



HUMAN RESOURCES STRATEGY FOR RESEARCHERS (HRS4R)

ACTION PLAN 2024 – 2028

“Committed to excellence, talent development and a responsible research culture



HR EXCELLENCE IN RESEARCH

Induction

IRB Barcelona is a leading biomedical research institute that was founded in 2005 by the Government of Catalonia and the University of Barcelona. A member of the CERCA system and BIST, and accredited four times as a Severo Ochoa Centre of Excellence, the Institute brings together over 500 professionals from more than 39 nationalities. Its research is structured around three major scientific challenges—Cancer Science, Aging and Metabolism, and Mechanisms of Disease—and supported by nine core facilities and eight administrative departments.

In 2014, IRB Barcelona was awarded the "HR Excellence in Research" logo by the European Commission, in recognition of its commitment to improving researchers' working conditions, career development, and recruitment processes, in line with principles of the European Charter and Code.

This HRS4R Action Plan (2024–2028) builds on the progress made during the previous period (2020–2023) and reflects the Institute's continued efforts to foster a transparent, inclusive, and dynamic research environment. This Action Plan was developed with input from internal committees, external advisory boards, and the IRB community—together with the recommendations provided in the EC Consensus Report and by external experts.

Following the internal review conducted in late 2025 and in line with the recommendations provided by the HR Excellence in Research team, as well as the need to ensure alignment with the current HRS4R e-tool and its structure, **IRB Barcelona has decided to extend its current HRS4R Action Plan from 2024–2026 to 2024–2028**. This adjustment ensures coherence with the HRS4R framework while maintaining continuity with the actions already initiated.

This extension allows the Institute to consolidate actions already launched, assess their institutional uptake, and introduce a new set of actions responding to emerging priorities and evolving European policy frameworks. Rather than starting a completely new cycle, IRB Barcelona has opted for a continuity-based approach built on three principles: (1) completing and embedding actions initiated in the 2024–2026 period; (2) extending selected actions that require further implementation and monitoring; and (3) incorporating new actions to address strategic priorities such as research assessment reform, societal engagement, leadership development, digitalisation, and support for researchers and staff across career stages.

Key priorities for this new cycle include:

- **Enhancing Communication & Visibility:** Strengthening internal and external communication strategies, with a particular focus on Open Science, transparency, and active engagement of the research community.
- **Supporting Postdoctoral Researchers:** Developing tailored and structured initiatives to enhance

the postdoctoral experience, including career development support, mentoring, and improved career prospects within and beyond academia.

- **Fostering Digital Transformation:** Advancing the digitalisation of HR and institutional processes, promoting efficiency, accessibility, and data-informed decision-making across the organisation, as well as creating frameworks for the ethical use of Artificial Intelligence (AI) tools and the development of projects in this field.
- **Promoting Career Development:** Implementing a comprehensive and inclusive career development framework, supporting researchers and staff at all stages through structured pathways, training, and competency-based approaches.
- **Advancing Responsible Research Assessment (CoARA alignment):** Driving a shift towards more qualitative, fair, and holistic evaluation practices, recognising diverse research contributions and aligning institutional practices with the principles of the Agreement on Reforming Research Assessment (CoARA).
- **Embedding Ethics, Integrity and Inclusion:** Reinforcing institutional commitment to research integrity, ethical practices, gender equality, and diversity, while addressing emerging challenges such as AI and societal responsibility in research.

The HRS4R Action Plan (2024–2028) is also fully aligned with IRB Barcelona’s Strategic Action Plan, which defines the Institute’s vision for excellence, innovation, and impact for the 2024–2028 period.

With this renewed plan, IRB Barcelona reaffirms its long-term commitment to creating an environment where researchers can thrive, contribute to science at the highest level, and deliver benefits to society.

Method

To ensure that the new HRS4R Action Plan (2024–2028) reflects the current needs and aspirations of IRB Barcelona’s community, the Institute adopted a comprehensive and inclusive methodology grounded in internal reflection, stakeholder participation, and external guidance.

The process began with a **SWOT analysis (Q4, 2023)**. This provided a strategic diagnosis of the Institute’s strengths, weaknesses, opportunities, and threats across four key axes: *Science, Talent, Internationalisation* and *Impact, among others*. It served as the foundation for identifying areas of action and growth.

To ensure broad participation, IRB Barcelona designed a multi-layered consultation process that included:

- **A global satisfaction survey**, launched in December 2023 and addressed to all scientific and administrative staff, was conducted as part of the Institute's Administration Evaluation process (held every five years).
- **Focus groups conducted by an external expert in organisational development** (January 2024). These thematic sessions were organised across categories and professional profiles (PhD students, postdocs, core facility staff, research support, group leaders, etc.) to gather qualitative insights and foster open dialogue.
- **Targeted discussions with internal committees and boards**, such as the Equality and Diversity Committee, Postdoctoral/PhD Council, and Committee for Research Integrity, among others, to assess the impact of previous actions and identify emerging needs.
- **Semi-structured interviews** with selected individuals from different departments to explore specific topics in depth, such as onboarding, research integrity, and team dynamics.



The process ensured that the voices of all institutional layers were taken into account. By combining **quantitative data** with **qualitative insights**, the Institute was able to define a realistic and ambitious plan that is both aligned with its Institutional Strategic Action Plan (2024–2026) and anchored in the European principles of responsible research.

