

HUMAN RESOURCES STRATEGY FOR RESEARCHERS (HRS4R)

INTERNAL REVIEW

ACTION PLAN 2020-2023

Internal Review

Case number: 2020ES488097

Name of organisation under review: Institut Català de Nanociència i Nanotecnologia

Organisation's contact details: Campus UAB, Bellaterra (Barcelona), Bellaterra, None, 08193

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1. ORGANISATIONAL PROFILE

ICN2 is a non-profit research centre of nanoscience and nanotechnology, located in Barcelona, Spain, promoted by the Generalitat de Catalunya (Catalan Government), Consejo Superior de Investigaciones Científicas (Spanish Council for Scientific Research, CSIC) and the Universitat Autònoma de Barcelona (Autonomous University of Barcelona, UAB), considered a Catalan research centre, identified as a 'CERCA centre'. It was accredited in 2014 as a Severo Ochoa Centre of Excellence. ICN2's mission is to achieve the highest level of scientific and technological excellence in Nanoscience and Nanotechnology and to facilitate the adoption and integration of nanotechnologies into society and industry.

2. NARRATIVE

As a starting point for the HR strategy, the centre welcomed the European Commission recommendation of 11 March 2005 and committed itself to applying the stated principles in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers.

We were awarded the HR Excellence in Research logo in June 2015, which has provided a great incentive for consolidating a cultural change within the institute, inspired by European principles concerning the development of researchers' careers.

With this aim in mind, several actions were proposed in order to achieve these principles after the GAP analysis phase.

In May 2017, we passed the Interim Assessment phase with many of these actions completed. And now, in November 2020, we are describing the status of all these actions and updating the action plan with new actions.

We have worked on four major areas over these past 5 years:

- ✓ Ethical and professional aspects
- ✓ Recruitment and Selection (OTM-R)
- ✓ Working conditions and social security
- ✓ Training and development

The new actions included in the action plan involve several institutional and transversal committees, which are working to define and monitor the plans for different institutional and Strategic Programmes. Therefore, these transversal actions are also included in these programmes as a way to continue with the Excellence in the Research Centre.

Severo Ochoa Programme 2018-2022 <https://icn2.cat/en/research/severo-ochoa-centre-of-excellence>

The ICN2 Severo Ochoa Programme is the means by which the most challenging and ambitious elements of our four-year institutional strategy will be achieved. It sets out to achieve goals in four key areas. Front and centre is scientific excellence, alongside technology innovation and exploitation, our international profile and best practices in governance.

The Scientific Programme is complemented by cross-cutting activities in Training, Internationalisation, Exploitation and Dissemination.

SO2 Programme Committee members:

- Prof. Pablo Ordejón: (Distinguished Researcher, Group Leader and Director)
- Prof. Jose Antonio Garrido (ICREA Research Professor and Group Leader and Vice Director)
- Lluís Bellafont (ICN2 Manager)
- Dr. Monica Lira (CSIC Research Scientist and Group Leader)
- Prof. Daniel MasPOCH (ICREA Research Professor and Group Leader)
- Dr. Klass Jan-Tielrooij (Junior Group Leader)
- Dr. Neus Domingo (CSIC Distinguished Researcher)
- Dr. Belen Ballesteros (Unit Leader)
- Àlex Argemí (Head of Marketing and Communication)
- Pablo Pomposiello (Head of Business and Innovation)
- Julio Gómez (Head of Human Resources)
- Judit Vela (Head of Finance)
- Margarita Navia (Head of Strategy Development)
- Núria Benítez (Institutional Strategy Development)
- Rachel Spencer (Research Development)
- Andrés Ballesteros (Competitive Funding Officer)

ICN2 Strategic Plan (2021-2024)

One of the Strategic goals in our Strategic Plan that we will present before the end of the year is:

GOAL 2.- Delivering Enhanced Impact to Society

Priority 1: To nurture and support talent

In this Priority other actions are defined, which are also included in our updated actions for the HRS4R. This is important for englobing the actions from a strategic point of view.

The Strategic Plan began to be discussed in July 2020 in an internal online workshop with those responsible for each priority. The conclusions and first proposals were discussed in a Group Leaders and Division Leaders workshop in September 2020. The final version of the Strategic Plan must be completed before the end of 2020.

