

Human Resources Strategy for Researchers Action plan (2025-2028)

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1. IDIBAPS Human Resources Strategy for Researchers (HRS4R) – Introduction

The Fundació de Recerca Clínic Barcelona-Institut d'Investigacions Biomèdiques August Pi i Sunyer (IDIBAPS) carries out excellent biomedical research and investigates the most common diseases in our society. Our mission is translational research; that is, we look to ensure that the questions that arise at the patient's bedside find answers in the laboratory and that advances made in the laboratory are translated rapidly to the patient.

Approximately 2,000 professionals work at our institution. Around 100 multidisciplinary groups carry out relevant research, as demonstrated by more than 1,500 original articles published every year. IDIBAPS is one of the leading biomedical research centres in Spain with an international projection.

IDIBAPS is the result of the integration in 2023 of the Hospital Clínic Foundation for Biomedical Research (FCRB), created in 1989, and the consortium August Pi i Sunyer Biomedical Research Institute, created in 1996. It is a nonprofit foundation with a board of governors representing the Catalan Government departments of Health and of Research and Universities, Clínic Barcelona Hospital and the University of Barcelona.

IDIBAPS first signed its commitment to the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers (commonly referred to as the European Charter and Code) in 2011. Afterwards, the institute joined the cohorts of Institutions implementing the Human Resources Strategy for Researchers (HRS4R). Since then, IDIBAPS has actively engaged in the strategic planning and implementation process.

Between 2015 and 2021, IDIBAPS made significant progress in areas such as ethical and professional standards, recruitment, working conditions, and training. These advancements were reported to the European Commission in 2021, and in 2022, the HRS4R renewal process concluded with a positive assessment by three external experts.

Key Achievements (2015–2021):

- Launch of a Welcome Pack for new employees.
- Creation of two new committees: the Training Committee and the Ombuds Committee.
- Approval of an updated research career strategy.
- Introduction of new internal policies (e.g., regulations for creating spin-off companies) and updates to existing ones such as the Code of Good Scientific Practices.
- Implementation of the first OTM-R Policy (Open, Transparent, and Merit-based Recruitment).
- Promotion of talent, especially women researchers, through communication campaigns and other complementary initiatives.
- Design and launch of the Stepping-Stone Training Programme, offering high-level training in transferable skills for predoctoral and postdoctoral researchers.
- Integration of the HRS4R strategy into the institute's broader strategic plan.

Since that time and up to 2025, IDIBAPS has achieved further progress. In the following action plan (2021-2024), 15 additional actions were fully implemented and 1 was partially completed. Three actions had to be adapted from the original proposal. Besides, 5 more actions are still in progress to be continued in the next three years.

Overall, close to 74% of the planned actions for the previous period were completed. Main achievements focused on professional development, ethics, working conditions, and training.

Recent Highlights (2021-2025):

- 3–4 annual Toolbox Seminars on open science, innovation, research assessment and other relevant trends in science for all IDIBAPS professionals.
- Career development sessions for junior researchers, such as R1 and R2 researchers among others.
- A training plan for lab technicians integrated into the expanded Stepping-Stone Programme, now open to all IDIBAPS profiles and covering both scientific and transferable skills.
- Joining the Coalition for Advancing Research Assessment (CoARA) and launching a dedicated 2024–2028 Action Plan.
- Strengthening onboarding processes by launching the PhD Welcome Days and biannual Postdoc Welcome Sessions.
- Updated OTM-R policy, including Spanish legislation novelties on job stability, and implemented specific training in recruitment strategies.
- Two editions of the Joint Call for PhDs, incorporating specific resources to attract international talent and improve OTM-R practices.
- Implementation of a new Open Science Policy, supported by many training sessions and specific resources such as supporting infographics.
- Approval and implementation of the Gender Equality Plan (2022–2025), including initiatives such as the new support staff called “Roving Researcher” (a postdoctoral role supporting multiple projects to mitigate the career impact of motherhood and caregiving responsibilities).
- Recognition of diversity, including support for the LGTBIQA+ community, through targeted training activities and awareness/communication activities.
- Update of the Code of Good Scientific Practices and development of an e-learning content to promote research integrity that will be implemented very soon.

The HRS4R Working Group, comprising members from all research career stages and representing diverse backgrounds (national/international, male/female, clinical/basic research), meets regularly every year. This inclusive forum ensures continuous monitoring and progress evaluation.

English is the primary language used in HRS4R-related activities, including working group meetings and consultations. All activities and outcomes of the HRS4R plan are communicated openly in the IDIBAPS [website](#) and available in Catalan, Spanish and English.

2. Preparation of the HRS4R Action Plan 2025-2028

- Description and participation in the process

In late 2024, IDIBAPS received valuable feedback through multiannual evaluation processes conducted by ISCIII (Spanish Ministry of Health) and CERCA (Catalan Government). These evaluations enabled the institute to prepare a detailed SWOT analysis, identifying internal strengths and weaknesses, as well as external opportunities and threats.

At the same time, and continuing into early 2025, IDIBAPS was actively developing its new Strategic Plan. To ensure a broad and inclusive approach, the IDIBAPS leadership launched extensive consultations with the entire research community. These discussions also helped identify potential actions for inclusion in the upcoming HRS4R Action Plan.

To engage diverse groups across the institution (including different researchers, management teams, core facilities, among others) IDIBAPS organized the following activities:

- 1-day retreat with the Steering Committee to define key priorities for the new Strategic Plan (10 participants, February 2024).
- Survey during the PhD Day to gather insights on challenges and expectations from the PhD community (49 respondents, May 2024), followed by a focus group with PhD representatives and group leaders.
- Survey for Postdoctoral researchers to compile their opinions and needs (34 respondents, December 2024), followed by a focus group with volunteer representatives.
- Brainstorming session with the Sustainability Committee to propose actions for enhancing environmental sustainability (12 participants, July 2024).
- 1-day retreat with management staff to reflect on improvements in institutional management and collaboration with the research community (57 participants, September 2024).
- Brainstorming session with tenure-track researchers to co-design a comprehensive career development and mentoring plan (13 participants, September 2024).
- 2-day retreat with group leaders, core facility heads, management departments, and representatives from Hospital Clínic of Barcelona (>80 participants, October 2024). Topics included scientific excellence, institutional culture, talent development, innovation, technology adoption, collaboration within the Campus Clínic ecosystem, and communication strategies.