ACTION PLAN

I. Ethics, Integrity, Gender, and Open Science

C&C Principles (40 & 20)	Action	Specific Actions	Owner ¹	Timeframe	Indicator
1-3, 5-8	Development of a Data Management best practices and institutional framework.	<ul style="list-style-type: none"> - Formalisation of the working group. - Development of a Data Management Policy. - Creation of the first Data Management Plans for the projects developed by IRB research groups. - Dissemination actions. - Organisation of training activities (training on how to use CSUC tools). 	ITS COFIP INN LEG	Q1 - 2024 to Q4-2026	<ul style="list-style-type: none"> - Data Management Policy in place. - Percentage of the total workforce that received the initial formal communication of the policy. - Number of training sessions and dissemination activities organised. - Number of people who participated in the training sessions and dissemination activities.
2, 3, 5					
1-4, 6-8	NEW: Development of an Open Science Policy.	<ul style="list-style-type: none"> - Development of an Open Science Policy. - Organisation of dissemination actions. - Organisation of training activities. 	ITS COFIP INN LEG	Q4-2025 to Q1-2026	<ul style="list-style-type: none"> - Open Science Policy in place. - Percentage of the total workforce that received the initial formal communication of the policy. - Number of training sessions and dissemination activities organised. - Number of people who participated in the training sessions and dissemination activities.
1-3,16					
1-4, 6, 7	NEW: Development of a Policy on the Responsible Use of External Generative AI Tools and LLMs.	<ul style="list-style-type: none"> - Assessment of current use of AI tools and associated risks. - Policy drafting. - Training activities for leadership and staff. - Publication of the policy on the intranet. - Organisation of dissemination activities. 	ITS COFIP INN LEGAL CRI	Q4-2025 to Q1-2026	<ul style="list-style-type: none"> - Policy in place. - Specific needs the policy considers and addresses. - Percentage of the total workforce that received the initial formal communication of the policy. - Number of dissemination activities organised.
1, 2, 3, 5					
2, 3, 7, 23, 24, 34	NEW: Development and implementation of the new intranet to boost internal communication within the Institute.	<ul style="list-style-type: none"> - Conduction of a dedicated institutional survey and a focus group to identify key areas for improvement to ensure the new intranet meets organizational needs. - Design and implementation of the new intranet. - Implementation of dissemination action (message to all). - Presentation of the new intranet to the Faculty. - Launch of the new intranet. 	FCM ITS	Q1-2025	<ul style="list-style-type: none"> - Number of visits the site receives. - Number of documents, forms, policies, and procedures published on the intranet.
5, 10, 11, 12, 14					

1-3, 5-8, 16, 18-19, 23-24, 26, 28, 30-31, 38-40	NEW: Creation of guidelines & best practices for hosting visitors and trainees.	<ul style="list-style-type: none"> - Drafting of the document. - Analysis and standardisation of the procedure (SOP, standard operating procedure). - Updating the ERP with a more detailed classification of visitor and trainee positions, which are currently grouped under the visitor category. 	HR AO Legal	Q1-2027	<ul style="list-style-type: none"> - Guideline document drafted and formally approved. - Publication of the guideline on the institutional intranet. - Percentage of visitors/trainees onboarded under the standardised framework.
1-5, 6-9, 10, 16-19					
1-4, 7, 9, 10, 15, 23-28, 30, 35	NEW: Development of a New Gender Equality Plan (GEP) (4th version).	<ul style="list-style-type: none"> - Use of the external consultants for the new GEP. - Creation of the Equality Commission. - Partnering with the EDC & Equality Commission to develop the new GEP. - Development and publication of the new GEP. 	EDC HR H&S	Q1 to Q4 - 2025	<ul style="list-style-type: none"> - Quantitative & qualitative assessment. - Desktop analysis, gender indicators, focus groups, etc. - Gender Equality Plan in place. - Number of dissemination actions of the GEP.
4, 6, 7, 9, 10 -12, 14, 15,19					
2, 3, 4, 6, 10, 23, 34	NEW: Review of the Sexual Harassment Policy.	<ul style="list-style-type: none"> - Document revision. - Implementation of dissemination activities. - Organisation of awareness activities. - Inclusion of the policy in the induction for newcomers in the Health & Safety training. 	EDC HR H&S	Q2-2025	<ul style="list-style-type: none"> - Number of inductions conducted. - Number of participants in the training actions.
4, 9, 10-12,14, 15,19					
2, 4, 9, 10, 23, 27	NEW: Development of an Inclusive Language Guide.	<ul style="list-style-type: none"> - Drafting of the document. - Implementation of dissemination activities. - Organisation of training activities. - Revision of all the policies and announcements to include inclusive language. 	EDC HR FCM	Q3-2024	<ul style="list-style-type: none"> - Use of the Inclusive Language Guide. - Number of dissemination activities and training actions organised. - Number of participants in dissemination activities and training actions.
4, 9, 15, 19, 20					
2, 4, 10, 23	NEW: Development of an LGTBQIA+ Plan.	<ul style="list-style-type: none"> - Development of the plan. - Creation of the IRB Barcelona Queer Group. - Partnering with the EDC to develop the new LGTBQIA+ Plan. - Organisation of training activities. 	EDC HR H&S	Q2 -2025 to Q1-2026	<ul style="list-style-type: none"> - LGTBQIA+ Plan in place. - Number of participants in the training actions and events. - Number of dissemination activities. - Number of participants/members of the Queer Group.
4, 9, 15, 19, 20					
1-11	NEW: Revision and Update of the 'Processing of Personal Data and Use of Corporate and Personal Devices Policy'.	<ul style="list-style-type: none"> - Document revision and final document. - Dissemination activities. - New policy given to all new employees. 	LEGAL ITS	Q3-2025 to Q1-2026	<ul style="list-style-type: none"> - Percentage of the total workforce who received the initial formal communication of the policy (e.g., email notification, physical copy distribution, announcement on intranet).
1, 13					