Strategic Plan contributors:

- Prof. Pablo Ordejón: (Distinguished Researcher, Group Leader and Director)
- Prof. Jose Antonio Garrido (ICREA Research Professor and Group Leader and Vice Director)
- Lluís Bellafont (ICN2 Manager)
- Margarita Navia (Head of Strategy Development)
- Núria Benítez (Institutional Strategy Development)
- Rachel Spencer (Research Development)
- Àlex Argemí (Head of Marketing and Communication)
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- Prof. Daniel MasPOCH (ICREA Research Professor and Group Leader)
- Prof. Clivia Sotomayor (ICREA Research Professor and Group Leader)

- Prof. Josep Nogués (ICREA Research Professor and Group Leader)
- Prof. Pedro Gómez (CSIC Research Professor and Group Leader)
- Prof. Laura Lechuga (CSIC Research Professor and Group Leader)
- Dr. Daniel Ruiz (CSIC Tenured Scientist and Group Leader)
- Dr. Klass Jan-Tielrooij (Junior Group Leader)
- Prof. Aitor Mugarza (ICREA Research Professor and Group Leader)
- Prof. Kostas Kostarelos (Senior Group Leader)
- Prof. Jordi Arbiol (ICREA Research Professor and Group Leader)
- Prof. Victor Puntès (ICREA Research Professor and Group Leader)
- Prof. Arben Merkoçi (ICREA Research Professor and Group Leader)
- Prof. Gustau Catalan (ICREA Research Professor and Group Leader)
- Prof. Sergio Valenzuela (ICREA Research Professor and Group Leader)
- Prof. Stephan Roche (ICREA Research Professor and Group Leader)
- Dr. Gustavo Ceballos (Head of Research Support Division - Instrumentation Unit)
- Dr. Belen Ballesteros (Unit Leader)
- Dr. Jose Santiso (CSIC Tenured Scientist and Unit Leader)

Equal Opportunities Plan (2019-2022)

ICN2's Equality of Opportunities and Diversity Management Plan is therefore framed within the CERCA Institute network's equality policies. Thus, ICN2 has explicitly included a clear objective in its core Strategic Plan: "... Offer a hiring and professional promotion system based solely on merit and free from discrimination. To promote traditionally disadvantaged groups proactively to pursue professional promotion, the elimination or reduction of obstacles posed by working conditions, language, cultural norms or physical access. To operate with transparency and honesty, the application of international standards in matters of ethics, scientific process and management. "

The Equal Opportunities Committee brings together the key agents in the process of developing, designing and implementing equal opportunities and diversity management policies. Likewise, in the act of its constitution, the principles that must govern it were determined. These actions are also included in the HRS4R new actions.

ICN2 Equality Committee

- Dr. Neus Domingo (CSIC Distinguished Researcher)
- Julio Gómez (Head of Human Resources)
- Àlex Argemí (Head of Marketing and Communication)
- Núria Benítez (Institutional Strategy Development)
- Rachel Spencer (Research Development)
- Prof. Josep Nogués (ICREA Research Professor and Group Leader)
- Dr. Belen Ballesteros (Unit Leader)
- Dr. Marius Costache (Senior Researcher)

3. INTERNAL REVIEW HRS4R

A brief description of the degree of execution of actions in the 2016-2020 Plan is provided below. This review was prepared by the Human Resources department, which is leading the implementation of the actions described in the HRS4R.

Ethical and professional aspects

Following the European Charter for Researchers principles:

- **Evaluation/Appraisal System**

The appraisal system for Administration and Divisions has been operating since 2015. This is a consolidated process that is carried out every year. It allows for personal commitment to the achievement of important projects and a follow-up of the performance of each administration or division employee. Moreover, the institutional section of the objectives template allows the employees to know what is of key importance for the institution each year. Although the process is carried out on an annual basis, we have to be able to start the process early in the year. It is not easy, as we have to wait for several general indicators for the evaluation and the definition. This is something that needs to be improved in the system.

The implementation of the procedure for the evaluation of research performance is currently being agreed on with the different agents involved. The creation of the Strategy Development Area and the incorporation of the Head of Strategy will accelerate the achievement of this commitment, which was not possible to arrange due to the criteria being difficult to establish. The idea is start this new process in 2021.

- **Gender Balance, Non-Discrimination**

The equal opportunities and Diversity management committee was created in 2015 and continues to operate. The first Equal Opportunities plan was also created. In 2019 and 2020 we renewed this Equal Opportunities plan with a strong action plan to be achieved over the next 4 years. Although all our policies and procedures take gender issues and non-discrimination into account, we have to increase the final indicators such as the number of women researchers recruited.