Overall, these brainstorming and reflective activities engaged **275 participants**. Their contributions laid the foundation for the 2025–2028 Strategic Plan to also inspired the design of the new HRS4R Action Plan.

The Academic Coordination team chaired a meeting of the HRS4R Working Group to design a tailored survey aimed at gathering feedback from the IDIBAPS community. The survey invited staff to give opinions on proposed actions selected from previous consultations. Additional meetings with IDIBAPS management departments were also held to refine the proposal and identify further initiatives. In total, around **42 members** participated in these planning meetings.

Later on, the survey was launched for one month, from April to May 2025, supported by a tailored communication campaign under the slogan: “Your voice shapes our future.” Promotional materials included a dedicated poster and a banner. To maximize visibility and participation, a multi-channel communication strategy was implemented:

- An initial institutional email from the IDIBAPS leadership emphasized the importance of the survey and encouraged participation.
- Follow-up announcements were included in internal newsletters, providing context and reminders.



Figure 1. Poster distributed to promote the participation in the HRS4R Survey

In parallel, four targeted emails were sent by the Academic Coordination team to specific segments of the research community, presenting the most relevant proposed actions for each group: the Work Council, R1 (predoctoral researchers), R2 (postdoctoral researchers), and R3+R4 (senior researchers and group leaders). These tailored messages aimed to increase engagement by addressing the specific interests and needs of each audience.

To further boost participation, the survey period was extended by an additional week according to the initial planning. Representatives of different departments or groups were also asked to remind their teams to complete the survey. This coordinated effort ensured increased participation by all relevant stakeholders.

The survey results enabled IDIBAPS to:

1. Analyze participation by professional groups and gather demographic insights.
2. Assess interest levels in each proposed action, with participants ranking them from 1 (no interest) to 5 (maximum interest), or selecting “not applicable.”
3. Collect new proposals suggested by the research community through an open text field.
4. Gather feedback and recommendations via an additional comment box.

The online survey was completed by **253 individuals out of a total of 2,208 members, resulting in a participation rate of approximately 11%.**

In total, the participatory process for the HRS4R Renewal **involved approximately 570 individuals**, representing around 26% of the IDIBAPS community, although it should be noted that in some cases, the same person may have participated in more than one consultation. This includes: 275 participations in the Strategic Plan consultation activities; 42 individuals involved in HRS4R Working Group and management meetings; 253 respondents to the online survey.



Figure 2. Total participation of 570 people in the whole process out of a total of 2208 research community

- Survey results analysis

The survey results offered more information to draw up a concrete Action Plan (2025-2028). Members belonging to different professional categories answered it, as follows:

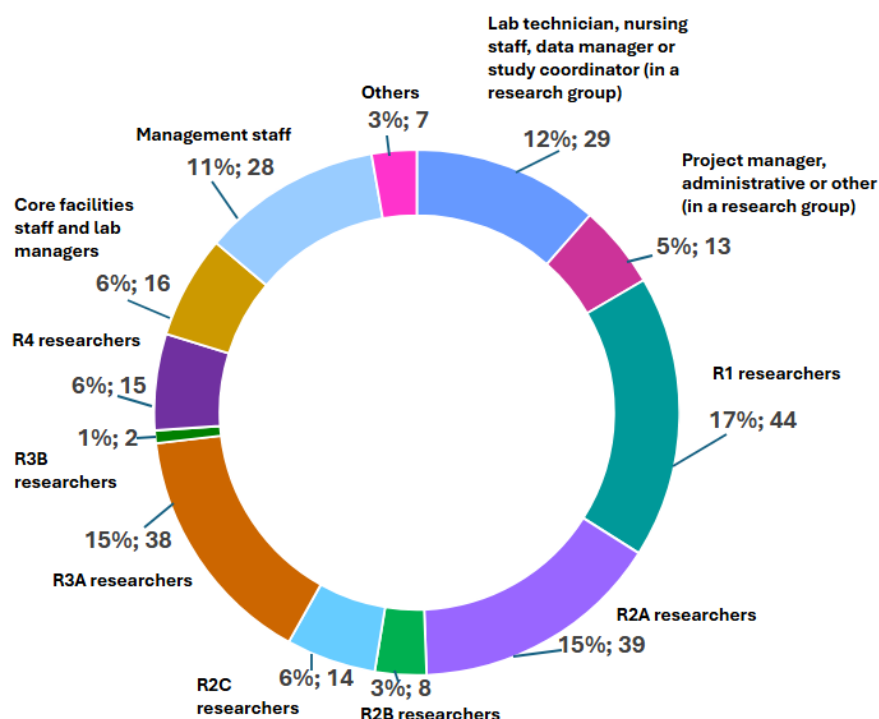


Figure 3. Distribution of participation by professional groups in the survey, showing both the percentage representation and the absolute number of participants

The survey revealed several key demographic trends among respondents. A majority, 74%, were employed directly by IDIBAPS, while the remaining 26% were affiliated with other institutions. Most participants, 86%, worked full-time, with 14% working part-time. Regarding the duration in their current roles, 53% held their positions for up to three years, 28% for four to ten years, and 19% for more than ten years. Their overall affiliation with IDIBAPS varied slightly: 42% had been linked to the institution for up to three years, 26% for four to ten years, and 32% for over a decade. In terms of gender, 68% identified as female, 31% as male, and 1% preferred not to disclose their gender. Most respondents, 89%, were Spanish nationals, while 11% were either EU or non-EU international residents. Notably, international exposure was common among participants, with 68% having spent time abroad, while 32% reported none or less than one month of international experience.

Participants were asked to evaluate 18 proposed actions; each aligned with one of the four pillars of the HRS4R framework. Responses were rated on a scale from 1 (strongly disagree) to 5 (strongly agree), with an additional not applicable (N/A) option. When actions were targeted at specific groups, results were analyzed both overall and within the relevant subgroup.