2-4, 7	NEW: Establishment of an AI Governance Committee.	<ul style="list-style-type: none"> - Define the scope, governance model and composition of the AI Committee. - Organise awareness and training sessions on AI ethics, governance and responsible use. - Develop institutional guidelines for responsible use of AI in research and administration. 	DIR	Q2-2026 to Q3-2027	<ul style="list-style-type: none"> - Formal constitution of the AI Committee approved by governance bodies. - Number of committee meetings held per year. - Development/publication of institutional AI Guidelines or Framework. - Number of AI awareness/training sessions delivered. - Number of staff/researchers attending AI-related training. - Satisfaction/awareness feedback from participants regarding AI guidance/training.
1-3					
2-4, 7, 31	NEW: Internal gap and risk analysis in views of the new AI Act and GDPR regulations.	<ul style="list-style-type: none"> - Detect risks and opportunities in view of the emerging AI Act regulations. - Extend the Privacy Impact Assessment to the different ongoing projects in line with AI Act and GDPR compliance. - Provide recommendations for future AI-related institutional policies and procedures. 	DIR AIC ITS	Q4-2026 to Q3-2027	<ul style="list-style-type: none"> - Document on the gap analysis and opportunities. - Number of evaluations conducted.
1-3, 13, 16					
2, 3, 6	NEW: Launch Institutional Sustainability and Green Research Accreditation Initiative to reinforce IRB Barcelona's commitment to environmental responsibility, sustainable research practices and organisational social impact.	<ul style="list-style-type: none"> - Assess available sustainability accreditation frameworks/certifications applicable to research institutions. - Perform an internal diagnostic/gap analysis of current sustainability practices. - Define sustainability priorities, roadmap and accreditation strategy. - Establish a cross-functional working group to coordinate the process. - Identify areas for operational and environmental improvement. - Launch awareness and communication initiatives to engage the community in sustainability practices. - Prepare institutional documentation and evidence required for accreditation. 	GIS H&SC	Q4-2026 to Q2-2028	<ul style="list-style-type: none"> - Identification/selection of sustainability accreditation framework. - Completion of institutional sustainability gap analysis. - Creation of sustainability working group/steering committee. - Sustainability roadmap/action plan approved. - Number of sustainability awareness initiatives launched. - Percentage of required accreditation documentation prepared. - Submission/start of accreditation application process.
1, 8					
1-8, 34	NEW: Review and Update Anti-Fraud Policy Framework.	<ul style="list-style-type: none"> - Conduct a full review of the current Anti-Fraud Policy and related procedures. - Benchmark institutional practices against updated legal/regulatory requirements and sector best practices. - Identify improvement areas and potential compliance gaps. - Update policy documentation and associated internal 	LEGAL FIN DIR	Q1-2026	<ul style="list-style-type: none"> - Completion of anti-fraud policy review process. - Number of policy/procedural updates implemented. - Approval/validation of revised anti-fraud framework. - Number of dissemination/awareness activities

1, 13, 15		<p>procedures where necessary.</p> <ul style="list-style-type: none"> - Validate revised documentation with relevant governance/legal bodies. - Communicate updated policy framework to the institutional community. - Integrate revised anti-fraud measures into onboarding/training/awareness activities. 			<p>conducted.</p> <ul style="list-style-type: none"> - Percentage of staff informed on revised anti-fraud measures. - Number of downloads/views of updated documentation.
8, 9	<p>NEW: Strengthen Public Engagement through the development of a Specialised Outreach Programme for Senior Audiences.</p>	<ul style="list-style-type: none"> - Assess interests and educational needs of senior audiences through consultation/benchmarking. - Design a tailored outreach programme adapted to senior participants. - Develop accessible scientific dissemination materials and activities. - Collaborate with relevant organisations /associations for programme deployment. - Launch pilot outreach sessions/events targeting senior audiences. - Collect participant feedback and evaluate programme impact. - Integrate the initiative into IRB Barcelona's annual outreach strategy. 	FMC	Q1-2028	<ul style="list-style-type: none"> - Design and approval of the senior outreach programme framework. - Number of outreach activities/events organised for senior audiences. - Number of participants attending the programme. - Participant satisfaction/feedback rate. - Number of partnerships established with senior/community organisations. - Percentage of repeat participation/engagement in future editions.
7, 16					

