalan territory to improve its accessibility. During last 3 years, IDIAPJGol's researchers have authored and co-authored 1030 scientific articles in indexed publications and have participated in 213 national and international research projects. Moreover, the IDIAPJGol has 35 accredited research groups. IDIAPJGol participates in different research networks, leading the Spanish redIAPP (Primary Care Prevention and Health Promotion Research Network) and collaborating with the Catalan network Connect-EU. Furthermore, it takes part in different forums and European organisations (EGPRN, European Forum for Primary Care, ENCEPP, EU-ADP-Alliance and European Innovation Partnership on Active and Healthy Ageing).

Since 2009 efforts have been made in drawing up the IDIAPJGol mission, vision, values and Strategic Plan (link to current Strategic Plan <http://www.idiapjgol.org/index.php/en/strategic-plan.html>). International Organization for Standardization (ISO) standards were developed to make Strategic Plan operational and ISO 9001:2015 certification was approved in 2017 by the Spanish Standards and Certification Association (AENOR) (ER-0821/2011) http://www.idiapjgol.org/images/IDIAP/quisom/Certificat_ISO_ER-0821-2011_ES_2017-07-20.pdf. Making research an attractive career and improving fairness and transparency of the selection procedures are key goals of this Strategic Plan. In order to achieve these goals, the HRS4R process is an effective and efficient tool. For this reason, in March 2017 IDIAPJGol formally endorsed the principles of

the Charter for researchers and the Code of conduct for the recruitment of researchers (the Charter and Code) and notified the European Commission of its intention to implement the HRS4R process http://www.idiapjgol.org/images/HRS4R/idiap_letter_of_commitment.pdf.

IDIAPJGol has carried out a complete organisational Gap Analysis and consequent Action Plan to initiate this process. Gap Analysis was addressed to assess the consistency of IDIAPJGol's current policies and practices versus the 40 principles of the Charter and Code. IDIAPJGol has also integrated the Open, Transparent and Merit-Based Recruitment (OTM-R) toolkit in this central part of the HRS4R process.

2. TEMPLATE 1 – GAP ANALYSIS

Name Organisation under review:

Institut Universitari d'Investigació en Atenció Primària (IDIAP) Jordi Gol

Website <http://www.idiapjgol.org/index.php/en/>

Twitter account @idiapjordigol

Organisation's contact details:

Gran Via Corts Catalanes, 587 àtic

08007 Barcelona (Spain)

Tel. +34 93 482 41 24

cviolan@idiapjgol.org

cibanez@idiapjgol.org

SUBMISSION DATE: December 15, 2017

DATE ENDORSEMENT CHARTER AND CODE: May 5, 2017

http://www.idiapjgol.org/images/HRS4R/eu_endorsement_of_the_charter_and_code_principles_and_commitment.pdf

Please provide the date when your organisation officially endorsed the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

PROCESS (MAX. 300 WORDS)

A committee consisting of the management team and key employees of IDIAPJGol was established to engage the HRS4R process. In addition, a working group (WG) of 12 people was formed. This WG involved all members of the committee and a representative community of researchers: the chief director, the scientific coordinator, the human resources manager, four administrative staff, four principal investigators and one predoctoral fellow. Seventy-five per cent of WG members were women.

The WG decided to conduct a web-based survey in order to obtain the necessary information for a proper gap analysis. All workers of IDIAPJGol were asked to participate by a formal email which included a cover letter and the link to a web-based questionnaire (see Annex I). This questionnaire included: 12 questions related to the profile of respondent and 44 items, 40 closed and 4 open-response formats, related to the 40 principles of the Charter and Code.

Closed-response items evaluated each principle from two points of view: level of agreement (LA) and level of importance (LI). Each level was rated using a six-point scale, from 0 (completely disagree or not important at all) to 5 (completely agree or extremely important). Priority index (PI) was calculated dividing LI between LA. Open-responses were analysed and taken into account.

The survey was answered by 38 people out of a possible total of 63; consequently, the response rate was 60.3%. The profile of respondents is shown in Table 1. Principles were ordered from higher to lower average PI and those situated above the upper quartile were prioritised (see Table 2).

GAP analysis

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview			
Status: to what extent does this organisation meet the following principles?	+ = fully implemented +/- = almost but not fully implemented -/+ = partially implemented - = insufficiently implemented	In case of -, -/+, or +/-, please indicate the actual “gap” between the principle and the current practice in your organisation. If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation	Initiatives already undertaken and/or suggestions for improvement
Ethical and Professional Aspects			
1. Research freedom	+	<ul style="list-style-type: none"> IDIAPJGol endorses the ethical principles described in the Guide of Good Practice on Research in Health Sciences of the Catalan Institute of Health (<i>Institut Català de la Salut</i>) https://goo.gl/5eYmuJ. This guide proclaims freedom of research. 	No more initiatives and suggestions for improvement are required.
2. Ethical principles	+	<ul style="list-style-type: none"> IDIAPJGol endorses the ethical principles described in the Guide of Good Practice on Research in Health Sciences of the Catalan Institute of Health (<i>Institut Català de la Salut</i>) https://goo.gl/5eYmuJ. IDIAPJGol instituted a Clinical Research Ethics Committee in 1996 https://goo.gl/DbgtXL. 	No more initiatives and suggestions for improvement are required.
3. Professional responsibility	+	<ul style="list-style-type: none"> IDIAPJGol endorses the ethical principles described in the Guide of Good Practice on Research in Health Sciences of the Catalan Institute of Health (<i>Institut Català de la Salut</i>) https://goo.gl/5eYmuJ. IDIAPJGol instituted a Clinical Research Ethics Committee in 1996 https://goo.gl/DbgtXL. The Board of Trustees of IDIAPJGol approved an intellectual and industrial property regulation on 16 December 2015 The ISO Standard procedure PR07 of staff recruitment defines the professional responsibilities of staff https://goo.gl/LLfv98 	No more initiatives and suggestions for improvement are required.

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4. Professional attitude	+	<ul style="list-style-type: none"> Strategic Plan is available on IDIAPJGol website. Researchers and workers may be familiar with strategic goals of organisation https://goo.gl/XFACa7 IDIAPJGol endorses the ethical principles described in the Guide of Good Practice on Research in Health Sciences of the Catalan Institute of Health (<i>Institut Català de la Salut</i>) https://goo.gl/5eYmuJ. IDIAPJGol instituted a Clinical Research Ethics Committee in 1996 https://goo.gl/DbgtXL. Researchers can monitor their research projects on a restricted web page https://goo.gl/tCFJ6p IDIAPJGol systematically holds meetings to inform the researchers about funding mechanisms and necessary approvals before starting the research or accessing the resources provided. IDIAPJGol organises a biennial scientific meeting https://goo.gl/h6e7Nm Research projects are supervised and monitored in accordance with the ISO Standards. There are three ISO procedures which regulate the supervision and the monitoring of research projects: PR03 “Management of requests for calls for external proposals”, PR04 “Management of requests for calls for IDIAPJGol proposals” and PR05 “Control and monitoring of research projects” https://goo.gl/LLfv98 IDIAPJGol is subject to an annual economic external audit https://goo.gl/AeVWmL 	To use of a proactive dissemination strategy of Charter and Code principles among the IDIAPJGol researchers
5. Contractual and legal obligations	-/+	<ul style="list-style-type: none"> IDIAPJGol defines the rules about with the national, sectoral or institutional regulations governing training and/or working conditions by ISO Standards https://goo.gl/LLfv98 These standards include Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. IDIAP Jordi Gol’s Researchers and workers have to sign the acceptance of these conditions. IDIAPJGol systematically holds meetings to inform the researchers about funding mechanisms and necessary approvals before starting the research or accessing the resources provided. Research projects are supervised and monitored in accordance with the ISO Standards. There are 	To publish a staff handbook online (including, among others, information of the governing bodies and information for complaints and