The welcome brochure was updated twice during this period. In this document we have included all the social benefits for the employees. Due the current pandemic circumstances, we have implemented teleworking in our institute to promote security and also conciliation. Like many other organisations, we will have to regulate this working system and spatial organisation as a new goal once the pandemic has passed.

- **Career Development, Access to Careers Service**

The PhD programme defined and executed during this period has specific training in Career Development and monitoring conducted by internal experts who advise the members of this programme.

The Mentoring Programme has also being operating since 2017, as a tool where all the ICN2 members, not only researchers, can contact a pool of internal volunteer mentors for help and to

share experiences, which are useful for career development. We need to improve the dissemination of this tool.

During this time, the BIST Career Service also started with ICN2 as one of its promoters, an initiative where Postdocs and PhD Students can contact experts in career guidance. Some of our ICN2 members have contacted these experts and used those resources. The proposal for the future includes this kind of support with a clear section on the ICN2 intranet, where a pool of external experts can help in this career service.

The exit interviews conducted by the Human Resources department allows us to identify our organisation's strengths and weaknesses.

- **Ethical Principles**

An institutional Code of Conduct was launched during this period. The document was first amended in June 2019 and then again in November 2019, including the CERCA (Research Centres of Catalonia) Code of Conduct principles. The document is available on the ICN2 intranet and delivered to the new incorporations at the institute who sign it to show they have received the document and are committed to respecting its content. The ICN2 Welcome Brochure also includes a section on the Code of Conduct.

The Ethics Committee, represented by research and non-research profiles, schedules regular meetings to analyse different proposals for projects, or in the event of any claim regarding our code of conduct, establishing interviews to clarify the cases, offering a dictum and answering the affected people. We are also supported by the CERCA Institute (Research Centres of Catalonia) through its ombudsperson, if we decide to externalise any specific case.

The training activities are fundamental for the improvement of the Ethics and Research Integrity commitment. We have had difficulties finding experts in the ethics and research field who are able to share their knowledge with the research community. Most are experts in bioethics and that is not our main field of study. This is a difficulty also experienced by other research centres that we collaborate with.

The reinforcement of the Code of Conduct knowledge for the ICN2 Community was identified as an improvement in 2020. It was agreed to develop different actions:

- An online course with the contents of the Code of Conduct is being prepared for current employees and also as initial training for new incorporations.
- Specific informative sessions, seminars and workshops must be organised regularly in the next few months.
- Archiving materials of the Training Sessions in a Research Integrity section on the intranet.
- News on the website about institutional actions aimed at promoting ethical issues.

- **Public Engagement**

We saw improvements in the Internal Communication during this period, many things are developed in the institute, but we have to communicate properly. The Communication Department has written the policy and HR is preparing specific training to be launched in the next few months. This new procedure has to be discussed internally, and will be disseminated properly.

Recruitment and Selection (OTM-R)

Following the European Charter for Researchers principles:

- **Recruitment, Selection**

During the current period with the HRS4R logo, recruitment procedures have been designed and launched: one for Postdoctoral Recruitment and the another for the admission of the PhD student candidates to the PhD Programme. The recruitment procedure is available in the intranet for all the employees. For each call there is proper dissemination, at very least on our website but also in Euraxess and other detected recruitment sources. A panel is defined for the call and a final evaluation template is completed with the ranking of the candidates. Newcomers are welcomed with a meeting with the People Development Officer including information about the institution, procedure, and policies, and a tour of the building. The OTM-R principles have been and continue to be an important culture change, to which the institute is very committed. This transparency and dissemination have not facilitated a significant increase in the number of women in some of the research positions, and this is something we want to improve. We think that OTM-R principles constantly need to be promoted and monitored.

- **Access to Careers Service, Career Development**

The exit interview reveals the destination of the people who leave the centres. Recently, we created several technical procedures for keeping in touch with the people who leave the institute by forwarding e-mails. More things have to be developed for have a real contact with ex-members of ICN2. The ICN2 Community section on the website is now being defined and should be implemented over the next 18 months

- **Value of mobility**

Relations with national and international institutions are fundamental for Science. We are constantly promoting mobility with our students and researchers. The Severo Ochoa mobility programme is a funding programme where an internal panel examines mobility petitions and awards those that are interesting and strategic for researchers and the institute. On the other hand, many agreements with other institutions and researchers are prepared, which allow for research stays for national and international students and researchers in our facilities and laboratories.