II. Researcher Assessment, Recruitment, and Progression					
C&C Principle (40 &20)	Action	Specific Actions	Owner ¹	Timeframe	Indicator
10-22, 27, 29	<p>NEW: Improving recruitment by exploring new pathways to broadcast open positions.</p>	<ul style="list-style-type: none"> - Search for new recruitment portals and pathways specialised to disseminate open positions. - Use of Google Ad campaign to promote PhD calls. - Participation in job fairs to attract international talent. 	HR AO	Q1-2024	<ul style="list-style-type: none"> - Inventory of the new recruitment portals and platforms used. - Number of applicants received by age, gender, position, and job portal.
6-11					
3, 10-21, 39	<p>NEW: Training and development of recruitment skills for the People Dept, including competency-based interview training and other new recruitment methods.</p>	<ul style="list-style-type: none"> - Attending training actions. - Revision, updating, and optimisation of the recruitment methods using new tools to select qualified talent. - Creation of new materials/guides. 	HR AO	Q1-2024 to Q4-2026	<ul style="list-style-type: none"> - Number of training actions attended. - Inventory of the new methods and tools implemented.
10, 11					

11-21, 23, 24, 28, 30	NEW: Improvement of Onboarding Practices (Onboarding starts with the 1st contact sending the CV and ends 6 months after joining IRB Barcelona).	<ul style="list-style-type: none"> - Organisation of a focus group with participants who joined IRB in 2024. - Revision of the procedure and implementation of changes to improve the onboarding procedures. 	HR AO	Q4-2024	<ul style="list-style-type: none"> - Number of participants in the focus groups. - Analysis of the data collected (number of improvements, most frequently requested...). - Percentage of onboarding completion.
10,11					
28, 38, 39	NEW: Training in AI techniques for content creation.	<ul style="list-style-type: none"> - Organisation of AI training. 	HR ITS AO FCM INN	Q2-2024 to Q1-2026	<ul style="list-style-type: none"> - Satisfaction survey. - Number of participants attending the training action.
10-12					
1, 2, 7, 10-24, 28, 29 33-38	NEW: Signature of the CoARA Agreement (Coalition for Advancing Research Assessment-CoARA).	<ul style="list-style-type: none"> - Application to the CoARA Boost second call for cascade funding. - Signature of the CoARA Agreement. - Organisation of a focus group to evaluate current research assessment practices. - Development of an action plan to implement reform in the assessment of research, researchers, and research organisations, outlined in the Agreement on Reforming Research Assessment. 	COFIP INN HR AO	Q4-2025 to Q4-2027	<ul style="list-style-type: none"> - Funding secured from the COARA Boost second call for cascade funding (THRIVE project). - Internal report on internal research assessment practices. - Number of participants in focus groups and workshops to assess research assessment practices. - Publication of the CoARA Action Plan.
9-11					
12-23,30	NEW: Creation and development of an Office for the Attraction and Retention of International Talent (OARIT).	<ul style="list-style-type: none"> - Creation of the working group that will be part of the OARIT. - Development of the actions in the project. 	HR AO COFIP	Q1-2024 to Q4-2026	<ul style="list-style-type: none"> - Development of OARIT project. - Number of international newcomers hired. - Number of activities and events organised.
7,10-11					
30-34, 36- 40	NEW: Enhancement of the Predoctoral Programme by securing new co-funding.	<ul style="list-style-type: none"> - Successfully obtaining a new COFUND, the "IRB-TARGET" programme, funded by the European Union's Horizon Europe Marie Skłodowska-Curie Actions (MSCA). - Acquiring new funding from (MSCA-2024-COFUND to increase the Predoctoral programme. - Strengthening of international networks to obtain funding to attract PhD Students through the MSCA doctoral networks. 	HR AO COFIP INN	Q3-2025	<ul style="list-style-type: none"> - Number of PhD Student positions supported by the new co-funding. - Number of PhD Students hired annually.
10-11,13					
10, 12-22, 27	NEW: Strengthen Inclusive and Bias-Aware Recruitment Culture Through Specialised Training.	<ul style="list-style-type: none"> - Design and deliver specialised training sessions on unconscious bias and inclusive recruitment practices. - Raise awareness of barriers affecting underrepresented groups in recruitment and selection processes. - Provide practical guidance on equitable candidate 	HR EDC	Q1-2026 to Q1- 2028	<ul style="list-style-type: none"> - Number of training sessions delivered. - Percentage of hiring stakeholders trained. - Percentage of newly appointed panel members trained before participation. - Improvement in diversity metrics over time.

4, 5, 10,11		<ul style="list-style-type: none"> - evaluation and inclusive interviewing techniques. - Develop supporting tools and guidance materials to promote fair and objective recruitment decisions. - Deliver refresher and onboarding sessions for newly appointed hiring stakeholders. - Monitor participation and gather feedback to continuously improve the programme. 			
12-22	<p>NEW: Deliver periodic training on Recruitment Excellence and OTM-R Best Practices.</p>	<ul style="list-style-type: none"> - Deliver refresher training on structured interviewing and candidate assessment methodologies. - Reinforce understanding of institutional Recruitment and OTM-R procedures. - Provide updates on legal, compliance and policy developments affecting recruitment. - Train hiring stakeholders on structured and evidence-based evaluation methods. - Share practical case studies and guidance for common recruitment scenarios. - Gather participant feedback to continuously improve training content. 	<p>HR AO</p>	<p>Q4-2026 to Q4-2028</p>	<ul style="list-style-type: none"> - Number of refresher sessions delivered. - Number/percentage of managers and PIs trained. - Satisfaction/feedback scores from participants. - Improvement in compliance/adherence to recruitment procedures.
10, 11					
22-28	<p>NEW: Strengthen Leadership Onboarding through the Development of a Formal Welcome Guide.</p>	<ul style="list-style-type: none"> - Assess onboarding needs and key information requirements specific to new Group Leaders. - Develop a comprehensive Welcome Guide covering institutional governance, policies, resources, administrative procedures and leadership expectations. - Include practical guidance on team management, budgeting, recruitment, compliance and institutional services. - Coordinate contributions from relevant departments to ensure comprehensive content. - Implement the Welcome Guide as part of the formal GL onboarding process. - Periodically review and update the guide to ensure continued relevance and accuracy. 	<p>HR AO</p>	<p>Q2-2027</p>	<ul style="list-style-type: none"> - Completion and publication of the GL Welcome Guide. - Percentage of new Group Leaders receiving the guide upon onboarding. - Satisfaction feedback from newly onboarded Group Leaders. - Frequency of guide review/update.
10, 13,15					

