



Interim Phase Report

Mandatory actions & Renewal Preparation

I3PT Human Resources Area

Action Plan 2023-2025

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1.1. Organizational Information



Case number: 2020ES527735

Name Organization under review: Institut d'Investigació i Innovació Parc Taulí (I3PT)

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1.1.1. Introduction

The Parc Taulí Research and Innovation Institute Foundation (I3PT) is the result of the integration of excellence in knowledge and the innovative and improvement capacity of research groups, integrated into the lines of research and belonging to the constituent entities of the Institute: Consorci Corporació Sanitària Parc Taulí de Sabadell, Fundació Institut d'Investigació i Innovació Parc Taulí, Sabadell Gent Gran Service Center and Universitat Autònoma de Barcelona.

The tradition of years of working together between the four entities, together with the sum of scientific knowledge and research capabilities of all of them, the results achieved in recent years and the uniqueness of the management of innovation in medical technologies, leads to the establishment of the I3PT as the next step needed to further strengthen this joint trajectory and provide better management tools and opportunities to continue to improve and grow in R & D & I results.

I3PT maintains and enhances research activity in areas where they are scientifically excellent, but without losing sight of everything that is transferable to the market, that is, all potential innovations that will initially be treated as strategic until they are evaluated, regardless of the line or scientific area in which they belong. Excellence is a strategic pillar but so is sustainability, as products that can be transferred to the market must contribute to sustaining the Institute's innovation model, either through valuing and marketing, capturing business globally or through its internal application to the health activity of the institutions that form part of the Institute.

The research carried out at the Institute meets the criteria of quality, sustainability, and excellence.

1.1.2. Mission, Vision and Values

Mission

Facilitate and promote activity linked to biomedical research and innovation, through a sustainable model, which promotes the transfer of knowledge and results generated to society, providing value to contribute to its well-being.

Vision

To be a leading international institution in healthcare innovation that promotes clinical and translational research, recognized for developing a healthcare, organizational, teaching and research model of excellence focused on the patient and the effective generation of wealth.

Our values

- Patient guidance in the active search for solutions to the main health problems of society.
- Knowledge transfer towards the scientific community and the market as one of the ultimate goals of health research and innovation, pursuing the goals of excellence, value generation and economic return.
- Transparency, commitment and accountability, at a social and environmental level, as a guide for all the institution's actions.
- Collaboration, cooperation and teamwork, both internally and with other national and international entities, as a tool to achieve scientific excellence.
- Research excellence and good practices, developing a scientific and management activity in line with the principles of quality and continuous improvement.
- Proximity to the territory and the citizen as a benchmark in research and innovation.

1.2. History

In 1993, the entities Mútua Sabadellenca and Caixa d'Estalvis de Sabadell created the Fundació Parc Taulí with the aim of promoting teaching, research and innovation among the professionals of the Parc Taulí, both from a scientific and medical point of view as from the management and organization of the care activity.

The Fundació Parc Taulí, together with the Consorci Corporació Sanitària Parc Taulí, the UDIAT Diagnosis Center, the Sabadell Gent Gran Center de Serveis and the Universitat Autònoma de Barcelona (UAB), set up the Parc Taulí Research and Innovation Institute (I3PT) in 2015. This milestone was made possible thanks to the integration of excellence in knowledge and the innovative and improvement capacity of biomedical research groups, integrated into the lines of research and belonging to the entities constituents of the Institute.

The Foundation was originally the managing body of the Parc Taulí Research and Innovation Institute (I3PT), which provided the necessary structure to carry out the purpose of the institute from its inception in 2015. Six years later, in December 2021, a statutory reform was approved that allowed the I3PT to be consolidated as an entity with its own legal personality by integrating its objectives into the areas of action and competences of the Fundació Parc Taulí, which was renamed Parc Taulí Research and Innovation Institute Foundation.

The work for scientific excellence and for the construction of a self-sustainable research and innovation model and generator of business potential have been, from the beginning, the axes on which the activity of the I3PT.

The Institute is committed to its researchers, the scientific community and the territory. In this sense, it incorporates companies, technology centers, a knowledge center and the reference university, the UAB, in its model, forming a true ecosystem of research and innovation.

