Catalan Institute
for Water Research

THE HUMAN RESOURCES STRATEGY FOR RESEARCHERS

AWARD RENEWAL

2022-2025

HR EXCELLENCE IN RESEARCH

July 2022

Contents

1.INTRODUCTION

ICRA is a multidisciplinary water research centre, covering the complete water cycle. Research at the Institute deals with a range of topics, including the availability of water resources, the importance and role of freshwater biodiversity, the complete assessment of water quality (chemical, microbiological, ecological, etc.), and the development and evaluation of treatment technologies, as well as the transfer of this knowledge to the society, industry, and business networks.

ICRA's mission is to be a center of reference for water science and technology in the Mediterranean. Its research focuses on the rational use and effects of human activity on water resources and aquatic ecosystems, based on the importance of water as a fundamental resource for both natural systems and human needs.

In December 2015, the Institut Català de Recerca de l'Aigua (ICRA) received the "**HR Excellence in Research" award from the European Commission.** The previous action plan consisted of 18 actions to be implemented from 2015 to 2017. This award has contributed to the Institute to be more attractive at international level by providing favorable working conditions for research with equal opportunities, ethical integrity and work-life balance.

In December 2018, ICRA submitted the interim assessment adding 4 more actions to the previous plan. ICRA received the following feedback from the external assessors: *The organisation is, for the most part, progressing with appropriate and quality actions as described in its Action Plan, but could benefit from alterations as advised through the Assessment process. There is some evidence that the **HRS4R is further embedded**.*

Since 2021, ICRA has been working on the Internal Review for the Renewal Phase. Therefore, an ambitious Action Plan has been defined for the period 2022-2025. The OTM-R checklist was reviewed as well.

ICRA is fully committed to the principles of the European Charter for Researchers and the Code of Conduct for the recruitment of Researchers. Since its endorsement in 2014, ICRA has been working on aligning their human resources policies and strategies to the principles of the Charter & Code.

2. GAP analysis

The process of the internal review for the renewal phase was led and coordinated by the Human Resources department and monitored by the HRS4R Working Group. The main objective of this internal review was to conduct a participatory process of researchers from R1 to R4. During the GAP analysis, the team reviewed the results of the actions of the previous plan under the four thematic areas (Ethical and professional aspects, Recruitment and selection, Working conditions and Training and development). Thus, some ideas and suggestions were shared to improve the human resources strategies and practices through the new 2022-2025 action plan.

2.1 Organizational information

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	65.4
Of whom are international (i.e. foreign nationality) *	26.0
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	20.2
Of whom are women *	44.8
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	16.5
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	14.8
Of whom are stage R1 = in most organisations corresponding with doctoral level *	12.3
Total number of students (if relevant) *	0
Total number of staff (including management, administrative, teaching and research staff) *	84.0

RESEARCH FUNDING (2021)	€
Total annual organisational budget	4.826.461.73€
Annual organisational direct government funding (designated for research)	2.501.325,00€
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	1.888.805,83€
Annual funding from private, non-government sources, designated for research	436.330,90€

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2.2 Organisational profile
(a very brief description of your organisation, max. 100 words)

The Government of Catalonia established the Catalan Institute for Water Research (ICRA), within the framework of its Catalan Research Centres Programme (CERCA), on the 26th of October 2006.

ICRA is a **multidisciplinary water research centre**, covering the complete water cycle. Research at the Institute deals with a range of topics, including the availability of **water resources**, the importance of **biodiversity**, assessing **water quality** (chemical, microbiological, ecological, etc.) and the development and evaluation of **treatment technologies**, as well as the **transfer of this knowledge** to the wider society, industry, and the business network.

2.3 Strengths and weaknesses of the current practice

2.2.1 Ethical and professional aspects

Strengths

ICRA has developed a diagram that contemplates the different positions/categories that ICRA can offer in the Career Path of researchers, detailing the different access routes to each of them and identifying the grants and/or scholarships that they can apply for at any given time according to their professional profile. This framework provides a picture illustrating potential options for a career path in ICRA within the national system.