Positive feedback was defined as responses of options 4 (agree) or 5 (strongly agree). However, all response categories, including N/A, were considered in the analysis.

- **Pilar 1: Ethical and Professional Aspects**

All actions under this pillar were designed to benefit the entire research community, including both researchers and support staff.

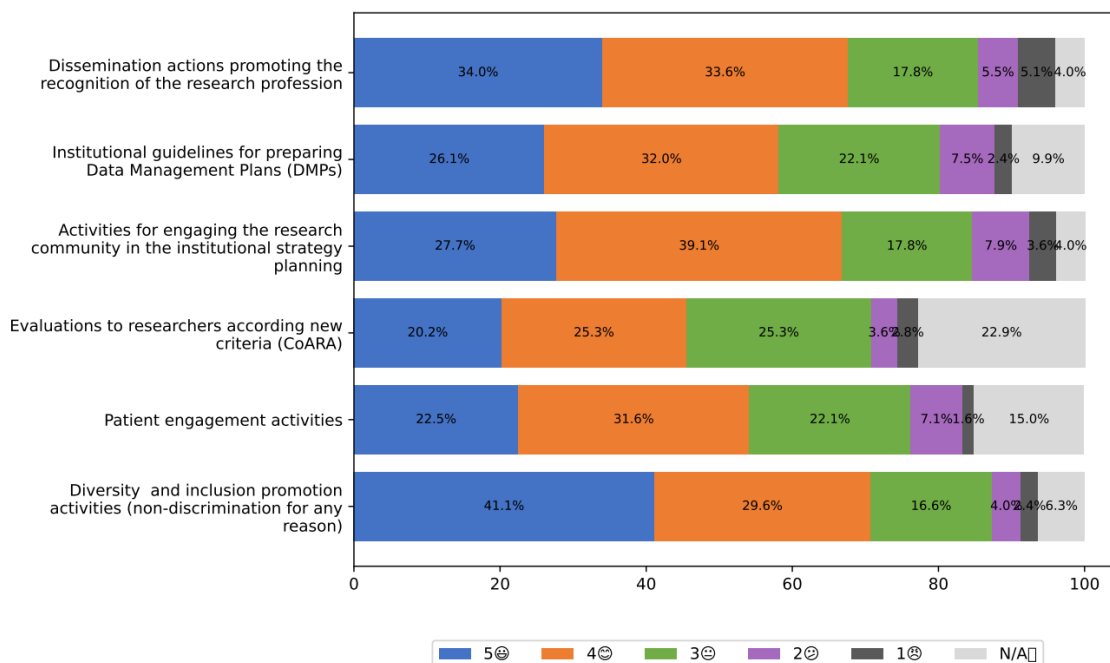


Figure 4. Percentage of responding evaluating the proposed actions for Pilar 1 as 5-strongly agree, 4-agree, 3-neutral, 2-disagree, 1-strongly disagree and N/A-Nonapplicable

As can be seen in Figure 4, most of respondents rated most actions as either “totally agree” or “agree” (69.7%), in contrast to a significantly smaller proportion selected “strongly

disagree” or “disagree” (4.4%). Nonapplicable (N/A) was chosen differently according to the action (between 22.9% and 4%).

- **Pilar 2: Recruitment and Selection**

This pillar introduced a new tool aimed at enhancing recruitment practices and reinforcing IDIBAPS’ commitment to Open, Transparent, and Merit-based Recruitment (OTM-R). The tool is designed to standardize and streamline recruitment processes, ensuring greater objectivity and traceability in candidate evaluations. Additional actions, also relevant to ensure institutional progress, were proposed under this pillar.

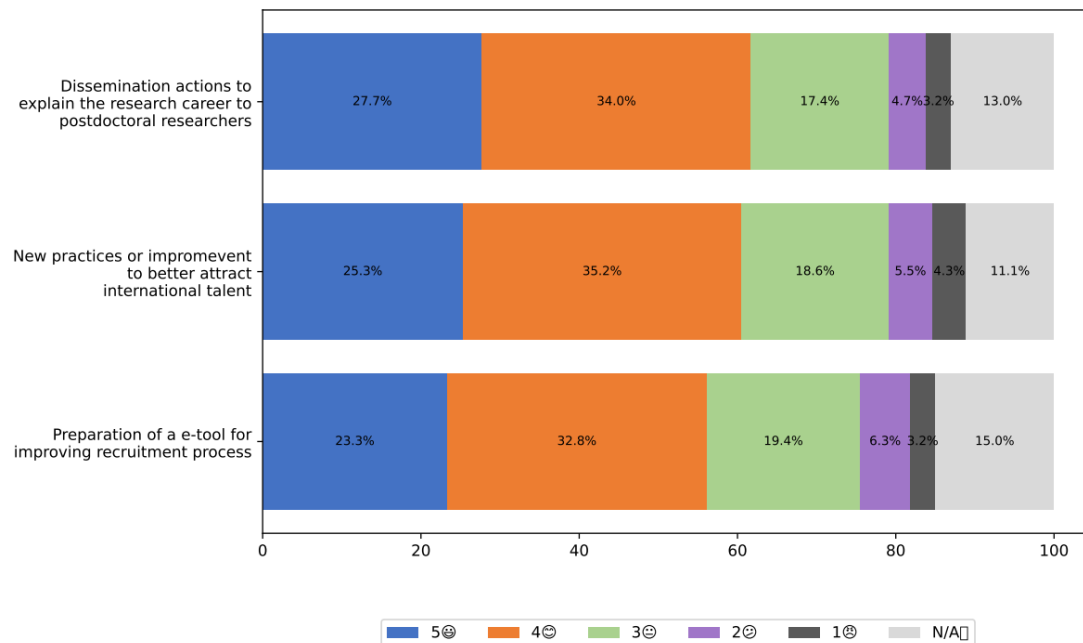


Figure 5. Percentage of responding evaluating the proposed actions for Pilar 2 as 5-strongly agree, 4-agree, 3-neutral, 2-disagree, 1-strongly disagree and N/A-Nonapplicable

Figure 5 shows that 59.4% of responses were positive (agree or strongly agree).