Working Conditions

Following the European Charter for Researchers principles:

- **Working conditions:**

The working conditions are available for all the employees as a transparency exercise. The institutional intranet contains the following information: the collective agreement with all the labour aspects, which was agreed upon with a group of employee representatives. More materials and resources have been created to be disseminated and inform people about those agreements: the Welcome Brochure, which includes a specific section on labour issues, and the Guide for Newcomers, specially designed for the new international members with information related to visas, mobility and relocation. With the same aim, HR meets each new ICN2 member to explain his/her contract and working conditions.

- **Contractual and legal obligations**

As mentioned in the previous point, each member is informed about his/her contractual and legal obligations once he/she joins the organisation. All the internal documents are in English, to ensure they are understood by all the employees. New updates are communicated to the Group Leaders and Heads of Administration via e-mail. In general cases, the information is shared with all the employees. Recently, there have been many changes in the labour conditions and public requirements. This has meant many changes in the documentation and procedures in order to follow the new legal obligations. Some of these new external legal and public obligations facilitate the labour relations and have been improvements, but others are very strict and increase a research centre's paperwork. ICN2 has addressed it with the maximum commitment to continue developing its research with excellence.

- **Professional attitude, Accountability**

In order to facilitate funding opportunities for our researchers, we have developed a Strategy office where, through different media (mail, intranet), researchers are informed about these opportunities. This office also identifies which of our ICN2 members are in the most eligible for each grant. The procedure is currently being improved so as to increase visibility and facilitate the communication of these opportunities.

Training and Development

Following the European Charter for Researchers principles:

- **Good practice in research, Continuing Professional Development, Access to research training and continuous development, Supervision:**

The Training Policy was written in 2015 and it is available for all Community on our intranet.

Since 2016, an annual Training Plan has been launched for everyone in the ICN2 Community. It is based on the training needs expressed by the Group Leaders and the Head of Administration and covers Languages, Scientific Knowledge, Organisational and Personal Skills and Job-Related Skills. The participation in the training needs detection by the Group Leaders and Heads is not always very smooth, so we are developing a training tool where people can express their needs in order to promote their commitment to self-development. This tool will enable the training developed by our ICN2 Members to be registered correctly and provide a Certificate. Although both things started some time ago, they must be more automatic in order to be implemented correctly. This tool should allow it.

A specific training plan for PhD Students included in our PhD Programme has been running for several years now. This training covers topics such as scientific writing, soft skills, languages, and ethics for each year of the PhD. The participation is acceptable but we expect more commitment in the attendance.

We have focused primarily on the training of PhD Students. However, our next stage is the Postdoc collective. We are currently preparing a specific training plan for Postdoctoral Researchers, in view of the European Research Descriptors.

The mentoring programme currently in place will also have to be more accessible and we expect it to be shared with other centres in the region. As mentioned in other points, the Careers Service, also needs to be developed and facilitate more resources to the researchers.

4. NEW ACTIONS

This section describes the new actions intended for execution in the Action Plan for 2020-2023.

These proposals are the results of the initiatives promoted and discussed with the committee behind the Institutional and transversal Severo Ochoa Programme in the Recruitment and Training section. Moreover, other new actions are part of Talent section of our new ICN2 Strategic Plan, which has been developed over the course of these last 6 months of 2020. And finally the gender actions committed in our Equal Opportunities Plan. Several members of ICN2 with different backgrounds have been involved.

Title action	Timing	Responsible Unit	Indicator(s)/Target	GAP Principles	Institutional Programme
1. Define and implement a researcher's competence framework highlighting soft skills, which will be collected in an ICN2 Dictionary of Competences.	June 2022	HR Department	1. Preparing a dictionary of competences.	11. Evaluation/appraisal systems 28. Career development 38. Continuous Professional Development 40. Supervision	Severo Ochoa
2. Design and implementation of ICN2's own HR software to enable the tracking of employees' professional development for the different collectives at ICN2	June 2022	HR Department	1. Software implemented.	38. Continuous Professional Development 39. Access to research training and continuous development	Severo Ochoa