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		three ISO procedures which regulate the supervision and the monitoring of research projects: PR03 “Management of requests for calls for external proposals”, PR04 “Management of requests for calls for IDIAPJGol proposals” and PR05 “Control and monitoring of research projects” https://goo.gl/LLfv98	suggestions web tool)
6. Accountability	+	<ul style="list-style-type: none"> • IDIAPJGol endorses the ethical principles described in the Guide of Good Practice on Research in Health Sciences of the Catalan Institute of Health (<i>Institut Català de la Salut</i>) https://goo.gl/5eYmuJ. • IDIAPJGol instituted a Clinical Research Ethics Committee in 1996 https://goo.gl/DbgtXL. • IDIAPJGol systematically holds meetings to inform the researchers about funding mechanisms and necessary approvals before starting the research or accessing the resources provided. • Research projects are supervised and monitored in accordance with the ISO Standards. There are three ISO procedures which regulate the supervision and the monitoring of research projects: PR03 “Management of requests for calls for external proposals”, PR04 “Management of requests for calls for IDIAPJGol proposals” and PR05 “Control and monitoring of research projects” https://goo.gl/LLfv98 • IDIAPJGol is subject to an annual economic external audit https://goo.gl/AeVWmL 	No more initiatives and suggestions for improvement are required
7. Good practice in research	+	<ul style="list-style-type: none"> • IDIAPJGol endorses the ethical principles described in the Guide of Good Practice on Research in Health Sciences of the Catalan Institute of Health (<i>Institut Català de la Salut</i>) https://goo.gl/5eYmuJ. • IDIAPJGol instituted a Clinical Research Ethics Committee in 1996 https://goo.gl/DbgtXL. This Committee evaluates the risks and the consequences of research projects. • All research projects have the obligation to comply with the Organic Law on the Protection of Personal Data No 15/1.1999, December 13, 1999 https://goo.gl/hysMMY 	No more initiatives and suggestions for improvement are required

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8. Dissemination, exploitation of results	+	<ul style="list-style-type: none"> • IDIAPJGol funds the publication of research results in open access journals https://goo.gl/pj22vo • IDIAPJGol publishes a monthly newsletter (<i>Infogol</i>) where the articles most relevant are cited https://goo.gl/2zCCAZ • Publication of dissertations in obligatory in all PhD Regulations. Dissertations are also indexed in open digital repositories: TDX (http://www.tesisenred.net/quees) and TESEO (https://goo.gl/9RtUrA) • IDIAPJGol's scientific production is stored in the document repository of the department of health of the Generalitat: Scientia https://scientiasalut.gencat.cat/ • IDIAPJGol organises a biennial scientific meeting https://goo.gl/h6e7Nm • IDIAPJGol is involved in the promotion of open innovation through a virtual community: <i>Innobics</i> https://innobics.induct.no/login • IDIAPJGol endorses the ethical principles described in the Guide of Good Practice on Research in Health Sciences of the Catalan Institute of Health (<i>Institut Català de la Salut</i>) https://goo.gl/5eYmuJ. 	No more initiatives and suggestions for improvement are required
9.Public engagement	+	<ul style="list-style-type: none"> • The press office of IDIAPJGol identifies research results that are suitable for generating publicity and conducts interviews with researchers. It produces news, press releases and other information which are regularly disseminated throughout IDIAPJGol's website https://goo.gl/6jrrNr and social and mass media https://goo.gl/tMpfSm. In 2016, Press Office of IDIAPJGol produced 369 impacts on mass media. In each annual report this information was presented https://goo.gl/EG94GN • A gap has been detected in this principle. That is why the Strategic Plan (2017-2020) includes a new emphasis on the public engagement and it has an operational plan to strengthen the public engagement in the Primary Care Research https://goo.gl/XFAcA7 	To update in the Strategic Plan (2017-2020) the mission, approach and objectives to strengthen the public engagement
10.Non	+	<ul style="list-style-type: none"> • In 2017, IDIAPJGol implemented an equal opportunities plan https://goo.gl/KqjZ1r in order to 	No more initiatives and

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discrimination		<p>guarantee a work environment free of any type of discrimination according to current Spanish legislation:</p> <ul style="list-style-type: none"> - Organic Law 3/2007 of 22 March 2007 on effective equality of men and women https://goo.gl/dBmFT1 - Organic Law 51 from the 2 December 2003 of equal opportunities, no discrimination and universal accessibility for the disabled https://goo.gl/NcUqeH 	suggestions for improvement are required
11. Evaluation/appraisal systems	+	<ul style="list-style-type: none"> • IDIAPJGol has three committees: Clinical Research Ethics Committee (CREC), External Scientific Advisory Committee and Internal Scientific Advisory Committee. These committees assess the professional performance on a regular basis and in a transparent manner https://goo.gl/2u4jCX • Research projects are supervised and monitored in accordance with the ISO Standards. There are three ISO procedures which regulate the supervision and the monitoring of research projects: PR03 “Management of requests for calls for external proposals”, PR04 “Management of requests for calls for IDIAPJGol proposals” and PR05 “Control and monitoring of research projects” https://goo.gl/LLfv98. • IDIAPJGol is subject to an annual economic external https://goo.gl/QYbMOE. 	No more initiatives and suggestions for improvement are required
Recruitment and Selection – please be aware that the items listed here correspond with the Charter and Code. In addition , your organisation also needs to complete the checklist on Open, Transparent and Merit-Based Recruitment included below, which focuses on the operationalization of these principles.			
12. Recruitment	-/+	<ul style="list-style-type: none"> • Recruitment is carried out in accordance with the ISO standard: PR07 of staff recruitment https://goo.gl/LLfv98 but in this procedure specific actions are not defined for postdoctoral appointments. • In 2017, IDIAPJGol implemented an equal opportunities plan https://goo.gl/KgJZ1r in order to 	- To establish actions in the current Strategic Plan (2017-2020) to retain the talent in the

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		<p>guarantee a work environment free of any type of discrimination according to current Spanish legislation :</p> <p>Organic Law 3/2007 of 22 March 2007 on effective equality of men and women https://goo.gl/dBmFT1</p> <p>Organic Law 51 from the 2 December 2003 of equal opportunities, no discrimination and universal accessibility for the disabled https://goo.gl/NcUqeH</p> <ul style="list-style-type: none"> • Offers of employment or vacancy announcements are published in IDIAPJGol website and shared on specific website for job announcements https://goo.gl/AnZpCx • Some offers of employment or vacancy announcements are published on website of EURAXESS. IDIAPJGol is registered in EURAXESS with the identifier number: 964654577 	<p>organisation.</p> <p>- To adapt ISO procedure (PR07 “Staff recruitment”) to specific actions for postdoctoral recruitment.</p>
13. Recruitment (Code)	-/+	<ul style="list-style-type: none"> • Recruitment is carried out in accordance with ISO standard procedure: (PR07) of staff recruitment https://goo.gl/LLfv98 • In 2017, IDIAPJGol implemented an equal opportunities plan https://goo.gl/KgJZ1r in order to guarantee a work environment free of any type of discrimination according to current Spanish legislation : Organic Law 3/2007 of 22 March 2007 on effective equality of men and women https://goo.gl/dBmFT1 Organic Law 51 from the 2 December 2003 of equal opportunities, no discrimination and universal accessibility for the disabled https://goo.gl/NcUqeH • Offers of employment or vacancy announcements are published in IDIAPJGol website and shared on specific website for job announcements https://goo.gl/AnZpCx 	To translate into English ISO procedure: PR07 “Staff recruitment”
14. Selection	+	<ul style="list-style-type: none"> • Recruitment is carried out in accordance with the ISO standard: PR07 of staff recruitment 	To publish the results

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(Code)		<ul style="list-style-type: none"> https://goo.gl/LLfv98 In 2017, IDIAPJGol implemented an equal opportunities plan https://goo.gl/KgJZ1r in order to guarantee a work environment free of any type of discrimination according to current Spanish legislation : Organic Law 3/2007 of 22 March 2007 on effective equality of men and women https://goo.gl/dBmFT1 Organic Law 51 from the 2 December 2003 of equal opportunities, no discrimination and universal accessibility for the disabled https://goo.gl/NcUqeH Offers of employment or vacancy announcements are published in IDIAPJGol website and shared on specific website for job announcements https://goo.gl/AnZpCx Some offers of employment or vacancy announcements are published on website of EURAXESS. IDIAPJGol is registered in EURAXESS with the identifier number: 964654577 	of recruitment procedure in the IDIAPJGol website.
15. Transparency (Code)	-/+	<ul style="list-style-type: none"> Recruitment is carried out in accordance with the ISO standard: PR07 of staff recruitment In 2017, IDIAPJGol implemented an equal opportunities plan https://goo.gl/KgJZ1r in order to guarantee a work environment free of any type of discrimination according to current Spanish legislation : Organic Law 3/2007 of 22 March 2007 on effective equality of men and women https://goo.gl/dBmFT1 Organic Law 51 from the 2 December 2003 of equal opportunities, no discrimination and universal accessibility for the disabled https://goo.gl/NcUqeH Offers of employment or vacancy announcements are published in IDIAPJGol website and shared on specific website for job announcements https://goo.gl/AnZpCx Some offers of employment or vacancy announcements are published on website of EURAXESS. 	<ul style="list-style-type: none"> - To translate into English ISO procedure: PR07 “Staff recruitment”. - To establish actions in the current Strategic Plan (2017-2020) for the retention of talent in the organisation.