III. Working Conditions and Practices																														
C&C Principle (40 &20)	Action	Specific Actions	Owner ¹	Timeframe	Indicator																									
9, 10, 23, 27, 35, 30	Development of awareness campaigns on Intersectionality.	<ul style="list-style-type: none"> - Implementation of the dissemination campaign. - Organisation of training actions to promote awareness of intersectionality. 	EDC FCM	Q4-2025	<ul style="list-style-type: none"> - Number of participants attending the training actions. - Number actions and resources implemented after the training actions. - People reached by the campaign. 																									
4, 5, 13, 14				Q4-2026		10, 23-24, 27	Planning and development of actions to raise awareness of the importance of work-life balance and promotion of a work-life balance model.	<ul style="list-style-type: none"> - Design of a work-life balance guide. - Development of training actions on time management and work-life balance in the yearly training plan. - Review and dissemination of existing work-life balance measures to encourage their use by the entire workforce. 	HR AO EDC	Q1-2024	<ul style="list-style-type: none"> - Work-life balance guide in place - Number of participants attending the training actions. - Number of people reached by the campaign. - Satisfaction psychosocial survey. 	4, 5,13-15	Q2-2026 to Q2-2027	10, 23-24, 27	Development of a Parental Leave Guide following the new law.	<ul style="list-style-type: none"> - Creation of the guide. - Implementation of dissemination activities. - Publication of the guide on the intranet. 	HRA EDC	Q1-2026	<ul style="list-style-type: none"> - Guide in place. - Number of dissemination activities. - Number of long-term parental leaves per year. 	4, 5,13-15	15, 24, 34	Digitalisation of the HR internal procedures and forms, and implementation of a channel for anonymous complaint submission.	<ul style="list-style-type: none"> - Analysis and standardisation of the procedures (SOP, standard operating procedure). - Design of an interface for the new digital procedures. 	HRA ITS	Q3-2024 to Q1-2028	<ul style="list-style-type: none"> - Number of digitised forms and procedures. - Number of platform users. - Number of complaints received through the channel. 	10-13	24, 26, 28, 38, 39	NEW: Implementation of an HR tool to further strengthen institutional efficiency and modernise People administration processes.	<ul style="list-style-type: none"> - Search for the best HR tool, taking into account the characteristics of the institute. - Implementation of the tool. - Adaptation of HR procedures.
10, 23-24, 27	Planning and development of actions to raise awareness of the importance of work-life balance and promotion of a work-life balance model.	<ul style="list-style-type: none"> - Design of a work-life balance guide. - Development of training actions on time management and work-life balance in the yearly training plan. - Review and dissemination of existing work-life balance measures to encourage their use by the entire workforce. 	HR AO EDC	Q1-2024	<ul style="list-style-type: none"> - Work-life balance guide in place - Number of participants attending the training actions. - Number of people reached by the campaign. - Satisfaction psychosocial survey. 																									
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10, 23-24, 27	Development of a Parental Leave Guide following the new law.	<ul style="list-style-type: none"> - Creation of the guide. - Implementation of dissemination activities. - Publication of the guide on the intranet. 	HRA EDC	Q1-2026	<ul style="list-style-type: none"> - Guide in place. - Number of dissemination activities. - Number of long-term parental leaves per year. 																									
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9, 11, 15, 23-26, 34-35	NEW: Launch of the Psychosocial Survey.	<ul style="list-style-type: none"> - Distribution of the survey. - Analysis of the data. - Publication of the results. - Preparation of an action plan based on the results. 	HR H&S	Q3-2024 to Q2-2025	<ul style="list-style-type: none"> - Percentage of members participating in the survey. - Percentage of people who perceive the psychosocial factors unfavourably.
4, 13					
24, 26, 39	NEW: Implementation of a yearly training session on taxes and payroll.	<ul style="list-style-type: none"> - Organisation of the training action. - Design and implementation of a dissemination campaign to reach those interested in the topic. 	HR AO	Q1- Yearly (2024-2028)	<ul style="list-style-type: none"> - Number of courses organised. - Number of participants. - Satisfaction survey.
13, 15					
21, 28, 38, 40	NEW: Reinforcement of the recognition of the Postdoctoral Community.	<ul style="list-style-type: none"> - Adaptation of the PhD Advisory Committee to include postdoctoral matters and meet recurrently with the R2 representatives. - Update of the nomenclature of the PhD Advisory Committee to 'Academic Advisory Committee'. - Organisation of current meetings with the Postdoc Council. 	AO Post C	Q4-2024	<ul style="list-style-type: none"> - New committee in place - Number of meetings held.
13, 18					
21, 28, 38, 40	NEW: Development of a tailored Career Development Model for Postdoctoral Researchers (R2) and continuous enhancement of the existing career development framework for Doctoral Researchers (R1)	<ul style="list-style-type: none"> - Organisation of training actions for staff who will conduct the Career Development Plans (CDP). - Organisation of regular meetings with the Postdoc Council to detect needs. - Establishment of the model to support the R2 community. - Review and continuous improvement of the existing career development support mechanisms for R1 researchers. 	AO Post C PhD C	Q1 to Q4 - 2026	<ul style="list-style-type: none"> - Number of staff trained to conduct a CDP. - Number of meetings held with the Postdoc Council. - CDP model in place. - Improvements identified and implemented in the existing R1 career development framework.
12 - 14, 18, 19					
15, 16, 20, 22, 24	NEW: Design of the Professional Career Development Model for all positions (including administration and core facilities).	<ul style="list-style-type: none"> - Design of a professional Careers Development Policy. - Development of the professional classification. - Preparation of a document for the justification of the vertical and horizontal promotion. 	HR	Q4-2025	<ul style="list-style-type: none"> - Policy & professional classification in place. - Number of dissemination activities.
13, 18, 19					
10, 14-19, 21, 22, 27, 29	NEW: Implementation of the institutional support grant for child/family care during work-related travel.	<ul style="list-style-type: none"> - Organisation of dissemination actions. - Preparation of a formal document detailing the criteria for grant eligibility and the associated benefits upon obtaining it. 	EDC HR	Q3-2025	<ul style="list-style-type: none"> - Number of employees who benefit from this support.
4, 5, 13, 14					
10, 14-19, 24, 27, 29	NEW: Enhancement of the	<ul style="list-style-type: none"> - Dissemination actions. - Preparation of a formal document detailing the criteria for 	EDC	Q3-2025	<ul style="list-style-type: none"> - Number of Group Leaders who benefit from this support.