ICRA Scientific Development Plan 2021-2030 has been approved by the Board of Trustees, and a
A new general Human Resources Policy has been created.
ICRA Equality Gender Plan was renewed in the first quarter of 2022. An internal Committee oversees the development and monitoring the actions contained in this plan; the actions will be implemented during the period 2022-2025. This renewed Gender Equality Plan was designed under the Charter & Code principles and was approved by the Board of Trustees.

ICRA encourage knowledge of its policies, codes, and regulations, through the different communication channels existing in the Center (e-mail, ICRA SharePoint Portal, notice board, Area Meetings, Direct communication with Managers, etc...), in order to increase the awareness of all staff on ICRA policies, ethics and good practice.

The staff has lack of interest in knowing the policies, rules, and regulations of the center.
Some of the most relevant information is not written in English.
The Strategic Plan has not yet been completed.

Remarks:

As mentioned before, the renewed Gender Equality Plan covers the C&C principles. Thus, some relevant actions are highlighted: Monitor effective compliance with the right to equality and non-discrimination at all stages of selection and contracting procedures. In case of job vacancy, provided that the candidates have the same or comparable merits, preference will be given to the less represented gender. To make visible and specifically recognize women's activity in the different activities related to research, its dissemination and transfer, to study the possibility of refurbishing a suitable space to set up a lactation room and determine the procedure for its use, recommend scheduling internal meetings during the central hours of the day (09:30 am-01:30pm). Update the anti-harassment protocol, develop and disseminate a Protocol for inclusive language and communication, create a commission to ensure salary adequacy and equity in the selection and hiring processes. ICRA through the renewed Gender Equality Plan pretends to develop strategies to reduce gender imbalances and inequalities and creates an increasingly balanced work environment.

Regarding the Scientific Development Plan, this action has been extended from 2020 when the SDP was created, then in 2021 was presented to the Scientific Committee where feedback was obtained. Finally, on May 25, 2022, it was presented to the Board of Trustees with the improvements made and was successfully approved.

2.2.2 Recruitment and selection

Strengths

ICRA develops a strong onboarding procedure that facilitates the new staff integration into the institute.
Recruitment procedures aligned with the Open, Transparent and Merit-based recruitment.
ICRA follows the principles of the Charter and Code when recruiting researchers.
ICRA provides all foreign researchers who need to join the center as employees an external service specialized in immigration procedures.

Weaknesses

Constant legislative changes for the recruitment of personnel
Difficulty in finding the required profiles. Few candidates apply for the offer.
Lack of a collective bargaining agreement at the sectoral level

Remarks:

A new Welcome Manual has been created, which contains interactive and useful information that helps to clarify any doubts that new staff may have regarding internal procedures of the institute. In addition, a welcome meeting with the ICRA director is already implemented as a long-term action. The principal investigators will be responsible for organizing a welcome meeting with the director and newly recruited staff.

ICRA offers an external service specialized in immigration procedures to all foreign researchers who need to join the center as employees . This aims to provide support throughout the administrative process for obtaining the corresponding work and residence permits. This also allows ICRA to be more agile in terms of selection processes and will attract more talented foreign researchers.

It is worth noting that important improvements have been made since the last evaluation regarding the OTM-R policy. Therefore, the revision of the OTM-R checklist is included in the new action plan.

2.2.3 Working conditions

Strengths

ICRA provides a favorable working environment for researchers by nurturing their professional development and recognizing the important work of the Institute's research staff.
The off-site working policy has been approved by the Board of Trustees.
The mobility policy has been updated.
Highly qualified research staff (scientific and technical). Small but stable core group that knows each other well and collaborates efficiently.
Interdisciplinary research and excellent internal collaboration.
Good infrastructures, complementary to each other and with transversal usability for all the research areas.
Good synergies and collaboration among admin departments.
Adequate synergies between the different departments of the administration to provide good support to researchers.