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		IDIAPJGol is registered in EURAXESS with the identifier number: 964654577	
16. Judging merit (Code)	-/+	<ul style="list-style-type: none"> Recruitment is carried out in accordance with the ISO standard: PR07 of staff recruitment. In 2017, IDIAPJGol implemented an equal opportunities plan https://goo.gl/KgJZ1r in order to guarantee a work environment free of any type of discrimination according to current Spanish legislation : Organic Law 3/2007 of 22 March 2007 on effective equality of men and women https://goo.gl/dBmFT1 Organic Law 51 from the 2 December 2003 of equal opportunities, no discrimination and universal accessibility for the disabled https://goo.gl/NcUqeH Offers of employment or vacancy announcements are published in IDIAPJGol website and shared on specific website for job announcements https://goo.gl/AnZpCx Some offers of employment or vacancy announcements are published on website of EURAXESS. IDIAPJGol is registered in EURAXESS with the identifier number: 964654577 	<ul style="list-style-type: none"> - To publish the results of recruitment procedure in the IDIAPJGol website. - To include qualitative and quantitative criteria in the job offers descriptions
17. Variations in the chronological order of CVs (Code)	+	<ul style="list-style-type: none"> Recruitment is carried out in accordance with the ISO standard: PR07 of staff recruitment. In 2017, IDIAPJGol implemented an equal opportunities plan https://goo.gl/KgJZ1r in order to guarantee a work environment free of any type of discrimination according to current Spanish legislation : Organic Law 3/2007 of 22 March 2007 on effective equality of men and women https://goo.gl/dBmFT1 Organic Law 51 from the 2 December 2003 of equal opportunities, no discrimination and universal 	No more initiatives and suggestions for improvement are required

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		accessibility for the disabled https://goo.gl/NcUqeH <ul style="list-style-type: none"> • Offers of employment or vacancy announcements are published in IDIAPJGol website and shared on specific website for job announcements https://goo.gl/AnZpCx • Some offers of employment or vacancy announcements are published on website of EURAXESS. IDIAPJGol is registered in EURAXESS with the identifier number: 964654577 	
18. Recognition of mobility experience (Code)	+	<ul style="list-style-type: none"> • Recruitment is carried out in accordance with the ISO standard: PR07 of staff recruitment. • In 2017, IDIAPJGol implemented an equal opportunities plan https://goo.gl/KgjZ1r in order to guarantee a work environment free of any type of discrimination according to current Spanish legislation : Organic Law 3/2007 of 22 March 2007 on effective equality of men and women https://goo.gl/dBmFT1 Organic Law 51 from the 2 December 2003 of equal opportunities, no discrimination and universal accessibility for the disabled https://goo.gl/NcUqeH • Offers of employment or vacancy announcements are published in IDIAPJGol website and shared on specific website for job announcements https://goo.gl/AnZpCx • Some offers of employment or vacancy announcements are published on website of EURAXESS. IDIAPJGol is registered in EURAXESS with the identifier number: 964654577 • IDIAPJGol generally takes pertinent international and intersectoral experience into account, especially regarding senior researchers. 	No more initiatives and suggestions for improvement are required
19. Recognition of qualifications (Code)	+	<ul style="list-style-type: none"> • Recruitment is carried out in accordance with the ISO standard: PR07 of staff recruitment. • In 2017, IDIAPJGol implemented an equal opportunities plan https://goo.gl/KgjZ1r in order to guarantee a work environment free of any type of discrimination according to current Spanish 	- To include qualitative and quantitative criteria in the job

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		<p>legislation :</p> <p>Organic Law 3/2007 of 22 March 2007 on effective equality of men and women https://goo.gl/dBmFT1</p> <p>Organic Law 51 from the 2 December 2003 of equal opportunities, no discrimination and universal accessibility for the disabled https://goo.gl/NcUqeH</p> <ul style="list-style-type: none"> • Offers of employment or vacancy announcements are published in IDIAPJGol website and shared on specific website for job announcements https://goo.gl/AnZpCx • Some offers of employment or vacancy announcements are published on website of EURAXESS. IDIAPJGol is registered in EURAXESS with the identifier number: 964654577 • IDIAPJGol generally takes pertinent international and intersectoral experience into account, especially regarding senior researchers. 	offers descriptions
20. Seniority (Code)	+	<ul style="list-style-type: none"> • Recruitment is carried out in accordance with the ISO standard: PR07 of staff recruitment. • In 2017, IDIAPJGol implemented an equal opportunities plan https://goo.gl/KgJZ1r in order to guarantee a work environment free of any type of discrimination according to current Spanish legislation : <p>Organic Law 3/2007 of 22 March 2007 on effective equality of men and women https://goo.gl/dBmFT1</p> <p>Organic Law 51 from the 2 December 2003 of equal opportunities, no discrimination and universal accessibility for the disabled https://goo.gl/NcUqeH</p> <ul style="list-style-type: none"> • The recruitment is not based solely on bibliometric indicators. IDIAPJGol takes an holistic approach to qualifications and potentials when evaluating applications. 	No more initiatives and suggestions for improvement are required
21. Postdoctoral	-/+	<ul style="list-style-type: none"> • Recruitment is carried out in accordance with the ISO standard: PR07 of staff recruitment but in this 	- To establish actions

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appointments (Code)		<p>procedure specific actions are not defined for postdoctoral appointments.</p> <ul style="list-style-type: none"> In 2017, IDIAPJGol implemented an equal opportunities plan https://goo.gl/KgJZlr in order to guarantee a work environment free of any type of discrimination according to current Spanish legislation : Organic Law 3/2007 of 22 March 2007 on effective equality of men and women https://goo.gl/dBmFT1 Organic Law 51 from the 2 December 2003 of equal opportunities, no discrimination and universal accessibility for the disabled https://goo.gl/NcUqeH 	<p>in the current Strategic Plan (2017-2020) to retain the talent in the organisation.</p> <ul style="list-style-type: none"> To adapt ISO procedure (PR07 “Staff recruitment”) to specific actions for postdoctoral recruitment.
Working Conditions and Social Security			
22. Recognition of the profession	+	<ul style="list-style-type: none"> IDIAPJGol has got ISO standards which define the professional groups. Each researcher is classified by the academic degree holder (Bachelor, Master, PhD) and the four profiles proposed in the European Framework for Research Careers https://goo.gl/EjZ9xq R1 First Stage Researcher (up to the point of PhD) R2 Recognised Researcher (PhD holders or equivalent who are not yet fully independent) R3 Established Researcher (researchers who have developed a level of independence) R4 Leading Researcher (researchers leading their research area or field) 	No more initiatives and suggestions for improvement are required
23. Research environment	+	<ul style="list-style-type: none"> IDIAPJGol has an occupational health and safety plan according with current Spanish legislation. Risk assessment for the employees, including psychological risks, is currently being carried out by a joint occupational risk prevention and monitoring unit of Institut Català de la Salut (Catalan Health 	No more initiatives and suggestions for improvement are