4, 5, 13, 14	support for Group Leaders during pregnancy & early parenthood.	grant eligibility and the associated benefits upon obtaining it.	HR		
18, 22, 24, 28, 29	NEW: Updating of the Sabbatical Policy.	- Revision and updating of the Sabbatical Policy.	HR INN COFIP LEGAL	Q4-2025	- Updated Policy in place.
7,13-15					
1-8, 23-26	NEW: Review and Update the Affiliated and Dual Appointment Group Leader Policy to ensure clarity, consistency and alignment with IRB Barcelona's evolving strategic, organisational and collaborative needs.	<ul style="list-style-type: none"> - Assess the current Affiliated and Dual Appointment GL framework and identify areas for improvement. - Benchmark similar policies and models across peer research institutions. - Review governance, eligibility criteria, roles, expectations and institutional integration mechanisms. - Clarify rights, responsibilities and performance expectations for affiliated/dual appointment GLs. - Update policy documentation and internal procedures accordingly. - Validate revised policy with relevant governance bodies. 	HR LEGAL DIR	Q3-2027	<ul style="list-style-type: none"> - Completion of policy review and benchmarking process. - Number of policy improvements/updates implemented. - Approval of revised policy by governance bodies. - Publication/dissemination of updated policy documentation. - Number of affiliated/dual appointment GLs onboarded under revised framework. - Stakeholder satisfaction with clarity and usability of the updated framework.
1, 6, 8, 13-16					
11, 24, 28, 34	NEW: Develop and Implement a Standardised Offboarding Interview Procedure to enhance Organisational Learning.	<ul style="list-style-type: none"> - Benchmark best practices for exit interview methodologies and formats. - Assess current practices and identify gaps in laboratory departure/offboarding processes. - Design a standardised exit interview framework, templates and process guidelines. - Define roles, responsibilities and timing for conducting exit interviews. - Train relevant People Dept staff/managers on the implementation of the procedure. - Implement the exit interview process across the Institute. - Analyse collected feedback periodically to identify trends and improvement areas. - Develop reporting mechanisms to inform management and support decision-making. 	HR AO	Q3--2026 to Q1-2027	<ul style="list-style-type: none"> - Design and approval of the exit interview procedure. - Percentage of departing employees offered an exit interview. - Percentage of departing employees participating in the process. - Number of exit interviews completed annually. - Periodic reports generated on exit interview findings/trends. - Number of improvement actions identified/implemented based on feedback.
13, 18					
2, 9, 24	NEW: Develop and Implement a Sustainable Mobility Plan to promote eco-friendly commuting and encourage the use of public transport, cycling, walking and	<ul style="list-style-type: none"> - Assess current commuting habits and mobility needs across the IRB Barcelona community. - Conduct a mobility diagnostic to identify challenges and opportunities for improvement. - Design a Sustainable Mobility Plan aligned with institutional 	GIS DIR HR	Q2-2027	<ul style="list-style-type: none"> - Completion of institutional mobility diagnostic/assessment. - Development and approval of the Sustainable Mobility Plan. - Number of awareness and dissemination