Weaknesses

Internal documentation is scattered (obsolete documents on the server).
Some gaps in the actual mobility policy were detected.
Researchers consider the excessive administration burden on research management
Not all researchers are familiar with regulations due to multiple sources and information points

Remarks:
During the COVID pandemic crisis, ICRA´s staff was forced to work from home as a prevention measure, but this possibility has been extended so far. Therefore, ICRA has implemented an off-site working policy that helps to better organize staff schedules, helping to strike the right balance, optimizing how researchers divide their time, activities and resources between on-site and off-site work.

In order to better organize the ICRA documentation, a general online point has been created to post all official and updated documents. This internal platform (Sharepoint) helps to streamline administrative processes.

It is worth noting that the IT Data Treatment Procedure created and approved by the Board of Trustees in the previous action plan has been key in developing the digital disconnection policy in accordance with current legislation.

2.2.4 Training and development

Strengths

ICRA priority is to boost excellent training programs that addresses the needs of their staff.
The HRS4R Working Group oversees proper implementation of the Career Path.
New internal committee for Communication issues has been created
Development of ICRA new website is underway

Weaknesses

ICRA has never implemented a mentoring program.
ICRA does not have a communications department and has never developed a Communication Plan for Non-Specialized public.
Outreach has no common agenda and database
Obsolete webpage

Remarks:

Regarding training programs, ICRA from 2017 to 2021 has conducted a total of 29 trainings including Occupational Health and Safety, Emergencies, Laboratory practices, Gender equality, Public contracting, Microsoft office tools, among others. In the new action plan, a specialized training for principal investigators is outlined, containing friendly modules about finance, human resources, purchasing, data management, etc. This training will improve communication between principal investigators and research support team, which will ensure efficiency and effectiveness in the institute. Additionally, ICRA is also organizing workshops and conferences for doctoral and postdoctoral students, this action is planned to perform annually.

ICRA has prepared a series of documents related to the mentoring program, but these were not yet implemented. Therefore, a new action is to seek specialized external training in this field and update all the documentation and implement the program.

ICRA has not yet developed a Communication Plan for Non-Specialized public, this gap is to be closed in this new plan through the elaboration of a new document detailing the strategic steps to be followed and thus ensure effective communication between science and society. This plan will include a calendar of the activities that ICRA will organise as well as those in which ICRA will be part of. In addition, an internal committee for communication issues has been created to maintain up to date all information relating to researcher´s production and be able to share with society.

There are different communication activities already in action such as: ICRA Open Day, Pint of Science, Podcasts, among others. Regarding the ICRA Open Day, in 2019 was the last time this action was accomplished, due to the pandemic. ICRA is planning to resume the activity this year. The Pint of Science is an activity that brings scientists to share their latest research with society, and ICRA has participated already in two occasions, the last one in May 2022, with very positive results for the communication of science to the public and the involvement of young researchers. This activity is planned to be carried out annually.

On the other hand, ICRA has detected some usability problems in the current website. It has been necessary to start working on the new website with a responsive design, which will improve the user experience and access to information with a more intuitive navigation. The institute has been working since 2021 with the ideas that will nurture the new website, and the first ¨Beta phase¨ it is expected to be ready by July 2022.

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

ICRA's short-term priority is to ensure that the principal investigators are aligned with the center's strategies and that they feel part of ICRA's identity.

As a medium-term priority, ICRA needs to stabilize the organizational structure so that area heads and principal investigators can integrate the management and administrative functions inherent to their position into their day-to-day responsibilities.

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

The COVID-19 pandemic had an impact on ICRA´s HR strategy since all staff had to work from home even though it was not regulated at that time. Therefore, one of the priorities in the new action plan was to develop an off-site working policy (action 11). In addition, there have been many regulatory changes at the state level that have affected the entire contracting process.

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

ICRA is working on being able to apply for the Maria de Maetzu (MdM), a strategic call from the Spanish Government which facilitates further funding for research centers under some conditions. In case of positive resolution, ICRA will be able to open a new line of research and acquire new facilities and appropriate personnel.