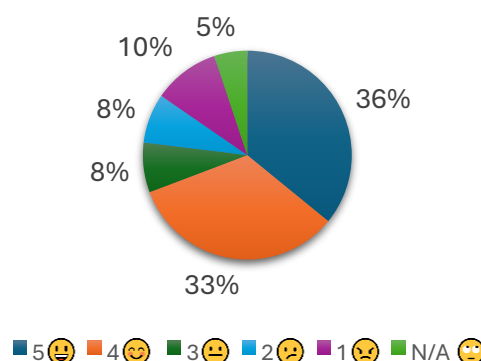


Figure 6. Percentage of responses from R2A postdoctoral researchers evaluating the action “Dissemination actions to explain the research career to postdoctoral researchers” as 5-strongly agree, 4-agree, 3-neutral, 2-disagree, 1-strongly disagree and N/A-Nonapplicable

Figure 6 focuses on feedback from R2A postdoctoral researchers regarding the action “Dissemination actions to explain the research career to postdoctoral researchers.” Among this group, 69% rated the action positively (scores of 4 or 5).

- **Pilar 3. Working conditions and social security:**

The actions proposed under this pillar were designed to support a variety of profiles within the research community.

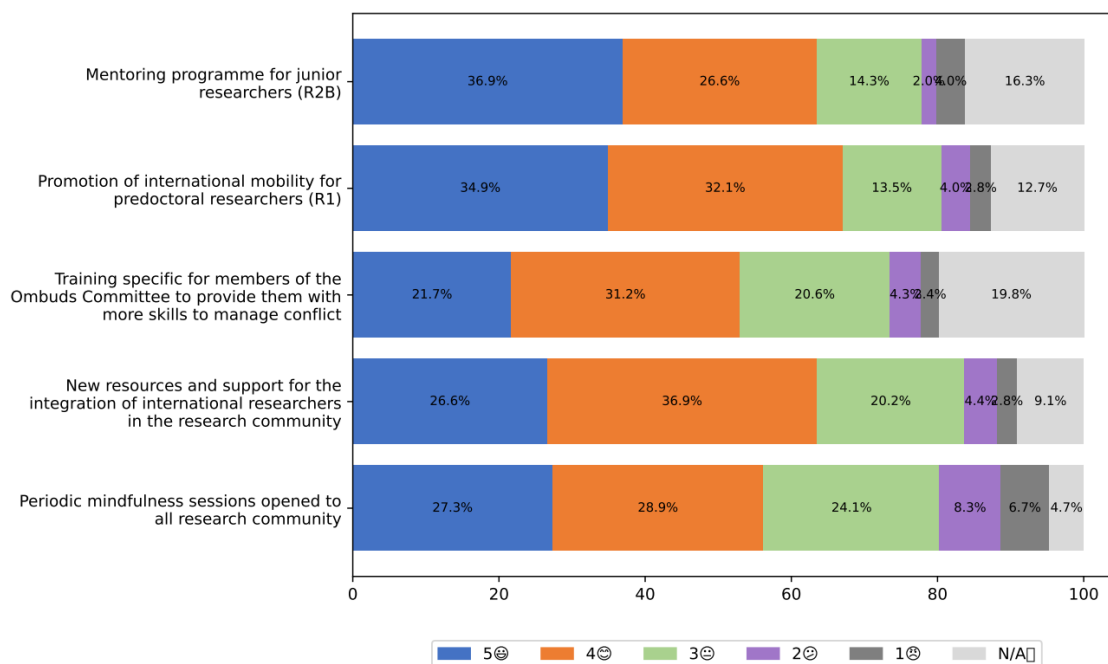


Figure 7. Percentage of responding evaluating the proposed actions for Pilar 3 as 5-strongly agree, 4-agree, 3-neutral, 2-disagree, 1-strongly disagree and N/A-Nonapplicable

Overall, the mentoring programme for junior researchers (R2B) received a high level of positive feedback, with 63.5% of respondents selecting “agree” or “strongly agree”. Similarly, the action promoting international mobility for predoctoral researchers (R1) was well received, with 67% of participants rating it positively. The action focused on new resources and support for the integration of international researchers was also well evaluated, with 63.5% of participants expressing agreement. Other actions received more moderate support. For instance, specific training for members of the Ombuds Committee was positively rated by 52.9% of respondents, and regular mindfulness sessions open to the research community received 53.2% positive feedback. These results reflect a generally favorable perception of the proposed actions, particularly those related to international mobility and researcher support.

Figure 8 presents the responses from the R2B group (junior researchers) regarding the mentoring programme specifically designed for them. Interestingly, only 37% of R2B respondents rated the action positively (score of 4 or 5), which is lower than expected. This discrepancy may be due to the small number of R2B participants in the survey, only eight, which limits the representativeness of the subgroup’s feedback.

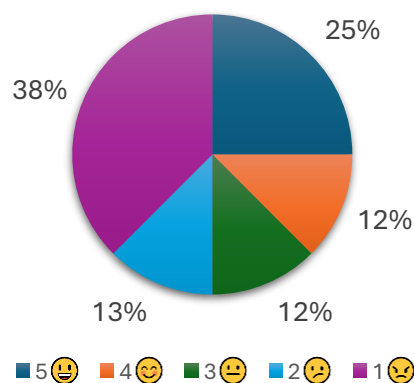


Figure 8. Percentage of responses from R2A postdoctoral researchers evaluating the action "Mentoring programme for junior researchers (R2B)" as 5-strongly agree, 4-agree, 3-neutral, 2-disagree, 1-strongly disagree and N/A-Nonapplicable

Figure 9 illustrates the evaluation of the action "Promotion of International Mobility for Predoctoral Researchers (R1)" specifically by respondents from the R1 group. While the overall positive evaluation across all respondents was 67% (combining "totally agree" and "agree"), R1 researchers rated the action even more favorably. Among them, 80% responded positively, with 68% selecting "totally agree" and 12% selecting "agree." This result underscores the strong relevance and perceived value of the action among its primary target group.