<p>4. Who is Who programme: Implement regular presentations from the Administration Departments and Research Support area presenting the members and their roles to the entire ICN2 Community.</p>	<p>June 2022</p>	<p>HR department and the other Administration departments</p>	<p>All presentations made in June 2022</p>	<p>4. Professional attitude</p>	<p>Severo Ochoa</p>
<p>5. Starters and Leavers: Implement a section on our intranet where the new starters and leavers are informed.</p>	<p>March 2021</p>	<p>HR department and IT department</p>	<p>1. New starters and leavers are informed via the ICN2 Intranet.</p>	<p>7. Good practice in research 40. Supervision</p>	<p>Severo Ochoa</p>
<p>6. Establish an ICN2 Day where different activities for the researchers and all the ICN2 community will be promoted.</p>	<p>June 2022</p>	<p>HR department and working group</p>	<p>1. To have defined the proposal for the day. 2. Organise and launch the day.</p>	<p>7. Good practice in research 9. Public engagement 23. Research environment 38. Continuous Professional Development 39. Access to research training and continuous development</p>	<p>Severo Ochoa</p>

7. Write an adapted PhD welcome brochure	June 2022	HR department	<ol style="list-style-type: none"> 1. Write the Welcome 2. Deliver to the PhD students collective 	<ol style="list-style-type: none"> 3. Professional responsibility 5. Contractual and legal obligations 24. Working conditions 	Severo Ochoa
8. Create PhD retreats	June 2022	HR department and PhD working group	<ol style="list-style-type: none"> 1. Definition of the activities for the retreats. 2. Launch and organise the specific day. 	<ol style="list-style-type: none"> 9. Public engagement 38. Continuous Professional Development 39. Access to research training and continuous development 	Severo Ochoa
9. Fully define and roll out the Mentoring Programme	June 2022	HR department	<ol style="list-style-type: none"> 1. Specific session to encourage the Mentees in the programme and the contact with Mentors. 2. Involve in the Mentoring Programme other research centres that increase the number of Mentors. 	<ol style="list-style-type: none"> 28. Career development 30. Access to careers advice 38. Continuous Professional Development 40. Supervision 	Severo Ochoa
10. Agree on and design one specific training path for Postdocs	Feb 2021	HR department	<ol style="list-style-type: none"> 1. Define the training path 2. Incorporate the training into the training plan. 	<ol style="list-style-type: none"> 1. Define the training path 2. Incorporate the training into the training plan. 	Severo Ochoa

<p>11. Relocation Assistance for international new members; regarding the management of Visa, Spanish ID number and Social Security number</p>	<p>June 2021</p>	<p>HR department</p>	<p>1. Payment for the cost for a legal assessor in foreign procedures.</p>	<p>5. Contractual and legal obligations 24. Working conditions</p>	<p>Severo Ochoa and Strategic Plan</p>
<p>12. Establish a Careers Service inside the ICN2 with the support of external experts.</p>	<p>June 2023</p>	<p>HR department</p>	<p>1. Define the programme and the pull of external experts 2. Prepare the platform for Careers Service and disseminate to the ICN2 Members</p>	<p>28. Career development 30. Access to career advice</p>	<p>Strategic Plan</p>
<p>13. Create the ICN2 PhD and Postdoc councils</p>	<p>June 2022</p>	<p>HR Department</p>	<p>1. Establish the campaign in order to compose both councils 2. Start conversations to discuss the different programmes: Training Plan and other Development Programmes.</p>	<p>24. Working conditions 28. Career development 39. Access to research, training and continuous development</p>	<p>Strategic Plan</p>
<p>14. Create an ICN2 Stay Programme for all profiles i.e. short-term placements at ICN2</p>	<p>Nov 2023</p>	<p>HR Department</p>	<p>1. Define the programme 2. Start with a structured programme of short-term placements.</p>	<p>9. Public engagement 12. Recruitment 28. Career development</p>	<p>Strategic Plan</p>

<p>15. Achievement of the commitments established in our Equal Opportunities plan related:</p> <ul style="list-style-type: none"> - Reinforce Recruitment and Career Development support - Protocols with Gender perspective - Visibility Women in Science - Database 	<p>June 2022</p>	<p>Equal Opportunities Committee</p>	<p>1 Committed action started</p>	<p>7. Good practice in research 9. Public engagement 10. Non-discrimination 12. Recruitment 27. Gender balance</p>	<p>Equal Opportunities Plan</p>
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5. OPEN, TRANSPARENT AND MERIT-BASED RECRUITMENT (OTM-R)

The detail of the procedure was explained in the Internal Review for Interim Assessment.