3. ACTION PLAN 2022-2025

The action plan is committed to the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. The ICRA working group has defined the following action plan in accordance with the results of the GAP analysis. Thus, the main strategic lines of actions are as follows:

- Strengthen the Gender activities boosting the equal opportunities by designing and implementing an Equality Plan.
- Consolidate the open, transparent and merit-based (OTM-R) guidelines in all recruitment processes
- Further support the talent through Career Path.
- Increase awareness and communication about ICRA policies, codes and regulations.
- To approach society through communication activities for non-specialist public.
- Continuous improvement of the career development (trainings, mentoring programs, conferences)

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ACTION Nr.	C&C PRINCIPLE	ACTION	RESPONSIBLE	TIME FRAME	INDICATOR	CURRENT STATUS
	I.ETHICAL AND PROFESSIONAL ASPECTS					
1	**17. STABILITY AND PERMANENCE OF EMPLOYMENT 12 CONTINUING PROFESSIONAL DEVELOPMENT**	Updating the diagram of Career Path	DIR + WGHR+ Board of Trustees	2022 Q1	Deliverable: Diagram of Career Path document	**Completed**
2	**31. RECRUITMENT 34. TRANSPARENCY**	Define the general HR policy	DIR + HR	2021 Q4	Deliverable: General HR policy document	**Completed**
3	**4. PROFESSIONAL ATTITUDE 13. RECOGNITION OF THE PROFESSION 15. RESEARCH ENVIRONMENT 16. WORKING CONDITIONS 17. STABILITY AND PERMANENCE OF EMPLOYMENT 20. CAREER DEVELOPMENT 22. ACCESS TO RESEARCH TRAINING AND CONTINUOUS DEVELOPMENT 28. EVALUATION/APPRAISAL SYSTEMS**	Updating Strategic Plan 2021-2030	DIR+ Board of Trustees	2020 Q3 2021 Q2 2022 Q2	Deliverable:Strategic Plan Document	**Extended and Completed**
4	**2. ETHICAL PRINCIPLES 14. NON- DISCRIMINATION 19. GENDER BALANCE 31. RECRUITMENT 33. SELECTION 34. TRANSPARENCY**	Design an Equality Gender Plan 2022-2025	DIR + HR	2022 Q1	Deliverable: Equality Gender Plan document	**Completed**

II. RECRUITMENT AND SELECTION						
ACTION Nr.	C&C PRINCIPLE	ACTION	RESPONSIBLE	TIME FRAME	INDICATOR	CURRENT STATUS
5	**2. ETHICAL PRINCIPLES** **3. PROFESSIONAL RESPONSIBILITY** **16. WORKING CONDITIONS**	Develop a new Welcome Manual	WGHR + HR	2022 Q4	Deliverable: Welcome manual document	**Completed**
6	**2. ETHICAL PRINCIPLES** **14. NON-DISCRIMINATION** **15. RESEARCH ENVIRONMENT** **19. GENDER BALANCE** **31. RECRUITMENT** **33. SELECTION** **34. TRANSPARENCY**	Review the ICRA OTM-R Checklist	WGHR + HR	2022 Q2	Deliverable: OTM-R checklist document	**Completed**
7	**21. VALUE OF MOBILITY** **31. RECRUITMENT** **33. SELECTION**	Giving guidance and administrative support in foreigner procedures for foreign researchers who join ICRA as employees. (Specialized external services)	DIR + HR	2022 Q1	Number of services provided per year	**Completed**
8	**3. PROFESSIONAL RESPONSIBILITY** **16. WORKING CONDITIONS** **34. TRANSPARENCY**	Director´s welcome meeting	DIR+HR	2022 Q4	Number of personnel recruited monthly Number of meetings held per month	**Work in Progress**