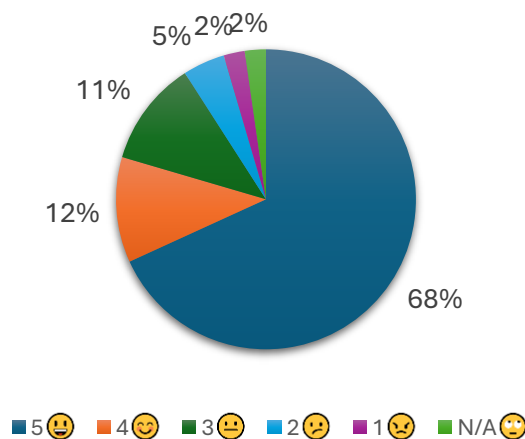


Figure 9. Percentage of responses from R1 predoctoral researchers evaluating the action "Promotion of International mobility for predoctoral researchers (R1)" as 5-strongly agree, 4-agree, 3-neutral, 2-disagree, 1-strongly disagree and N/A-Nonapplicable

Figure 10 presents the evaluation of the action "New Resources and Support for the Integration of International Researchers into the Research Community" by international staff. While the overall positive evaluation across all respondents was 63.5%, international researchers rated the action even more positively, with 82% expressing agreement (61% "totally agree" and 21% "agree"). The remaining responses included 11% neutral and 7% not applicable, highlighting the action's strong alignment with the needs of its intended audience.

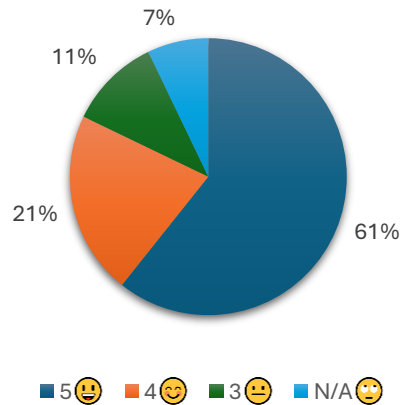


Figure 10. Percentage of responses from international staff about “New resources and support for the integration of International researchers in the research community” as 5-strongly agree, 4-agree, 3-neutral, 2-disagree, 1-strongly disagree and N/A-Nonapplicable

• **Pilar 4. Training and development:**

This pillar included four actions focused on supervision, training, and career development within the institution. The overall satisfaction rate for this pillar was 64.5%, based on the combined percentage of “agree” and “totally agree” responses.

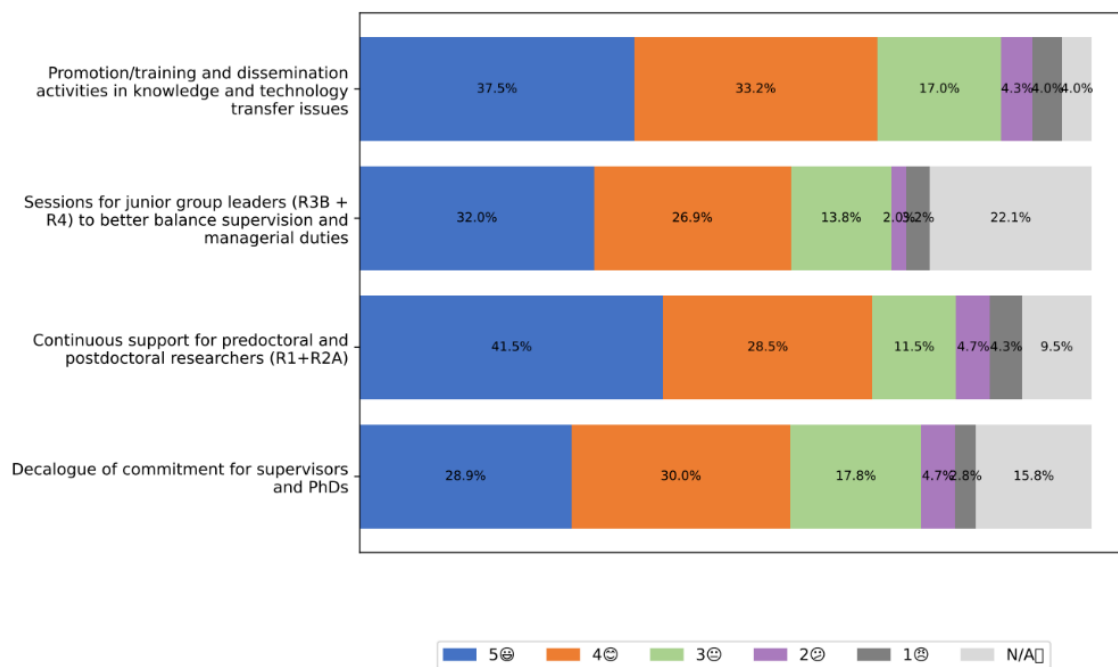


Figure 11. Percentage of responding evaluating the proposed actions for Pilar 4 as 5-strongly agree, 4-agree, 3-neutral, 2-disagree, 1-strongly disagree and N/A-Nonapplicable

Figure 11 shows the overall evaluation of the proposed actions. The action receiving the highest level of positive feedback was the one promoting training and dissemination activities in knowledge and technology transfer, with nearly 71% of respondents selecting “agree” or “totally agree.” This was closely followed by the action providing continuous support to early-stage researchers (70%). The sessions aimed at junior and senior group leaders and the decalogue of commitment for supervisors and PhD candidates also received moderate levels of agreement (closely to 59% in both cases).

Figure 12 presents the evaluation of the action “Sessions for training junior and senior group leaders (R3B and R4) to better balance supervision and managerial duties. While the overall positive evaluation across all respondents was 58.9%, the target group – group leaders (R3B and R4) – rated the action even more favorably. Among them, 88% provided positive feedback, with 53% selecting “totally agree” and 35% selecting “agree”. This result highlights the strong relevance and perceived impact of the action among its intended audience.