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview			
Status: to what extent does this organisation meet the following principles?	+ = fully implemented +/- = almost but not fully implemented -/+ = partially implemented - = insufficiently implemented	In case of -, -/+, or +/-, please indicate the actual “gap” between the principle and the current practice in your organisation. If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation	Initiatives already undertaken and/or suggestions for improvement
		Institute) https://goo.gl/34wTcC	required
24. Working conditions	+	<ul style="list-style-type: none"> • IDIAPJGol has an occupational health and safety plan according to current Spanish legislation. • Risk assessment for the employees, including psychological risks is currently being carried out by the occupational risk prevention and monitoring unit of <i>Institut Català de la Salut</i> (Catalan Health Institute) https://goo.gl/34wTcC • In 2017, the IDIAPJGol implemented an equal opportunities plan https://goo.gl/KgJZ1r in order to guarantee a work environment free of any type of discrimination according to current Spanish legislation : Organic Law 3/2007 of 22 March 2007 on effective equality of men and women https://goo.gl/dBmFT1 Organic Law 51 from the 2 December 2003 of equal opportunities, no discrimination and universal accessibility for the disabled https://goo.gl/NcUqeH • There are agreements with the staff on the flexibility of working hours and on tele-work 	No more initiatives and suggestions for improvement are required
25. Stability and permanence of employment	-/+	<ul style="list-style-type: none"> • Recruitment is carried out in accordance with the ISO standard: PR07 of staff recruitment https://goo.gl/LLfv98. • Currently, IDIAPJGol has not defined specific actions to promote the stability and permanence of employment. • Stability of employment is limited by regulations which establish that personnel hired with project financing funds should have temporary employment contracts not extending beyond project durations. Additionally, national and regional regulations may establish limits to the total wage bill paid out to employees on permanent contracts by public sector institutions. 	- To establish actions in the current Strategic Plan (2017-2020) to retain talent in the organisation, and to improve the stability and the permanence of employment.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview			
Status: to what extent does this organisation meet the following principles?	+ = fully implemented +/- = almost but not fully implemented -/+ = partially implemented - = insufficiently implemented	In case of -, -/+, or +/-, please indicate the actual “gap” between the principle and the current practice in your organisation. If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation	Initiatives already undertaken and/or suggestions for improvement
26. Funding and salaries	-/+	<ul style="list-style-type: none"> • IDIAPJGol is bound to conform to existing laws, regulations and collective agreements. • As a public entity of the Catalan regional government, IDIAPJGol must apply regulations of the regional government concerning public sector employees. • The Human Resources of IDIAPJGol ensures a uniform application of the laws. 	<ul style="list-style-type: none"> - To establish actions in the current Strategic Plan (2017-2020) to maintain and/or improve the funding and salaries. - To establish actions in the current Strategic Plan (2017-2020) to retain talent in the organisation.
27. Gender balance	+	<ul style="list-style-type: none"> • In 2017, the IDIAPJGol implemented an equal opportunities plan https://goo.gl/KgJZ1r in order to guarantee a work environment free of any type of discrimination according to current Spanish legislation : Organic Law 3/2007 of 22 March 2007 on effective equality of men and women https://goo.gl/dBmFT1 Organic Law 51 from the 2 December 2003 of equal opportunities, no discrimination and universal accessibility for the disabled https://goo.gl/NcUqeH 	No more initiatives and suggestions for improvement are required
28. Career development	-	<ul style="list-style-type: none"> • Currently, IDIAPJGol has not defined specific actions to promote the career development. 	- To establish actions in the current Strategic Plan (2017-2020) to

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview			
Status: to what extent does this organisation meet the following principles?	+ = fully implemented +/- = almost but not fully implemented -/+ = partially implemented - = insufficiently implemented	In case of -, -/+, or +/-, please indicate the actual “gap” between the principle and the current practice in your organisation. If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation	Initiatives already undertaken and/or suggestions for improvement
			retain talent in the organisation. - To assess mentor performance
29. Value of mobility	+	<ul style="list-style-type: none"> Recruitment is carried out in accordance with the ISO standard: PR07 of staff recruitment https://goo.gl/LLfv98 IDIAPJGol generally takes pertinent international and intersectoral experience into account, especially regarding senior researchers. IDIAPJGol offers an annual grant for performing internships or training activities at other Spanish or foreign research centres https://goo.gl/Wnu2qa 	No more initiatives and suggestions for improvement are required
30. Access to career advice	+	<ul style="list-style-type: none"> IDIAPJGol makes structures and human resources available to help junior researchers advance their career, including counselling, coaching and mentoring. IDIAPJGol has collaboration agreement signed with Universities, scientific associations and teaching units for tutoring and mentoring the end-of-degree, master projects, and doctoral theses 	No more initiatives and suggestions for improvement are required
31. Intellectual Property Rights	+	<ul style="list-style-type: none"> The Board of Trustees of IDIAPJGol approved an intellectual and industrial property regulation on 16 December 2015 IDIAP Jordi Gol’s researchers work in accordance with ISO standards. The ISO standard procedure “PR07 of staff recruitment” defines the intellectual Property Rights. 	No more initiatives and suggestions for improvement are required
32. Co-authorship	+	<ul style="list-style-type: none"> IDIAPJGol endorses the ethical principles described in the Guide of Good Practice on Research in 	No more initiatives and

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview			
Status: to what extent does this organisation meet the following principles?	+ = fully implemented +/- = almost but not fully implemented -/+ = partially implemented - = insufficiently implemented	In case of -, -/+, or +/-, please indicate the actual “gap” between the principle and the current practice in your organisation. If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation	Initiatives already undertaken and/or suggestions for improvement
		<p>Health Sciences of the Catalan Institute of Health (<i>Institut Català de la Salut</i>) https://goo.gl/5eYmuJ.</p> <ul style="list-style-type: none"> • IDIAPJGol instituted a Clinical Research Ethics Committee in 1996 https://goo.gl/DbgtXL. • Authors and contributors of IDIAPJGol should endorse to the role developed by International Committee of Medical Journal Editors https://goo.gl/mdg5a2 	suggestions for improvement are required
33. Teaching	+	<ul style="list-style-type: none"> • IDIAP has an individual evaluation and appraisal system in the software of integral management of the research https://goo.gl/8DLBkG 	No more initiatives and suggestions for improvement are required
34. Complains/appeals	-/+	<ul style="list-style-type: none"> • Analysis of claims, complaints and suggestions is carried out in accordance with the ISO Standard. • There is an ISO procedure (PR12) for processing of claims, complaints and suggestions https://goo.gl/LLfv98. • IDIAPJGol has in its website a complaint and/or suggestions mailbox https://goo.gl/gS6V73 • IDIAPJGol defined in its Guide to Good Practice on Primary Care Research the role of an ombudsperson. However, this ombudsperson has not yet officially appointed. 	<ul style="list-style-type: none"> - To appoint an ombudsperson to provide redress and mediation in cases of potential conflict. - To publish a staff handbook online (including, among others, information of the governing bodies and information for complaints and suggestions web

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview			
Status: to what extent does this organisation meet the following principles?	+ = fully implemented +/- = almost but not fully implemented -/+ = partially implemented - = insufficiently implemented	In case of -, -/+, or +/-, please indicate the actual “gap” between the principle and the current practice in your organisation. If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation	Initiatives already undertaken and/or suggestions for improvement
			tool)
35. Participation in decision-making bodies	-/+	<ul style="list-style-type: none"> A representation of researchers is part of the Internal Scientific Committee From four to eight coordination meetings taken place every year Staff and researchers satisfaction surveys were conducted to identify areas where improvement was needed. According to ISO standard, IDIAPJGol has a quality committee which meets every quarter and where suggestions, doubts, worries and complaints made by the staff are discussed https://goo.gl/kxEHH1 	To publish a staff handbook online (including, among others, information of the governing bodies and information for complaints and suggestions web tool)
Training and Development			
36. Relation with supervisors	+	<ul style="list-style-type: none"> IDIAPJGol has established training and guidance plans; however, these plans are not homogeneous. 	To draft a guide to establish in a uniform manner rules of mentoring role.
37. Supervision and managerial	+	<ul style="list-style-type: none"> When a new employee joins IDIAPJGol receives an internal training, this is revealed or documented in the form IMP-163. 	- To assess mentor performance

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview			
Status: to what extent does this organisation meet the following principles?	+ = fully implemented +/- = almost but not fully implemented -/+ = partially implemented - = insufficiently implemented	In case of -, -/+, or +/-, please indicate the actual “gap” between the principle and the current practice in your organisation. If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation	Initiatives already undertaken and/or suggestions for improvement
duties		<ul style="list-style-type: none"> Mentoring competency is not systematically assessed. 	
38. Continuing Professional Development	+	<ul style="list-style-type: none"> The scientific team of IDIAPJGol holds biweekly bibliographic sessions which are used to discuss articles of greatest interest to Primary Health Care research. IDIAPJGol organises a biennial scientific meeting https://goo.gl/h6e7Nm IDIAPJGol makes easy for employees to carry out training activities. These training activities are evaluated and registered in the personal file of each worker. IDIAPJGol works in accordance with ISO Standards. There is a ISO standard procedure: PR010 of Training https://goo.gl/LLfv98 	No more initiatives and suggestions for improvement are required
39. Access to research training and continuous development	+	<ul style="list-style-type: none"> IDIAPJGol makes easy for employees to carry out training activities. These training activities are evaluated and registered in the personal file of each worker. IDIAPJGol invites experts and representatives of the other organisations to participate in open meetings. IDIAPJGol works in accordance with ISO Standards. There is a ISO standard procedure: PR010 of Training https://goo.gl/LLfv98 	No more initiatives and suggestions for improvement are required
40. Supervision	-/+	<ul style="list-style-type: none"> IDIAPJGol has established training and guidance plans. However, these plans are not homogeneous. Mentoring competency is not systematically assessed. 	<ul style="list-style-type: none"> To draft a guide to establish in a uniform manner rules of mentoring role. To assess mentor performance