In December 2015, a selection procedure for Postdoctoral Researchers was distributed through the Institute and put into practice. This document is available on the ICN2 Intranet and also the Careers website in the Recruitment Process section: <https://icn2.cat/en/careers/icn2-recruitment-process>

The main points which are included in this new policy are:

- Definition of a job description for the open position, which includes the responsibilities, requirements, working conditions and details for the application.
- Each call is advertised through the ICN2 website and announced on other portals such as Euraxess, and those identified on a recruitment source list for our offers.
- Candidates are evaluated by a panel established for each open position. The candidate's evaluation is carried out following the criteria established in the call requirements with points being awarded for each criterion.
- Finally, the chosen candidate is contacted and informed of the Job offer. The other candidates are contacted regarding the status of their application (dismissal or other).

The People Development Officer, who is a member of the HR Department, is monitoring the process and coordinating the steps for the correct implementation. This position is the advisor to the Group Leaders, Division Leaders and Heads of the Department, in order to ensure these procedures are complied with.

The OTM-R checklist was discussed in a working session with the Group Leaders and senior researchers in March 2017. During this session they reviewed the OTM-R checklist point by point before completing it. Researchers are aware of the importance of an open, transparent, and merit-based recruitment process.

With the same aim, the recruitment processes for technical or administration positions follow a similar recruitment procedure. So, this process has been integrated and generalised for the rest of the calls. It means also that the recruitments without an open call and candidate analyses have been practically 0 in the last two years, following the HRS4R principles but also considering the updated regulations for Spanish Public Foundations.

In the Internal Review for Interim Assessment, we commented that a PhD Student Admissions procedure was being developed and it was finished during this last period.

In the case of the PhD Student Admissions, we launched a specific procedure for admission to the ICN2 PhD Programme. The detailed process and policy are explained on the ICN2 website: <https://icn2.cat/en/careers/phd-programme/who-when-how>. This procedure is one of the main parts for the ICN2 PhD Programme, which is a programme launched in recent years in order to attract the best talent for PhD courses, adequate monitoring and associated training during their PhD studies.

We would like to formalise the procedure for the rest of the ICN2 positions as general recruitment process consolidating the practices that are being developed for these other positions.

Our vision is that the OTM-R principles and our own procedure constitute an on-going process that is hard to maintain and has to be monitored and improved continuously in order to get closer to its objective. This is our mission and we have to include more gender aspects to promote the increasing numbers of women in science, as we also detected in our Equal Opportunities plan.

6. IMPLEMENTATION

The implementation of the HRS4R action plan has consolidated the actions and procedures described and they have been assimilated by the ICN2 Community. However, there has to be a continuous effort in order to consolidate this culture change and progress in this sense.

As we explained in the interim assessment, we also have different external stakeholders who have contributed to the necessary reinforcement of these policies.

On the one hand, the CERCA Institute (Research Centres of Catalonia) has their own audits, which control the policies and principles that promote the European Guidelines. We received the maximum recognition in the last audit; among other things stating that we are very focused on achieving these principles and policies (gender actions, non-discrimination, harassment protocols, the recruitment process). CERCA plays an important role in terms of cultural change for the research centre environment.

Another institution we are part of is the Barcelona Institute of Science and Technology (BIST). Under its umbrella and as part of its Talent working group, composed of the HR departments of the former centres, we have defined and executed different training and Career Development programmes, as specific and consolidated training in transferable skills for PhD Students, Postdoc, Senior Researchers and also specific training in leadership skills for Group Leaders. Many other actions linked to Career Development have also been launched: Careers Service, Career days, Women in Science days... Researchers of the BIST centres (including ICN2) have been able to take advantage of these activities. Other new actions such as the Mentoring programme with the BIST centres are some of the initiatives that have to be developed during the next period.

At an ICN2 level, the HR department is in charge of implementing the actions committed in HRS4R, working with the working groups defined for each action. The People Development Officer in the HR department is in charge of the working groups coordination. They design and launch actions supervised by the Head of Human Resources and with the approval of the Management for each new initiative.

The Head of Human Resources, who was involved in the Human Resources Strategy definition and the first interim assessment, changed during this implementation period. However, the Institution and the Human Resources department with the new Head have tried to ensure that this did not affect the implementation of the activities.

Other institutional commitments that have been referred to in previous sections of this document and promoted by internal committees for the Strategic Plan, the Severo Ochoa Programme and Equal Opportunities Plan, include actions that are part of this HRS4R commitment. The actions and programmes proposed for the new period were discussed previously in those forums and the monitoring of the implementation is carried out by these institutional committees.