III. WORKING CONDITIONS

ACTION Nr.	C&C PRINCIPLE	ACTION	RESPONSIBLE	TIME FRAME	INDICATOR	CURRENT STATUS
9	5. CONTRACTUAL AND LEGAL OBLIGATIONS	Update the employment conditions document	HR	2022 Q2	Deliverable: Instruction Document on Employment Conditions in the Spanish State	Completed
10	21. VALUE OF MOBILITY	Update the Mobility Policy	WGHR	2022 Q3	Deliverable: Mobility Policy Document	Work in Progress
11	16. WORKING CONDITIONS	Define Off-site working policy	DIR + Board of Trustees	2022 Q2	Deliverable: Off-site working policy document	Completed
12	3. PROFESSIONAL RESPONSIBILITY 34. TRANSPARENCY	Create a general information point on Sharepoint Portal	DIR + HR+ IT+ GM + SCT + ECOFIN	2022 Q3	Deliverable: Staff Portal Updated (Sharepoint)	Completed

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	IV. TRAINING AND DEVELOPMENT					
ACTION Nr.	**C&C PRINCIPLE**	**ACTION**	**RESPONSIBLE**	**TIME FRAME**	**INDICATOR**	**CURRENT STATUS**
13	**12. CONTINUING PROFESSIONAL DEVELOPMENT** **22. ACCESS TO RESEARCH TRAINING AND CONTINUOUS DEVELOPMENT** **23. ACCESS TO CAREER ADVICE**	Annual conferences and workshops for doctoral and postdoctoral students (Career in Science)	PI + RDI	Q2 & yearly	Agenda Number of conferences/workshops Number of attendees	**Completed**
14	**20. CAREER DEVELOPMENT**	Training for Principal Investigators	DIR + RH	Q4 & yearly	Agenda Number of attendees	**Work in Progress**
16	**12. CONTINUING PROFESSIONAL DEVELOPMENT** **20. CAREER DEVELOPMENT** **23. ACCESS TO CAREER ADVICE** **26. SUPERVISION**	Update the mentoring program	DIR + RH + WGHR	2022 Q4	Deliverable: Mentoring Plan Document	**Work in Progress**
17	**8. DISSEMINATION, EXPLOITATION OF RESULTS** **9. PUBLIC ENGAGEMENT** **20. CAREER DEVELOPMENT**	Design a Communication Plan for Non-Specialist public	DIR + WGHR	2022 Q4	Deliverable: Communication Plan document	**Work in Progress**
	8. DISSEMINATION, EXPLOITATION OF RESULTS **9. PUBLIC ENGAGEMENT** **20. CAREER DEVELOPMENT**	Organise communication activities	DIR+ PIs	Q1 to Q4 & yearly	Number of events Number of attendees	**Work in Progress**
18	**9. PUBLIC ENGAGEMENT** **20. CAREER DEVELOPMENT** **8. DISSEMINATION, EXPLOITATION OF RESULTS**	Design and organise the ICRA Open Day	DIR + WGHR	Q4 & yearly	Nr of conferences Nr of attendees	**Work in Progress**
19	**8. DISSEMINATION, EXPLOITATION OF RESULTS** **9. PUBLIC ENGAGEMENT** **20. CAREER DEVELOPMENT** **34. TRANSPARENCY**	Develop a new ICRA website	DIR + IT	2022 Q4	Deliverable: New ICRA website	**Work in Progress**

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CURRENT STATUS
To do
Work in Progress
Completed
Extended and Completed

RESPONSIBLE UNITS ACRONYMS	
DIR	DIRECTION
GM	GENERAL MANAGER
HR	HUMAN RESOURCES DEPARTMENT
RDI	RDI DEPARTMENT
IT	IT DEPARTMENT
WGHR	WORK GROUP HRS4R
SCT	SCIENTIFIC TECHNICAL PLATFORMS
ECOFIN	ECONOMIC AND FINANCE DEPARMENT
PI	PRINCIPAL INVESTIGATOR

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4.IMPLEMENTATION

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

During 2021, a new HRS4R working group was created specifically to monitor the Action Plan 2022-2025 and includes members from different research groups in order to share different points of view, opinions and involve the research community in the implementation. Since a few months ago, they have been meeting every two weeks to develop the internal review for the renewal phase. As long-term goal, it is planned that the working group will meet twice a year approximately to follow up the implementation process of the Action Plan.