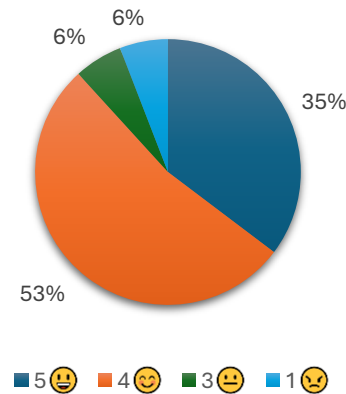


Figure 12. Percentage of responses from group leaders about “Sessions for group leaders (R3B and R4) to better balance supervision and managerial duties” as 5-strongly agree, 4-agree, 3-neutral, 2-disagree, 1-strongly disagree and N/A-Nonapplicable

Figure 13 shows the evaluation of the action “Continuous support for predoctoral and postdoctoral researchers (R1 and R2A).” While the overall positive rating across all respondents was 70%, junior researchers (R1 and R2A) rated it even higher, with 82% expressing agreement (61% “totally Agree” and 21% “agree”). This underscores the importance of sustained support for early-career researchers.

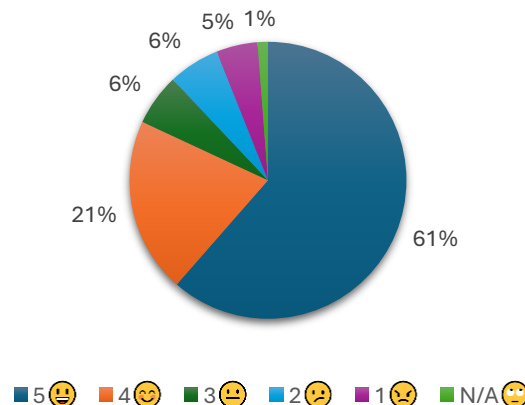


Figure 13. Percentage of responses from junior researchers about “Continuous support for predoctoral and postdoctoral researchers” as 5-strongly agree, 4-agree, 3-neutral, 2-disagree, 1-strongly disagree and N/A-Nonapplicable

Finally, Figures 14 and 15 present the evaluation of the action “Decalogue of Commitment for Supervisors and PhD Students” from the perspectives of supervisors and PhD researchers, respectively. While the overall positive evaluation across all respondents was 28.9%, supervisors (R2B, R3A, R3B, and R4) rated the action more favorably, with 64% expressing positive feedback (29% “totally agree” and 35% “agree”). Similarly, PhD researchers also rated the action positively, with 64% selecting scores of 4 or 5 (41%

“totally agree” and 23% “agree”). These results suggest that, despite a modest overall rating, the action is well appreciated by its primary target groups.

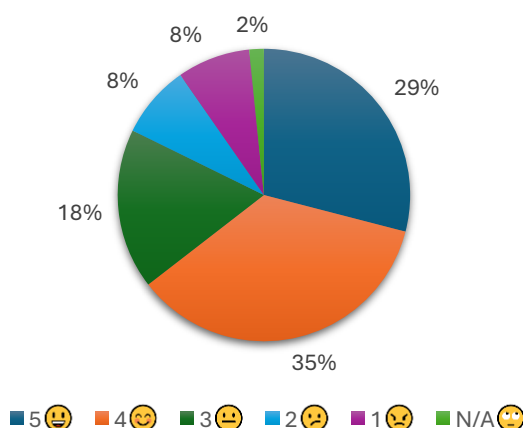


Figure 14. Percentage of responses from supervisors about “Decalogue of commitment for supervisors and PhDs” as 5-strongly agree, 4-agree, 3-neutral, 2-disagree, 1-strongly disagree and N/A-Nonapplicable

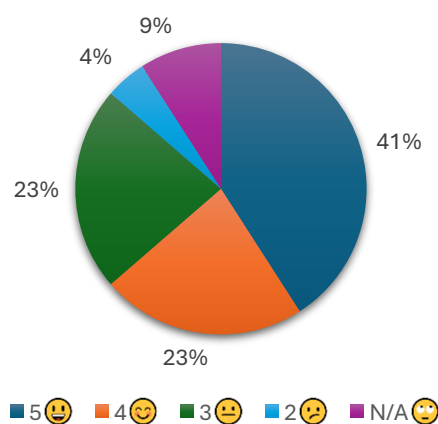


Figure 15. Percentage of responses from PhD researchers about “Decalogue of commitment for supervisors and PhDs” as 5-strongly agree, 4-agree, 3-neutral, 2-disagree, 1-strongly disagree and N/A-Nonapplicable

Beyond the quantitative evaluations, the survey also served as a valuable tool for collecting new action proposals, as well as comments and suggestions for further improvement. After careful evaluation by the Academic Coordination office together with the HRS4R Working Group, main areas to further develop with specific proposals in the new action plan include:

1) **Research career and professional development**

1. Need for more structured guidance on scientific careers for R1, R2A, and postdocs.
2. Need for real, active, and in-person mentoring, including external supervision for PhD students.
3. Promotion of postdocs and R2B researchers into Principal Investigator roles and co-leadership between clinical and basic science teams.
4. Improved access to competitive calls and leadership opportunities for early-career researchers.

2) Working conditions and recognition

1. *Improvement of salaries and contractual conditions, especially for predoctoral and postdoctoral researchers.*
2. *Equitable access to facilities and resources, and improvement of workspace.*
3. *Visible recognition and support for postdoctoral and non-medical researchers.*
4. *Promotion of sports and well-being at work, and access to mental health services.*

3) Institutional culture, community, and transparency

1. *Use of surveys to evaluate services and identify areas for improvement.*
2. *Evaluation committees elected by the research community.*
3. *Annual departmental reports on goals and achievements.*
4. *Equality, Diversity, and Inclusion (EDI) plan and social cohesion activities.*

4) Hiring, accreditation and access to calls

1. *Accreditation for researchers with permanent contracts linked to projects.*
2. *Allow R2A researchers to lead projects and support clinicians with temporary contracts.*
3. *Recognition for those who write projects but cannot be listed as Principal Investigators.*

5) Talent management and leadership

1. *Evaluation of leaders based on integrity and respect.*
2. *Ensuring ethical leadership by Principal Investigators and establishing secure channels for reporting misconduct.*
3. *Oversight of strategies that hinder the growth of early-career researchers.*

6) Training, tools, and communication

1. *More specific scientific courses and training in bioinformatics.*
2. *Institutional licenses for scientific software and Catalan language instruction.*
3. *Platform/intranet for sharing resources and communicating.*

• **Last steps until the new 3-year HRS4R Action Plan (2025-2028)**

Although all proposed actions received positive feedback from the research community, a more in-depth analysis was conducted to refine the final plan. The HRS4R Working Group reviewed and discussed the preliminary survey results, along with additional ideas and suggestions that emerged both from the survey and from group members.