Open, Transparent and Merit-based Recruitment Check-list

Template 1 – Annex: Open, Transparent and Merit-based Recruitment Check-list¹

OTM-R checklist for organisations

	Open	Trans- parent	Merit- based	Answer: ++ Yes, <i>completely</i> +/- Yes, <i>substantially</i> -/+ Yes, <i>partially</i> -- No	Suggested indicators (or form of measurement)
OTM-R system					
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	X	x	x	+/-	Catalan version available at: http://www.idiapjgol.org/index.php/ca/otm-r.html English version available at: http://www.idiapjgol.org/index.php/en/otm-r-en.html
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	X	x	x	-/+	Current Strategic Plan 2017-2020 Last version procedure PR07 of staff recruitment , July 2014
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	X	x	x	-/+	- Existence of training programmes for OTM-R - Number of staff following training in OTM-R
4. Do we make (sufficient) use of e-recruitment tools?	X	x		-/+	IDIAPJGol website and email communications.
5. Do we have a quality control system for OTM-R in place?	X	x	x	++	Results of annual ISO-9001:2015 audit
6. Does our current OTM-R policy encourage external candidates to apply?	X	x	x	++	Trend in the share of applicants from outside the institution
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	X	x	x	-/+	Trend in the share of applicants from abroad
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	X	x	x	++	Trend in the share of female applicants Trend in success rates of female applicants

¹<http://ec.europa.eu/euraxess/index.cfm/services/researchPolicies>

Template 1 – Annex: Open, Transparent and Merit-based Recruitment Check-list¹

OTM-R checklist for organisations

	Open	Trans- parent	Merit- based	Answer: ++ Yes, completely +/- Yes, substantially -/+ Yes, partially -- No	Suggested indicators (or form of measurement)
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	X	x	x	+/-	Trend in the share of applicants from outside the institution
10. Do we have means to monitor whether the most suitable researchers apply?				--	Trend in the share of applicants who do not meet the eligibility criteria.
Advertising and application phase					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		++	Written guidelines: Procedure PR07 of staff recruitment (this procedure includes a call template)
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? [see Chapter 4.4.1 a) of the OTM-R expert report ²]	x	x		+/-	Written guidelines: Procedure PR07 of staff recruitment (this procedure includes a call template)
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		-/+	- The share of job adverts posted on EURAXESS; - Trend in the share of applicants from outside the institution/abroad
14. Do we make use of other job advertising tools?	x	x		++	Number of job adverts posted outside IDIAPJGol website.
15. Do we keep the administrative burden to a minimum for the candidate? [see Chapter 4.4.1 b) ⁴⁵]	x			++	Number of documents required only to selected applicants
Selection and evaluation phase					

² <http://ec.europa.eu/euraxess/index.cfm/services/researchPolicies>

Template 1 – Annex: Open, Transparent and Merit-based Recruitment Check-list¹					
OTM-R checklist for organisations					
	Open	Trans- parent	Merit- based	Answer: ++ Yes, completely +/-Yes, substantially -/+ Yes, partially -- No	Suggested indicators (or form of measurement)
16. Do we have clear rules governing the appointment of selection committees? [see Chapter 4.4.2 a) ⁴⁵]		x	x	++	Statistics on the composition of panels
17. Do we have clear rules concerning the composition of selection committees?		x	x	++	Written guidelines: Procedure PR07 of staff recruitment
18. Are the committees sufficiently gender-balanced?		x	x	+/-	Share of women in our Evaluation Committee
19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected?			x	+/-	Written guidelines: ISO standard procedure: PR07 of staff recruitment
Appointment phase					
20. Do we inform all applicants at the end of the selection process?		x		-/+	Percentage of applicants informed about the results of the selection process
21. Do we provide adequate feedback to interviewees?		x		-/+	Percentage of applicants interviewed who have been informed after the selection process about the strengths and weaknesses of their applications.
22. Do we have an appropriate complaints mechanism in place?		x		+/-	Statistics on complaints
Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				-/+	Indicators used to audit the ISO standard procedure: (PR07) of staff recruitment

Table 1. Profile of respondents (n=38)

	n	%
Sex		
Female	25	65.8
Male	13	34.2
Age (years)		
26-30	1	2.6
31-35	11	28.9
36-40	6	15.8
41-45	11	28.9
46-50	5	13.2
51-55	2	5.3
56-60	2	5.3
61 and over	0	0.0
Nationality		
Spanish	37	97.4
South American	1	2.6
Profession/Discipline		
Physician	9	23.7
Statistician	8	21.1
Administrative staff	5	13.2
Pharmacist	4	10.5
Economist	4	10.5
Nurse	3	7.9
Biologist	2	5.3
Psychologist	1	2.6
Other	2	5.3
Academical training		
Doctorate	16	42.1
Master's degree	11	28.9
Bachelor's degree	10	26.3
Higher vocational training	1	2.6
Intermediate vocational training	0	0.0
Research career		
Pre-doctoral Researcher	4	10.5
Post-doctoral researcher	2	5.3
Researcher	14	36.8
Junior group leader	2	5.3
Senior group leader	4	10.5
Research support staff	5	13.2
Research management staff	6	15.8
Other	1	2.6
Type of contract		
Indefinite contract	22	57.9
Government worker (<i>fixed staff</i>)	1	2.6
Temporary contract	8	21.1
Temporary contract (<i>to a specific research project</i>)	6	15.8
Work/training contract	1	2.6
History of working with IDIAPJGol(number of years)		
1 or fewer	3	7.9
1-3	6	15.8
4-10	19	50.0
10 or more	10	26.3
Time abroad to study or work		
I have never been or I have been less than one month.	20	52.6
Over one month, but less than 1 year	7	18.4
1-3 years	8	21.1
3 years or more	3	7.9

Table 2. Average scores obtained in the levels of importance and agreement (rated from 0 to 5). Principles are ordered from higher priority index (PI) to lower PI.

	Level of importance (LI)	Level of agreement (LA)	Priority index (PI)*
26. Funding and salaries	4.61	3.37	1.76
35. Participation in decision-making bodies	4.22	3.19	1.65
21. Postdoctoral appointments (Code)	4.03	3.37	1.63
25. Stability and permanence of employment	4.53	3.58	1.60
28. Career development	4.24	3.08	1.60
34. Complains/appeals	4.32	3.57	1.54
12. Recruitment	4.17	3.06	1.48
13. Recruitment (Code)	4.28	3.71	1.47
15. Transparency (Code)	4.16	3.63	1.42
5. Contractual and legal obligations	4.08	3.60	1.42
40. Supervision	4.22	3.41	1.41
16. Judging merit (Code)	4.19	3.81	1.38
Third quartile			
7. Good practice in research	4.37	3.79	1.35
30. Access to career advice	3.76	2.97	1.35
22. Recognition of the profession	4.28	3.41	1.34
2. Ethical principles	4.58	4.06	1.32
19. Recognition of qualifications (Code)	4.11	3.73	1.30
36. Relation with supervisors	4.30	3.73	1.30
23. Research environment	4.54	3.92	1.29
3. Professional responsibility	4.49	3.89	1.29
Second quartile			
37. Supervision and managerial duties	4.46	3.84	1.28
9. Public engagement	4.30	3.72	1.28
20. Seniority (Code)	4.00	3.79	1.27
14. Selection (Code)	4.33	3.67	1.26
32. Co-authorship	4.36	3.85	1.24
8. Dissemination, exploitation of results	4.38	3.94	1.24
39. Access to research training and continuous development	4.29	3.63	1.24
11. Evaluation/appraisal systems	4.44	4.06	1.22
38. Continuing professional development	4.34	3.95	1.21
First quartile			
4. Professional attitude	4.16	3.78	1.20
6. Accountability	4.51	4.24	1.19
1. Research freedom	4.34	4.06	1.19
17. Variations in the chronological order of CVs (Code)	4.29	4.03	1.19
31. Intellectual property rights	4.39	4.00	1.15