5, 13	low-emission vehicles.	<ul style="list-style-type: none"> sustainability objectives. - Promote awareness campaigns to encourage sustainable commuting behaviours. - Collaborate with relevant stakeholders to improve mobility accessibility and safety. - Monitor participation and periodically review the effectiveness of the plan. 			<ul style="list-style-type: none"> campaigns launched. - Participation/engagement rate in mobility initiatives. - Increase in use of sustainable commuting methods (where measurable). - Staff satisfaction regarding commuting and mobility options.
5, 11, 23, 25, 31	NEW: Update the Standardised Exit Laboratory Procedure for departing research groups.	<ul style="list-style-type: none"> - Assess current practices and identify operational gaps in laboratory closure and transition processes. - Review standardised institutional procedure and checklist for laboratory closure, transition or handover scenarios. - Review the established guidelines for the management and reassignment/disposal of laboratory equipment, samples, data, and consumables. - Review the procedures for knowledge transfer, documentation handover and project continuity where applicable. - Continue the individual career guidance sessions and advisory support for staff seeking professional development or transition opportunities. 	DIR & All ADMIN	Q1-2028	<ul style="list-style-type: none"> - Approval and institutional publication of the updated laboratory transition/closure procedure. - Percentage of laboratory closure/transition cases managed under the standardised process. - Number of stakeholders informed/trained on the procedure. - Reduction in operational incidents or delays during laboratory closure/transition processes.
13-15					
4, 6, 10, 23, 34, 36	NEW: Strengthen Conflict Resolution through the Development of a Mediation Guide.	<ul style="list-style-type: none"> - Assess current conflict management and mediation needs across the Institute. - Benchmark best practices and mediation frameworks from peer institutions. - Develop a Mediation Guide outlining conflict resolution principles, procedures and available support channels. - Define roles, responsibilities and escalation pathways for mediation processes. - Disseminate the guide across the institutional community. - Provide awareness and/or training sessions on conflict resolution and mediation practices. - Periodically review and update the guide based on institutional feedback and evolving needs. 	HR H&S	Q1-2027 to Q2-2028	<ul style="list-style-type: none"> - Completion and approval of the Mediation Guide. - Publication/dissemination of the guide internally. - Number of awareness/training sessions delivered. - Number of participants attending mediation/conflict management sessions. - Number of mediation cases/support requests managed. - Satisfaction/feedback on usefulness of the mediation framework.
13, 20					

IV. Research Careers and Talent Development					
C&C Principle (40 &20)	Action	Specific Actions	Owner ¹	Timeframe	Indicator
22, 24, 28, 30, 38, 39	Enhancement of Yearly Training Plan.	<ul style="list-style-type: none"> - Enhancement of training offers on transferable skills, including entrepreneurship, communication, RRI, gender, leadership, etc. - Preparation of a yearly training plan - Implementation of the individual Career Development Plan (CDP) for PhD students. - Organisation of dissemination actions to encourage participation. 	HR AO	Q4-2024 Q1-2025 Q1-2026 Q1-2027 Q1-2028	<ul style="list-style-type: none"> - Number of courses organised per year. - Number of participants per gender, age, and position. - Satisfaction survey.
1, 3, 6, 18, 19					
8, 9, 18, 29	Design and implementation of IRB Barcelona Ambassador Programme.	<ul style="list-style-type: none"> - Compilation of potential events for IRB Barcelona Ambassadors to engage new talent. - Gathering of IRB Barcelona members interested in becoming ambassadors. - Preparation of guidelines to participate in the programme. 	HR AO FCM	Q3-2027	<ul style="list-style-type: none"> - Number of possible participants. - Number of possible events in which the ambassadors could potentially participate.
7, 18, 19					
28, 30, 38, 39	NEW: Design and implementation of an IRB Barcelona Mentoring Programme to promote R1 (Mentees) career progression (R2 Mentors) & participation in the BIST Mentoring Programme.	<ul style="list-style-type: none"> - Organisation of training sessions for mentors and mentees to foster in-depth conversations. - Organisation of dissemination actions. - Organisation of sessions for mentors and mentees to exchange impressions, gain new perspectives, enhance skills, and gain insights. - Participation in the BIST Mentoring Programme. 	Post C Pre C AO	Q2-2024 continuous	<ul style="list-style-type: none"> - Number of mentees and mentors at IRB Barcelona. - Satisfaction survey. - Number of participants in the training actions and events.
17-20					
15, 22, 24, 28, 38, 39	NEW: Revision of the Training Policy.	<ul style="list-style-type: none"> - Revision and updating of the policy. 	HR AO	Q4-2024	<ul style="list-style-type: none"> - Policy reviewed and approved. - Training in KPIs.
13, 18, 19					
9, 24, 28, 30, 38, 39	NEW: Promotion of knowledge sharing and collaboration with other institutions.	<ul style="list-style-type: none"> - Participation in events such as the Emerging Leaders in Biomedicine Programme (Postdoc Gathering, launched in collaboration with VHIO, Josep Carreras, UPF, IBMB-CSIC, CRG, IBEC, IRB Barcelona). - Development of collaborative initiatives with other institutions to enhance clinical translation of research findings among others. 	HR AO INN COFIP	Q4-2024 Q4-2026 Q4-2028	<ul style="list-style-type: none"> - Number of participants in the events. - Number of collaborations. - Satisfaction survey.
18-20					
1, 4, 8, 12, 15, 20, 22	NEW: Consolidation of Interest Groups.	<ul style="list-style-type: none"> - Organisation of monthly meetings with PhD Students, Postdoctoral fellows, and one or two GLs (Group Leaders) to develop a specific research line, technology, or technique. - Organisation of an annual or biannual seminar and inviting an 	COFIP	Q1-2024	<ul style="list-style-type: none"> - Number of interest groups. - Number of participants in the interest groups. - Number of participants in the seminars.