Currently, the HRS4R working group is composed of the following members:

NAME	PROFESSIONAL POSITION	RESEARCHERS CLASSIFICATION	AREA
Damià Barceló	Director		Management
Sergi Sabater	Deputy Director		Management/ Resources and Ecosystems
Iván Sánchez	General Manager		Management
David López	Head of Human Resources		Management
Vicenç Acuña	Research Scientist	R4	Resources and Ecosystems
Mira Petrovic	Research Professor	R4	Water Quality
Maite Pijuan	Research Scientist	R4	Technologies and Evaluation
Rafael Marcé	Research Scientist	R4	Resources and Ecosystems
Sara Rodriguez María José Farré	Research Scientists	R4	Water Quality
Gianluigi Buttiglieri	Research Scientist	R4	Technologies and Evaluation
Morgan Abily	Postdoctoral Researcher Advanced	R2	Technologies and Evaluation
Oriol Gutierrez	Postdoctoral Researcher	R2	Technologies and Evaluation
Daniel Mercado	Postdoctoral Researcher	R2	Resources and Ecosystems
Lucia Helena Dos Santos Mira Celić	Postdoctoral Researchers	R2	Water Quality
Meri Gros	Research Fellow	R3	Water Quality
Angela Pedregal José María Castaño	Predoctoral Researchers	R1	Water Quality
Nick Duinslaeger	Predoctoral Researcher	R1	Technologies and Evaluation
Oriana Llanos	Predoctoral Researcher		Resources and Ecosystems
Olga Corral	Executive Personal Assistant		Management
Yamila Zambrano	Administration Officer		Administration
There is a total of 11 women ad 12 men.			

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How have you prepared for the internal review?

ICRA has been carried out dynamic meetings with the working group where the members have identified gaps which has allowed to create new actions to implement in the new plan. The working group are represented as follows: Director, Deputy Director, General Manager, Head of Human Resources, Researchers from R1 to R4 and administrative support members.

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

The research community is deeply involved in the implementation process, as well as high level representatives of the institution. By forming a working group from different categories and backgrounds has allowed to share opinions and suggestions to address the implementation of the actions in the best way.

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

ICRA's Direction with the support of the HRS4R working group is the responsible of overseeing progress. To have the internal review ready, this working group have met every two weeks and it is planned to meet twice a year approximately to follow up the implementation process of the Action Plan.

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

ICRA strategies, policies and the actions foreseen in the Action Plan 2022-2025 are fully aligned with the HRS4R.

How has your organisation ensured that the proposed actions would be also implemented?

The action plan establishes that for each action is defined which department or individuals are responsible for its implementation. Thus, in the planned meetings the progress of the actions will be evaluated, if there is any reason why the actions have not been implemented or developed, the working group must discuss a new strategy to ensure the action will be fulfilled.

How are you monitoring progress (timeline)?

The progress of the Action Plan is monitoring by the HRS4R working group using an excel file which is divided into four thematic areas such as: Ethical and Professional Aspects, Recruitment and Selection, Working Conditions and Training and Development. These areas include all the actions, timeframe (in quarters), department in charge, key performance indicators and status (to

do, work in progress, completed, extended and completed). As the actions are implemented, the status is updated.

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

The progress of the action plan is monitored by the HRS4R working group. Each action is measured with at least one indicator (deliverable document, agenda, number of events, number of attendees, etc). There is a HRS4R section on Sharepoint where the documents supporting the progress of the actions must be uploaded and saved. All these documents are available for all ICRA staff and for auditors during the on-site visit.

How do you expect to prepare for the external review?

The working group has met frequently to prepare for both the internal and external review following the guidelines provided by the European Commission. In addition, ICRA has made available a section on the internal platform where all information concerning HRS4R is posted.

5. OTM-R CHECKLIST

Since its inception, ICRA's personnel selection and hiring procedures have been governed by the principles of publicity, competition, transparency, confidentiality, equality and non-discrimination, as set out in the code of conduct for the recruitment of researchers in the European Charter for Researchers, Article 175(a) of Law 30/2007 on Public Sector Contracts and Article 16 of Law 14/2011 on Science, Technology and Innovation. The OTM-R policy has been a complement since its integration and ICRA has made great strides in terms of its internal policies and procedures to ensure that the best person is hired.