This collaborative process led to the conclusion that all consulted actions were suitable for inclusion in the new action plan and could be further developed to better meet the needs of the research community. Importantly, the final selection was not based solely on survey responses but also incorporated new proposals and comments submitted by staff.

To complete the process, the HRS4R Working Group's input was carefully considered, and the final proposal was prepared. It was officially approved by the IDIBAPS leadership and the Steering Committee on July 7th, 2025, marking the launch of the new HRS4R Action Plan for 2025-2028.

3. Human Resources Strategy for Researchers Action Plan (2025-2028)

HRS4R vision

IDIBAPS is committed to advancing in fostering career development and providing an attractive research environment, aligned with the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. The institute's goal is to attract, train and retain talented professionals always being selected through open, transparent, and merit-based recruitment processes (OTM-R).

IDIBAPS places strong emphasis on diversity, inclusion and equality, as well on the internationalization of talent, recognizing the value that diverse perspectives bring to scientific excellence. Additionally, the institution is dedicated to promoting the well-being and mental health of its research staff, acknowledging these as essential pillars for a sustainable, inclusive, and high-quality research culture.

HRS4R Strategic Objectives

- Promote international talent by cultivating an inclusive and globally competitive research environment that attracts researchers from diverse backgrounds.
- Enhance researcher well-being and mental health through institutional policies, resources, and initiatives that support work-life balance and psychological safety.
- Strengthen support for early-career researchers, particularly predoctoral (R1) and postdoctoral (R2A) profiles, by offering tailored guidance, mentoring, and professional development opportunities.
- Reinforce positive research culture and good research practices by providing tools and resources that align with the principles of the European Charter and Code.
- Raise awareness and engagement across the research community regarding the HRS4R strategy, encouraging shared responsibility and active participation in its implementation.

The implementation of the HRS4R Action Plan (2025–2028) will take place between Q3 2025 and Q2 2028, following a structured and participatory approach.

Pilar 1 – Ethical and Professional Aspects				
Action	Gap Principles	Timing	Unit Responsible(s)	Indicators/Deliverables
A1. Preparing, disseminating, and delivering an “Offboarding Handbook”	5. Contractual and legal obligations / 7. Good practice in research / 8. Dissemination, exploitation of results	Q3.2025 – Q4.2026	Scientific Coordination – Human Resources	D1: Offboarding Handbook KPI1.1: Number of dissemination actions advertising the Offboarding Handbook launching KPI1.2: Number of handbooks delivered
A2. Launching and monitoring the online “training capsules” on ethical principles and good scientific practices	2. Ethical principles / 7. Good practice in research	Q1.2026 – Q2.2028	Academic Coordination (with the support of the Committee of Good Scientific Practices)	KPI2.1: Yearly number of staff completing the training capsules KPI2.2: Yearly level of satisfaction of the participants KPI2.3: Complementary activities on research integrity and participants to reinforce the adherence to the Code of good scientific practices
A3. Promoting awareness, engagement and progress in Equality, Culture, Diversity, and Inclusion (ECDI)	10. Non-discrimination / 7. Good practice in research	Q2.2026 – Q2.2028	Strategy Director – Human Resources	D3: Framework plan including all activities at IDIBAPS regarding ECDI KPI3.1: Activities, participants and description of actions to promote ECDI KPI3.2: Level of accomplishment of the activities of KPI3.1
A4. Reinforcing transparency in governance by sharing strategic priorities and institutional updates with the IDIBAPS community	3. Professional responsibility / 4. Professional attitude / 6. Accountability	Q3.2025 – Q4.2026	Strategy Director	KPI4.1: Number, participants and description of activities implemented to reinforce institutional transparency

A5. Preparing and disseminating new institutional guidelines for developing Data Management Plans (DMPs)	7. Good practice in research / 8. Dissemination exploitation of results	Q1.2027 – Q2.2028	Scientific Coordination	<p>D5: Guidelines to prepare Data Management Plans</p> <p>KPI5.1: Number of dissemination or training activities and participants</p> <p>KPI5.2: Feedback of some researchers having used those guidelines to identify its effectiveness</p>
A6. Implementing the new Research Assessment system, according to the IDIBAPS Coalition for Advancing Research Assessment (CoARA) Action Plan (2024-2028)	11. Evaluation appraisal systems	Q3.2025 – Q2.2027	Scientific Coordination	<p>D6: New research groups evaluation documents (call, form, evaluators proposal form, guide for evaluators and survey to group members)</p> <p>KPI6.1: Number of research groups evaluated</p> <p>KPI6.2: Level of satisfaction about their evaluation from both researchers and evaluators</p>
A7. Promoting patient and society engagement in research	3. Professional responsibility / 7. Good practice in research / 9. Public engagement	Q3.2026 – Q2.2028	Communication – Strategy Director	<p>D7: Official appointment of a patient representative at IDIBAPS Scientific Advisory Board</p> <p>KPI7.1: Number, participants and description of outreach activities</p> <p>KPI7.2: Number, participants and description of activities specific on patient engagement</p>