2,18-20		<ul style="list-style-type: none"> expert on the topic. - Collaboration with members of other institutions to develop the research line, technology, or technique. - Organisation of retreats targeted to specific interest groups. 			
7, 8, 9,13, 15,22	NEW: Implementation of the Core Connect initiative.	<ul style="list-style-type: none"> - Organisation of a meeting every two months involving all the core facility members to share knowledge, advancements, and participation in training. - Organisation of a Core Facility Retreat. - Organisation of a seminar and invitation of external speakers who are experts in a topic of interest to share specific knowledge related to the core facilities and scientific platforms. 	CF DIR	Q3-2024	<ul style="list-style-type: none"> - Number of training actions. - Number of meetings held. - Number of participants attending the meetings and the retreat. - Number of seminars organised. - Number of participants in the seminars.
18-19					
37-40	NEW: Review and Enhance the Junior Group Leader Mentoring Programme.	<ul style="list-style-type: none"> - Assess the current structure and effectiveness of the Junior GL Mentoring Programme. - Collect feedback from current/past mentors and mentees. - Benchmark mentoring best practices from peer institutions. - Identify improvement areas and update programme structure/content where needed. - Revise mentoring guidelines, expectations and supporting materials. - Implement enhancements to the mentoring programme. - Monitor programme outcomes and participant satisfaction periodically. 	HR DIR	Q2-2027 to Q4-2028	<ul style="list-style-type: none"> - Completion of programme review/assessment. - Number of participants consulted during the review process. - Number of improvements implemented following review. - Satisfaction/feedback scores from mentors and mentees. - Participation/engagement rate in the mentoring programme. - Retention/use rate of Junior GL participation in mentoring activities.
18-20					
10, 27, 28, 38, 39	NEW: Deliver Training for Middle Managers and Leadership Roles on Gender, Diversity and Inclusive Leadership.	<ul style="list-style-type: none"> - Identify training needs and priority topics for managerial and leadership staff. - Develop or source specialised training materials on gender, diversity and inclusive leadership. - Organise dedicated training sessions for middle managers and leadership roles. - Include modules on inclusive communication, unconscious bias, diversity awareness and respectful workplace practices. - Provide practical tools and case-based examples for an inclusive people management process. - Gather participant feedback to assess training impact and identify further needs. - Periodically review and update training content. 	EDC HR	Q1 to Q4 - 2027	<ul style="list-style-type: none"> - Number of training sessions delivered. - Number/percentage of managers and leaders trained. - Participant satisfaction/feedback scores. - Improvement in awareness/self-assessment regarding inclusive leadership practices. - Number of practical tools/resources distributed. - Repeat/advanced training participation rate.
4, 5, 17, 20					
1-3, 7, 38	NEW: Implement Research Integrity Sessions within Laboratory Meetings.	<ul style="list-style-type: none"> - Develop Research Integrity case studies and discussion materials tailored to laboratory settings. - Design a structured annual session format for implementation within laboratory meetings. - Coordinate participation of research groups and laboratory 	CRI COFIP	Q2-2025 to Q3-2026	<ul style="list-style-type: none"> - Development of annual Research Integrity case study materials. - Number/percentage of laboratories implementing the session. - Number of participants reached through the

1, 3, 18		<ul style="list-style-type: none"> leaders. - Provide guidance and facilitation materials for supervisors/lab heads. - Promote discussion and reflection on ethical dilemmas and responsible research practices. - Gather feedback from participants to improve future sessions. 			<ul style="list-style-type: none"> initiative. - Participant satisfaction/feedback scores. - Number of discussion materials/resources distributed.
2, 10, 23, 38	<p>NEW: Implement an Equality and Diversity Awareness Session within Laboratory Meetings.</p>	<ul style="list-style-type: none"> - Develop a structured Equality and Diversity awareness session format for laboratory meetings. - Prepare case studies and discussion materials tailored to the research environment. - Coordinate annual implementation across research groups/laboratories. - Provide guidance to supervisors/lab leaders on facilitating the sessions. - Promote open discussion and reflection on equality and diversity challenges in research settings. - Collect feedback from participants to improve future sessions. 	EDC HR	Q3-2027	<ul style="list-style-type: none"> - Development of annual EDI session materials/case studies. - Number/percentage of laboratories implementing the session. - Number of participants reached through the initiative. - Participant satisfaction/feedback scores. - Number of discussion materials/resources distributed.
1, 4, 5, 18					

Action Owner¹:

AO: Academic Office

COFIP: Competitive Funding and International Promotion Department

CRI: Committee for Research Integrity

DIR: Directorate

EDC: Equality and Diversity Committee

FCM: Fundraising, Communication and Marketing Department

H&S: People and Health & Safety Office

HR: People Department

GIS: General Infrastructures & Services Department

INN: Innovation Department

ITS: Information Technology Services Department

LEGAL: Legal Department

POST C: Postdoc Council

PRE C: PhD Council

CF: Core Facilities