ICRA is currently working within the framework of OTM-R and C&C to improve the area of training and development through specialized training for principal investigators (action 14), mentoring programs, and workshops for early-stage researchers.

OTM-R checklist for organisations					
	Open	**Trans-parent**	**Merit-based**	**Answer:** **++ Yes, completely** **+/-Yes, substantially** **-/+ Yes, partially** **-- 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	*Yes, substantially*	https://www.icra.cat/recruitment-process---otm-r
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x	*Yes, completely*	Human Resources Policy Updated 2022 approved by the Board of Trustees.
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x	*Yes, substantially*	All persons who may be part of the personnel selection committee have been informed and have at their disposal the OTM-R policies.
4. Do we make (sufficient) use of e-recruitment tools?	x	x		*Yes*	ICRA website, EURAXEES and email communications.
5. Do we have a quality control system for OTM-R in place?	x	x	x	*No*	It is part of the selection process.
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x	*Yes, completely*	ICRA website, EURAXEES and email communications
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x	*Yes, completely*	All researcher job vacancies are advertised on our webpage and on the Euraxess webpage. The ratio of candidates from abroad in 2021 was approximately 59.7%
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x	*Yes, completely*	ICRA is committed to be an equal opportunity employer. The ratio of female candidates in 2021 was approximately 40.3%
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x	*Yes, substantially*	The salaries of researchers (at all levels) are higher than the Spanish average. ICRA is committed to maintaining and developing a work environment in which the values and principles of the organization are respected and equal opportunities between women and men be promoted in each of the areas in which it operates. ICRA also has conciliation measures such as a flexible

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					timetable, off-site working, and other measures to allow balancing work and family life.
10. Do we have means to monitor whether the most suitable researchers apply?				*Yes, completely*	ICRA monitor this through P_3.3.1.1 Selection Manual and IT_3.3.1.1-1-Guio_entrevista_Seleccio .
Advertising and application phase					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x		*Yes, completely*	Yes, ICRA has templates for advertising positions and all researcher job adverts are published on Euraxess and ICRA webpage.
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?	x	x		*Yes, substantially*	ICRA complies with all the elements foreseen in the in chapter 4.4.1 (a) of the toolkit. Except: professional development opportunities and career development prospects.
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x		*Yes, completely*	100% of ICRA´s research job offers are posted on Euraxess.
14. Do we make use of other job advertising tools?	x	x		*Yes, completely*	Job adverts are published in free advertising tools at national and international level. ICRA also publishes its job offers on social media such as: Twitter and LinkedIn.
15. Do we keep the administrative burden to a minimum for the candidate?	x			*Yes, substantially*	Only relevant information is required and customized at each job offer.
Selection and evaluation phase					
16. Do we have clear rules governing the appointment of selection committees?		x	x	*Yes, completely*	The composition of panels is regulated in the Gender Plan.
17. Do we have clear rules concerning the composition of selection committees?		x	x	*Yes, completely*	P_3.3.1.1 Selection Manual, include these rules.
18. Are the committees sufficiently gender-balanced?		x	x	*Yes, completely*	The Gender Plan policy contemplates that whenever possible; the Committee should be integrated on a parity basis in relation to the gender perspective.
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	*Yes, substantially*	P_3.3.1.1 Selection Manual and IT_3.3.1.1-1-Guio_entrevista_Seleccio include the guidelines.
Appointment phase					
20. Do we inform all applicants at the end of the selection process?		x		*Yes, completely*	At the end of the selection process all applicants receive an email notifying them about their application status.

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21. Do we provide adequate feedback to interviewees?		x		*Yes, substantially*	We inform all candidates of the result of the selection process, and we provide information to the shortlisted candidates that are interviewed. (If they require it).
22. Do we have an appropriate complaints mechanism in place?		x		No	Currently, an appropriate complaints mechanism is not available.
Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				No	No, the assessment system will be created by a working group.

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