	Level of importance (LI)	Level of agreement (LA)	Priority index (PI)*
29. Value of mobility	3.95	3.74	1.15
24. Working conditions	4.66	4.29	1.14
10 Non discrimination	4.74	4.58	1.07
33. Teaching	4.05	4.05	1.03
27. Gender balance	4.46	4.44	1.03
18. Recognition of mobility experience (Code)	4.11	4.18	1.01

*Priority index=Level of importance/Level of agreement

2. TEMPLATE 2: HR STRATEGY - ACTION PLAN

Name Organisation under review:

Institut Universitari d'Investigació en Atenció Primària (IDIAP) Jordi Gol

Website <http://www.idiapjgol.org/index.php/en/>

Twitter account @idiapjordigol

Organisation's contact details:

Gran Via Corts Catalanes, 587 àtic

08007 Barcelona (Spain)

Tel. +34 93 482 41 24

cviolan@idiapjgol.org

cibanez@idiapjgol.org

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

<http://www.idiapjgol.org/index.php/en/human-resources-strategy-for-researchers-en.html>

SUBMISSION DATE: December 15, 2017

1. ORGANISATIONAL INFORMATION

Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	63
<i>Of whom are international (i.e. foreign nationality)</i>	4
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	35
<i>Of whom are women</i>	40
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	R3: 7 R4: 9

<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	3
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	1
<i>Total number of students (if relevant)</i>	14 (not contract)
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	14
RESEARCH FUNDING (figures for most recent fiscal year)	€
<i>Total annual organisational budget</i>	3.460.000€
<i>Annual organisational direct government funding (designated for research)</i>	735.000€
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	1.260.000€
<i>Annual funding from private, non-government sources, designated for research</i>	1.465.000€
<p>ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)</p> <p>IDIAPJGol was founded in 1996 to strengthen Primary Health Care (PHC) research. IDIAJGol's activities are focused on: i) promoting, developing and managing PHC research; ii) training investigators to generate and disseminate knowledge, and iii) transferring of health research findings to society.</p> <p>It has a main office in Barcelona and eight Research Support Units located in different areas of the Catalan territory which improve the accessibility of its services. During the last 3 years, IDIAPJGol's researchers have authored and co-authored 1030 scientific articles and have participated in 213 national and international research projects. Moreover, the IDIAPJGol has 35 accredited research groups.</p>	

2. NARRATIVE (MAX. 2 PAGES)

IDIAPJGol is a medium-sized research institution for which achieving excellence in hiring policies, working conditions and possibility of professional development has always been of main importance. For this purpose, in last decade it has established processes and carried out actions that guarantee this as shown by the internal analysis carried out. In this analysis it has been observed that the degree of agreement of the employees with the development of the principles of the Human Resources Strategy for Researchers is satisfactory, since the average score awarded in all the principles was equal to or greater than 3 points. Likewise, it has identified a good number of opportunities for improvement, so its implementation has represented for IDIAPJGol extremely useful tool to develop a human resources strategy that guarantees that the 40 principles of the Charter and Code (C&C) are fully developed. This strategy has especially focused on the twelve principles whose priority index was higher.

I. Ethical and professional aspects

This is one of the most strongly developed thematic heading by IDIAPJGol. IDIAPJGol identifies and supports good practices in health research, it created a research ethics committee more than 20 years ago and has a Strategic Plan and standard procedures focused on these aspects. However, in some of the evaluated principles opportunities for improvement have been detected. C&C principles should be known by researchers, thus, IDIAPJGol will use a proactive dissemination strategy of these principles. IDIAPJGol systematically holds meetings to inform the researchers and organizes a biennial scientific meeting; in future, these meetings will include issues of C&C principles. IDIAPJGol wants to improve available information about the contractual and legal obligations (principle 5 of C&C) of its employees and researchers. That is why, it will create a "staff handbook" that will be available on its website. Likewise, although the public engagement (principle 9 of C&C) has been well valued by IDIAPJGol employees, the gap analysis has detected aspects that can be improved and an operational plan of the improvement proposals included in the framework of the Strategic Plan (2017-2020) will be drawn up.

II. Recruitment and selection

The gap analysis has identified a good number of improvement situations in this thematic area. Five of the 12 prioritized principles are included in this theme. Although many procedures are standardised, some of them (PR07 "staff recruitment procedure") have to be revised and adapted to the principles of C&C. Also, the Open, Transparent and Merit-

Based Recruitment checklist has been especially useful to review this adequacy and to identify evaluation indicators. Similarly, the strategic plan has been reviewed and operational plans have been included to promote talent retention policies and professional development.

III. Working Conditions and Social Security

The overall satisfaction of IDIAPJGol workers is high and their prospects for future positive. However, the gap analysis has shown that the implementation of certain C&C's principles, especially principles 25, 26, 28, 34 and 35, must be improved. For this reason, IDIAPJGol has established actions in its Strategic Plan: i) to improve the stability and the permanence of employment and ii) to retain the talent in the organization.

Regarding the principles 34 and 35, “complaints/appeals” and “participation in decision-making bodies”, some of the characteristics of the institution could have influenced the perception of employees. IDIAPJGol Board Trustees is the top managing committee of the Institution, and it is established by its public statutes. Researchers are encouraged to share their opinions through several channels, individual and collective, personal and anonymous, but do not have a direct participation in decision making bodies, leading to a negative perception by some researchers. Furthermore, IDIAPJGol will perform actions to appoint an ombudsperson to provide redress and mediation in cases of potential conflict and create a staff handbook (including, among others, information of the governing bodies and information for complaints and suggestions for the web tool).

IV. Training

For IDIAPJGol the role of supervision and mentoring is a key element and it has been very well valued by the workers. Nevertheless, the gap analysis has identified essential improvement opportunities to contribute to the success in the development of research careers of novice researchers. Therefore, it is planned to carry out two actions to improve compliance with the principles C&C 36, 37 and 40. One of these two actions will consist in establishing institutional norms or mentoring practices that will be included in a guideline for mentors and mentees. Until now, the role of supervision and mentoring in IDIAPJGol was not regulated, so a high variability in its performance was identified as well as a great difficulty for its evaluation. The second action will be aimed at evaluating the competencies of the supervisor or mentor to develop specific training plans. The assessment of these competences will be carried out through validated instruments that will be administered to both mentors and mentees, such as the Mentoring Competency Assessment (MCA).

3. ACTIONS

Please provide a list of all actions to be undertaken in this HR strategy. The list must be accompanied by an extended version in which the actions are described in more detail. The overview must contain at least the following headings: Title action – timing – Responsible Unit – Indicator(s) / Target(s).

Title action	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
To use of a proactive dissemination strategy of Charter and Code principles among the IDIAPJGol researchers Charter & Code (C&C) principle: 4	<i>Second quarter of 2018</i>	<i>Training Unit</i>	The number of annual meetings directed at researchers that they have included issues of the Charter and Code principles.
To publish a staff handbook online (including, among others, information of the governing bodies and information for complaints and suggestions web tool). C&C principles: 5, 34, 35	<i>Second quarter of 2018</i>	<i>Human Resources Unit</i>	Deliverable: Staff handbook
- Strategic plan (2017-2020): to develop an operational plan for strengthening the public engagement in the Primary Care Research C&C principle: 9	<i>Fourth quarter of 2018</i>	<i>Human Resources Unit</i>	<i>Deliverable: Operational plan for strengthening the public engagement document.</i>
- Strategic plan's action (2017-2020): study on the situation of IDIAPJGol policies in retention of talent C&C principles: 12, 21, 25, 26, 28	<i>Third quarter of 2018</i>	<i>Human Resources Unit</i>	<i>Deliverable: Study report.</i>
- Strategic plan's action (2017-2020): to design a professional career plan C&C principles: 12, 15, 21, 25, 26, 28	<i>Fourth quarter of 2018</i>	<i>Human Resources Unit</i>	<i>Deliverable: Professional career plan document.</i>
- To adapt ISO procedure (PR07 "Staff recruitment") to specific actions for postdoctoral recruitment. C&C principles: 12, 21	<i>Second quarter of 2018</i>	<i>Quality Unit and Human Resources Unit</i>	<i>Deliverable: Document of procedure PR07 "Staff recruitment".</i>
- To translate into English ISO procedure: PR07 "Staff recruitment" C&C principles: 13, 15	<i>Second quarter of 2018</i>	<i>Quality Unit</i>	<i>Deliverable: Document of procedure PR07 "Staff recruitment" (English version).</i>
- To publish the results of recruitment procedure in the	<i>Third quarter of 2018</i>	<i>Human Resources</i>	<i>Percentage of recruitment procedures in which their</i>