Pilar 2 – Recruitment and Selection				
Action	Gap Principles	Timing	Unit Responsible(s)	Indicators/Deliverables
A8. Implementing the first IDIBAPS e-tool for standardized, transparent, and automated recruitment processes (e-recruitment tool)	12. Recruitment (general) / 13. Recruitment / 14. Selection / 15. Transparency / 16. Judging merit	Q3.2026 – Q2.2028	Human Resources	KPI8.1 List of improvements in OTM-Rs once the e-tool is implemented (for candidates, Human Resources staff and staff recruiting a new member) KPI8.2: Number and list of external job platforms customized for the tool to better open IDIBAPS opportunities KPI8.3: Level of satisfaction for the new tool of candidates and t staff recruiting a new member
A9. Implementing innovative practices to improve international talent attraction	Recruitment (general) / 13. Recruitment / 18. Recognition of mobility experience	Q3.2025 – Q4.2027	Academic Coordination	KPI9.1: International institutional calls, number of international candidates, and number of international recruited researchers KPI9.2: Other actions to promote international recruitment and talent attraction
A10. Supporting career development for postdoctoral researchers (R2A)	15. Transparency / 21. Postdoctoral appointments	Q1.2026 – Q3.2027	Academic Coordination / Scientific Coordination	KPI10.1: Identification of the needs of R2A researchers to better address their future research career KPI10.2: Number of activities promoted top-down and participants KPI10.3: Number of activities promoted bottom-up and participants KPI10.4: Feedback of the Postdoc community regarding the guidance and support received

Pilar 3 – Working Conditions and Social Security				
Action	Gap Principles	Timing	Unit Responsible(s)	Indicators/Deliverables
A11. Ensuring transparency by publishing the approved minimum salary scales for all professional categories, as established in the Catalan Research Sector Collective Agreement	22. Recognition of the profession / 26. Funding and salaries	Q4.2026 – Q2.2028	Human Resources	D11. Implementation strategy for the Catalan Research Sector Collective Agreement at IDIBAPS, based on salary scales by professional group (action linked to the allocation of Catalan government funding)
A12. Launching and implementing an offboarding survey to evaluate staff experiences and identify areas for improvement	23. Research environment / 24. Working conditions / 38. Continuing professional development / 36. Relation with supervisors	Q3.2026 – Q2.2028	Human Resources	D12: Exit survey template KPI12.1: Number of exit surveys answered KPI12.2: Number and description of corrective actions implemented as a consequence of the surveys' results
A13. Enhancing the working environment to support physical and mental wellbeing, inclusiveness, and positive interpersonal relationships	23. Research environment	Q3. 2025 – Q2.2027	Academic Coordination / Human Resources	KPI13.1: Description and number of activities to increase wellbeing implemented and participants (such as monthly mindfulness sessions, training workshops about mental health: in conflict management, stress management or others) KPI13.2: Description and number of activities to increase social interaction implemented and participants (such as, Happy hours, activities for PhD students' outdoor exposure, internal events with social components, buddy programs) KPI13.3: Random interviews to assess the activities' effectiveness for improving the general working environment

A14. Fostering a culture that celebrates the accomplishments of all professionals involved in research	22. Recognition of the profession / 28. Career development	Q2.2025 – Q4.2026	Communication	<p>KPI14.1: Number of communication actions and views (news and videos) highlighting relevant results, awards and other important career merits achieved by IDIBAPS research staff</p> <p>KPI14.2: Number of posts in social media highlighting relevant results, awards and other important career merits achieved by IDIBAPS research staff</p> <p>KPI14.3: Number and description of the research staff profiles included in this initiative highlighting their important role in research (for example, researchers, lab technicians, bioinformaticians)</p>
A15. Developing resources and activities to enhance the onboarding and integration of international researchers	23. Research environment / 29. Value of mobility	Q4.2025 – Q4.2026	Academic Coordination / Human Resources	<p>KPI15.1: Number and description of new piloted resources/activities for international researchers and number of staff benefiting from those resources/activities</p> <p>KPI15.2: Focused group meetings with staff benefited by those resources/activities to assess their satisfaction and identify areas of improvement</p> <p>KPI15.3: Number and list of resources/activities to be permanently established</p>
A16. Promoting international research mobility and exposure to enhance the skills and careers of R1 predoctoral researchers	22. Recognition of the profession / 28. Career development / 29. Value of mobility	Q3.2026 – Q2.2028	Academic Coordination	<p>KPI16.1: Number and description of actions to support international mobility</p> <p>KPI16.2: Research stays reported at Human Resources department of R1 researchers over 1 month</p> <p>KPI16.3: Number of international theses defended per year (having completed at least a 3-month stay)</p>

A17. Implementing a new career development and mentoring programme for tenure-track researchers (R2B, R3B)	25. Stability and permanence of employment / 28. Career development / 38. Continuing professional development / 39. Access to research training and continuous development	Q2.2026 – Q2.2028	Scientific Coordination	<p>KPI17.1 Number of participants</p> <p>KPI17.2 Number of mentoring and career development sessions</p> <p>KPI17.3 Training and community building activities organized (number, participants).</p> <p>KPI17.3 Level of satisfaction among beneficiaries</p>
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Pilar 4 – Training and supervision				
Action	Gap Principles	Timing	Unit Responsible(s)	Indicators/Deliverables
A18. Promoting ethical and inclusive supervision through dedicated training and awareness initiatives (at different levels: R2A, R2B, R2C, R3A, R3B, R4)	36. Relation with supervisors/ 37. Supervision and managerial duties/ 40. Supervision	Q2.2026 – Q3.2027	Academic Coordination	<p>D18: Launching of a “Doctoral commitment document” to regulate the relationship of supervisors with R1 researchers in this training phase in research</p> <p>KPI18.1: Dissemination actions of this “Doctoral commitment document”</p> <p>KPI 18.2: Researchers trained in terms of supervision and guidance</p> <p>KPI18.3: Level of satisfaction of R1 researchers in terms of supervision</p>
A19. Fostering innovation and knowledge valorisation through targeted training, support, and dissemination activities	38. Continuing professional development - 39. Access to research training and continuous development	Q4.2025 – Q4.2027	Knowledge and Technology Transfer (KTT)	<p>KPI19.1: Number of training activities and participants per activity</p> <p>KPI19.2: Number and short description of new ideas analyzed for their innovation potential</p> <p>KPI19.3: Number of IDIBAPS projects submitted to and awarded in the Campus Innova competition and other competitive calls on innovation</p>

Gantt Chart of HRS4R Actions (2025–2028)