Title action	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
IDIAPJGol website. C&C principles: 14, 16		Unit	results have been published on the IDIAPJGol website.
- To include qualitative and quantitative criteria in the job offers descriptions C&C principles: 16, 19	Second quarter of 2018	Human Resources Unit	Deliverable: Template of call for job offers included in PRO7 "Staff recruitment"
- Strategic plan's action (2017-2020): to design an implementation plan of funding and salaries policies C&C principle: 26	First quarter of 2019	Chief Director	Deliverable: Implementation plan of funding and salaries policies.
- To assess mentor performance C&C principles: 28, 37, 40	Fourth quarter of 2019	Training Unit	Deliverable: assessment report
- To appoint an ombudsperson to provide redress and mediation in cases of potential conflict. C&C principle: 34	First quarter of 2018	Scientific Department	Deliverable: Ombudsperson's letter of appointment
- To draft a guide to establish in a uniform manner rules of mentoring role. C&C principles: 36, 40	Fourth quarter of 2019	Training Unit	Deliverable: institutional guide for mentors and mentees

As the establishment of an Open Recruitment Policy is a key element in the HRS4R strategy, please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please also list the web link where this strategy can be found.

The IDIAPJGol has analysed and assessed its recruitment policies using the OTM-R toolkit. The use of the OTM-R checklist has allowed IDIAPJGol to identify strong and weak aspects and opportunities for improvements. The procedures of recruitment of IDIAPJGol integrate largely OTM-R principles. These procedures are accredited in accordance with the international ISO 9001 norm. However, some aspects that need improvement were detected. That is why the IDIAPJGol has designed and implemented actions to improve them and the concept "To design an implementation plan of OTM-R toolkit" is a strategic objective of the current Strategic Plan (2017 – 2020) <https://goo.gl/4a3zaM>. Additionally, IDIAPJgol will update the procedure PRO7 "Staff recruitment" to adapt it better to OTM-R system and will improve information and training linked to this procedure.

4. IMPLEMENTATION (MAX. 1 PAGE)

The HRS4R process is an integral part of the IDIAPJGol Strategic Plan (2017-2020) which was approved by the Board of Trustees in May 2017. Each of the 40 principles of the Charter and Code was revised and aligned with the IDIAPJGol Strategic Plan, including the implementation of an OTM-R policy. A committee consisting of the management team and key employees of IDIAPJGol was established to coordinate the HRS4R process. In addition, an HRS4R Working Group (WG) was formed. This WG involved all members of the Committee and a representative community of researchers.

This WG will evaluate every six months the results of the HRS4R strategic actions, involving workers and relevant stakeholders. In addition, a specific “Plan-Do-Study-Act” method will be used for the monitoring and continuous improvement of HRS4R strategy. This way, the WG will monitor progress, ensuring that the proposed actions are implemented within the set timeframe and achieving the expected results, and will propose complimentary updates of the action plan if relevant deviations are found.

Furthermore, the HRS4R strategies will incorporate the channels for participation and communication established in the IDIAPJGol in order to achieve a proactive, dynamic and participative process.

ANNEX I. SURVEY

LETTER / ELECTRONIC MAIL PRESENTATION SURVEY

To whom it may concern:

IDIAPJGol is working to obtain the European accreditation of the "Fourth Cohort of the Institutional Human Resources Strategy Group" (HRS4R) of the EURAXESS programme. The main objective of this strategy is to achieve an institutional policy in accordance with the principles of the Charter of the European Researcher and the Code of Conduct for Recruitment (C & C). This accreditation is essential to obtain the EU logo of "HR Excellence in Research" and thus to be an institution recognised as the "Research Center of Catalonia (CERCA)". Obtaining this accreditation can allow Primary Care and its researchers to enjoy the advantages granted by this recognition, for example, to be able to participate in certain funding calls.

The first step to obtain this accreditation is to carry out an internal analysis and that is why we have created a working group that is analysing the current situation in order to develop an action plan.

We need your cooperation to identify and prioritise the improvement actions.

We would like to know your opinion in relation to your degree of agreement and the importance that you think have series of statements related to certain policies and guidelines of IDIAPJGol.

Try to answer, depending on what you think is being done, even if you do not know the subject that is proposed well. On the other hand, although the survey is anonymous we need some general information that will provide us with more detailed evaluation.

Answering the questionnaire will take you about 10 minutes.

If you have any questions, you can contact us: cviolan@idiapjgol.org

You will find the questionnaire here: <https://goo.gl/forms/8pL7k8H2SxliUMyI2>

Thank you very much for your cooperation.

Concepció Violán Fors

Personal information

A. Sex

- Male
- Female

B. Age

- 25 years or less
- 26-30 years
- 31-35 years
- 36-40 years
- 41-45 years
- 46-50 years
- 51-55 years
- 56-60 years
- 61 and more

C. Nationality

- Spain
- Other European countries
- Africa
- North America
- Central America
- South America
- Asia
- Oceania

PROFESSIONAL AND ACADEMIC INFORMATION

D. Profession / Discipline (choose only one option)

- Doctor
- Nurse
- Social worker
- Dentist
- Statistician
- Biologist
- Pharmacist
- Economist
- Administrative personnel
- Other,
specify:.....

E. Academic education (choose only the maximum degree that you have achieved)

- First university cycle (Bachelor's degree)
- Second university cycle (master's degree)
- Third university cycle (doctorate)
- Middle level professional training
- Higher-level professional training
- Other,
specify:.....

F. Research career, indicates the option that best suits your situation

- Predoctoral researcher (*I am in the early stage (<5 years) of my research activity, I still do not have a doctorate degree and I have always carried the investigation under the supervision of a mentor / tutor*)

- Postdoctoral researcher (*I have a PhD degree and I dedicate a period of time for advanced tutoring to improve my research skills. I have never been a principal researcher of a research project*)
- Researcher (*I have been a principal researcher or collaborator in research projects, I have been the author of scientific articles, I have participated in competitive calls to obtain funding, tutorial or I have tutored other researchers*)
- Junior leader of a research group (*I am a researcher with a broad track record in research and I intend to become a leader in my area or field of research*)

- Senior leader in a research group (*I am an expert in a specific area of research and I am a research group leader. I am the author of relevant publications in an area or field of research*)
- Research support staff (*I support research projects but I have never been a principal researcher or collaborator in any project*)
- Research management personnel (*my main function is the integral administrative management of research disseminating, supporting and monitoring all projects in which IDIAPJGol and its researchers participate*)
- Other,
specify:.....

G. Research area (you can choose more than one option)

- Locomotor apparatus
- Cardiovascular
- Diabetes
- Ageing
- Lifestyle
- Infectious diseases
- Research in services
- Respiratory system
- Mental health
- Cancer
- Sexual and reproductive health
- Liver diseases
- Nursing
- Other,
specify:.....
- I do not research in any specific area, I do research support tasks in a transversal way

H. Main company or organisation that gives you employment (choose only one option)

- IDIAP Jordi Gol
- Institut Català de la Salut
- Departament de Salut
- Other,
specify:.....

I. Type of contract you have (choose only one option)

- Indefinite term contract
- Ordinary temporary contract
- Temporary contract for a specific project
- Contract for training and learning
- Training contract
- I am a public servant
- I am temporary staff of the public administration
- Other,
specify:.....

J. Approximate time you have been working / collaborating with the IDIAP Jordi Gol

- less than a year
- 1-3 years

- 4-10 years
- 10 years and more

K. Approximate time you studied or worked in other countries

- Never or less than a month
- More than a month but less than a year
- Between 1 and 3 years
- More than 3 years

Score from 0 to 5 your degree of agreement and importance of each of the statements (0: do not agree or not important, 5: very much in agreement or very important), if you do not know what to answer, choose The option "Do not know / do not answer (DnK/DnA).

I ETHICAL AND PROFESSIONAL ASPECTS.

1. IDIAPJGol allows the freedom of thought and expression to determine the methods of investigation in accordance with recognised principles and ethical practices, taking into account the considerations derived, for example, from the supervision made by the senior positions, the budget lines and the protection of the intellectual property derived from the search.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. IDIAPJGol researchers are following the ethical principles of research at the national, sectoral and institutional level.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. IDIAPJGol researchers make every effort to ensure that their research is relevant to society and does not duplicate other research. They avoid plagiarism of all kinds and respect the principle of intellectual property and joint ownership in the case of research carried out in collaboration with other researchers (*Note: the need to validate new observations demonstrating that experiments can be repeated should not be interpreted as plagiarism, as long as the data you want to confirm are quoted explicitly*)

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. IDIAPJGol researchers and workers know the strategic objectives, work procedures and financing mechanisms that allow them to carry out their work, among them: requesting the necessary permits before starting their search or accessing the provided resources and informing the agencies when their research project is delayed, redefined, completed or abandoned for any reason.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. IDIAP Jordi Gol facilitates that the researchers and the workers know the national, sectoral and institutional regulations related to the training and the working conditions. This includes the rules of intellectual property rights, as well as the requirements and conditions of any sponsor, regardless of the nature of your contract.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. IDIAPJGol researchers and workers make a responsible and efficient use of research funds, especially when it comes to public funds, and therefore they cooperate with their supervisors and the competent authorities in the audits of the investigations.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. IDIAPJGol facilitates that the researchers and the workers continue a safe working practice at all times, in accordance with current legislation, taking the necessary precautions for the health and safety and the recovery of computer accidents, for example by preparing appropriate backup strategies. It also ensures that the legal requirements in force regarding data protection and confidentiality are met.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. IDIAPJGol facilitates to the investigators the diffusion and exploitation of the results of their investigations to become fruitful and that the results are useful commercially or are accessible to the public (or both).

	0	1	2	3	4	5	DnK/Dn A

Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. IDIAPJGol encourages researchers to disseminate their research work among society in general in such a way that they can be understood by non-specialists and to improve the understanding of the public of science and help the researchers to understand better the priorities and concerns of the public about science and technology.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. IDIAPJGol does not discriminate against the researchers and the workers due to gender, age, ethnic, geographic or social origin, religious beliefs, sexual orientation, language, disability, political opinion and social or economic condition.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. IDIAPJGol has a committee to evaluate results of transparent and independent research and, if necessary, international.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<p>Comments related to the topic: "Ethical and professional aspects"</p> <p>.....</p> <p>.....</p> <p>.....</p>

II RECRUITMENT AND SELECTION

12. IDIAPJGol has clearly defined the criteria for the recruitment of the researchers and the workers, especially those who are in more disadvantaged situation, for example, are at the beginning of their professional careers or are returning to research.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. IDIAPJGol has established open, efficient, transparent and internationally comparable selection and contracting processes, as well as adapted them to the announced sites. On the other hand, the time between the announcement of the vacancy and the response period is adequate and sufficient.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. IDIAPJGol selection committees include different experts with diverse skills and competencies and they have an appropriate gender balance. They also use a wide range of selection practices that include evaluation by external experts and face-to-face interviews.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

15. The candidates that are presented to the job offers of IDIAPJGol are informed of the recruitment process and the selection criteria, the number of available places and the perspectives of professional development.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

16. During staff selection process IDIAPJGol takes into account the entire experience of the candidates, especially their general potential as researchers, their creativity and their level of independence. The merits of the candidate are assessed both qualitatively and quantitatively, focusing on the overall results of the research career not only on the number of publications.

	0	1	2	3	4	5	DnK/Dn A

Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

17. IDIAPJGol neither penalises the interruptions of the research career nor the variations in the chronological order of his curriculum, but analyses the overall contribution of the candidate from a multidimensional point of view.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

18. IDIAPJGol considers experience of mobility of the candidate (staying in another country/region or in other contexts of research, change of discipline etc.) as a valuable contribution to professional development.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

19. IDIAPJGol guarantees the appropriate assessment and evaluation of academic and professional titles, including unofficial candidates especially in the context of international and professional mobility.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. IDIAPJGol evaluates the consistency of the required levels of qualification with the need of the workplace and does not consider them as a barrier to entry. The recognition and evaluation of the qualifications are based on the judgment of the successes of the candidate instead of the circumstances or the reputation of the institution where the qualifications were acquired.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

21. IDIAPJGol has clear rules and explicit guidelines for the recruitment of postdoctoral researchers, specifying the maximum length and objectives of their contracts.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments related to the topic: "Recruitment and selection"

.....

.....

.....

III WORKING CONDITIONS AND SOCIAL SECURITY

22. IDIAPJGol recognises the researchers that follow a research career as professionals and treats them accordingly. We include in this recognition all levels regardless of their classification (for example: employee, postgraduate student, doctoral student, postdoctoral intern, civil servant, etc.)

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

23. IDIAPJGol provides a stimulating research and training environment that offers right equipment, facilities and possibilities of collaboration through networks/ research groups, all within a legal framework and regulations of occupational health and safety in force.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

24. IDIAPJGol maintains adequate working conditions within the legal framework and the current regulations on health and safety at work. These conditions allow to combine family, work, flexible working hours, part-time work, work from home, or sabbatical periods regardless of gender.

	0	1	2	3	4	5	DnK/Dn

							A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

25. IDIAPJGol promotes labour stability and internal and external promotion of its researchers and workers.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

26. IDIAPJGol ensures that researchers and workers enjoy fair and attractive conditions of financing and salaries with adequate and equitable social security provisions (including benefits for illness and maternity/ paternity leave, pension rights and unemployment benefits), in accordance with current legislation.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

27. In IDIAPJGol there is no gender discrimination, and selection, evaluation and recruitment committees are composed of members of both sexes.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

28. IDIAPJGol has a specific professional development strategy for researchers and workers in all stages of their professional career, regardless of their contractual situation. It also has mentors that provide support and guidance for the personal and professional development of the researchers.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

29. IDIAPJGol recognises the value of geographic, intersectoral, interdisciplinary and virtual mobility, as well as the mobility between the public and private sectors as means of strengthening scientific knowledge and professional development and, as a result, it facilitates administrative instruments if necessary.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

30. IDIAPJGol offers professional and employment advice, either in the institution itself or through collaboration with other structures.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

31. IDIAPJGol guarantees legal and adequate protection of the intellectual property rights of the researchers as well as the exploitation of the R & D results

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

32. IDIAPJGol positively values co-authorship as proof of constructive approach to the practice of research. That is why it develops strategies, practices and procedures that facilitate researchers from the beginning of their research careers to be coauthors of articles, patents, etc.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

33. IDIAPJGol positively values the participation in teaching activities of the researchers and the workers as part of their professional development.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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34. IDIAPJGol has systems and procedures in accordance with current regulations to deal with complaints and to gather suggestions. These systems and procedures preserve the confidentiality and are accessible to all the personnel to promote fair and equitable treatment and improvement of global quality of work environment.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

35. IDIAPJGol aims to ensure that its researchers and workers are represented in their decision-making bodies, in order to protect and promote their personal and collective interests as professionals actively contributing to the development of research centres.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<p>Comments related to the topic: "Working conditions and social security"</p> <p>.....</p> <p>.....</p> <p>.....</p>

IV TRAINING AND DEVELOPMENT

36. IDIAPJGol facilitates that its researchers in the period of training maintain a systematic relationship with his / her mentor or supervisor in order to make the most of their training.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

37. IDIAPJGol facilitates that its expert researchers devote special attention to the supervision, tutoring and orientation of professionals, as well as to lead and coordinate projects always in accordance with the highest professional standards.

	0	1	2	3	4	5	DnK/Dn A
Level of ageement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of impotence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

38. IDIAPJGol favours that researchers and workers can update and expand their qualifications and competencies through seminars, conferences, official education, workshops or virtual training.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of impotence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

39. IDIAPJGol promotes accessibility to the researchers and the workers for their professional development through the continuous development of their competencies.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of impotence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

40. IDIAPJGol has clearly identified mentors that act as referents of novice researchers.

	0	1	2	3	4	5	DnK/Dn A
Level of agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of impotence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments related to the topic: "Training and development"

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THANK YOU FOR YOUR COOPERATION