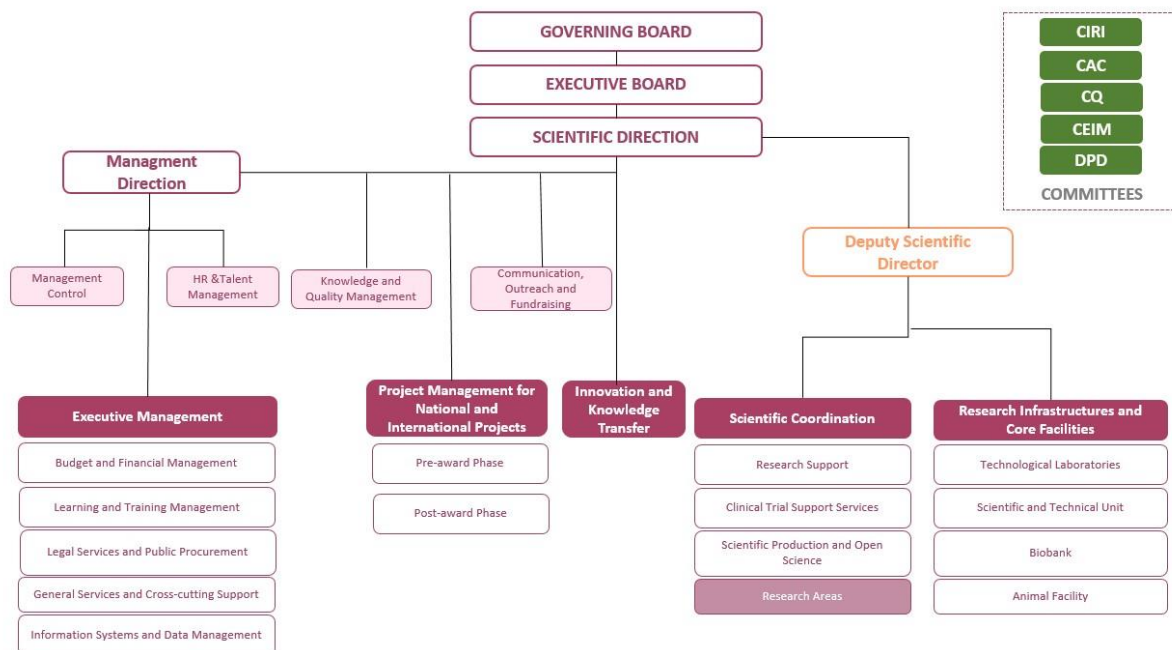
Values such as creativity, teamwork, excellence, transversality and cooperation permeate the work and company culture and support the true driving force behind all this activity: the knowledge and motivation of professionals in the search for methods and tools that help improve the health of people.

All this is possible thanks to the support of the governing bodies and the management of the Parc Taulí Health Corporation, as well as the work and enthusiasm of its professionals.

In recent years, the Institute has achieved several important milestones: the CERCA recognition in 2021, renewed in 2024; the HR Excellence in Research (HRS4R) Award in 2021; and accreditation as a Health Research Institute by the Carlos III Institute in 2022.

These recognitions, including the Institute's integration into the European Commission's Human Resources Strategy for Researchers (HRS4R) initiative, consolidate its position within the research structure of Catalonia and Spain. They place the Institute among institutions committed to the principles of research quality, efficiency, and good governance. The governance model strengthens its capacity to achieve excellence and, at the same time, access to new economic resources that allow us to continue advancing with the scientific development of the I3PT.

1.3. Organization chart



1.4. Certifications and Recognitions



Badge "Equality in the Company"

Distinctive awarded by the Ministry of Equality in recognition of the Institute's commitment to gender equality. This is the only public distinction at a state level.



Health Research Institute

Accreditation as a Health Research Institute granted by the Ministry of Science and Innovation. It is one of the most prestigious accreditations for health research entities and is a recognition of the excellence of scientific results and beneficial returns.



R & D & I Management System Certificate

In 2023 AENOR certifies that the Parc Taulí Research and Innovation Institute Foundation (I3PT) has an R+D+I management system in accordance with the UNE 166.002:2021 Standard. The I3PT has had UNE 166002:2006 accreditation since 2013.



License to manufacture customized 3D healthcare products

The Laboratori del Parc Taulí obtained the license to manufacture customized sanitary products in its facilities by the Generalitat de Catalunya.



Human Resources Strategy for Researchers HRS4R

The HRS4R seal gives public recognition to institutions that are progressing towards the principles of open, transparent and merit-based recruitment.



CERCA Center

Recognition by the Taulí of Trustees of the Institution of Research Centers of Catalonia (CERCA) as a CERCA center, which implies being part of the research structure of Catalonia, as a quality research center with effective and efficient management.

1.5. Research Funding

STAFF & STUDENTS	FTE
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	424
<i>Of whom are international (i.e. foreign nationality)</i>	20
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	36
<i>Of whom are women</i>	268
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	33
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	147
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	244
<i>Total number of students (if relevant)</i>	14
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	108
RESEARCH FUNDING (figures for most recent fiscal year)	€
<i>Total annual organisational budget</i>	8.349.515,06
<i>Annual organisational direct government funding (designated for research)</i>	1.125.377,97
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	2.374.711,30
<i>Annual funding from private, non-government sources, designated for research</i>	4.849.425,79

2.

Strengths and Weaknesses of Current Practices

In 2021, the Institute conducted a self-evaluation to identify its main strengths and weaknesses. The analysis covered several domains such as working conditions, talent attraction, and internal organization.

The aspects identified in the 2021 self-evaluation were reviewed to assess the current status of the Institute in 2023. This review allowed the incorporation of improvements within the internal quality and management processes. Furthermore, the national accreditation as a Health Research Institute by the Carlos III Health Institute and the recognition as a CERCA Institute have enhanced the Institute's competitiveness, visibility, and capacity to attract funding through competitive calls, strengthening its position within the National and Catalan Research and Health Systems. This section summarizes the key findings, distinguishing the areas of solid performance from those where improvement opportunities were detected.

	The Institute is building on strengths to enhance performance.	The Institute is overcoming Identified Weaknesses
Ethical and professional aspects	• Strong governance and structure and management. • Robust R+D+I Policy Framework • Cooperative Scientific Plan • Strategic and Participatory Planning • Ethical and Responsible Research • Commitment to Data Protection and Ethics Oversight • Quality and Innovation Management Certification: ISO56001, 3D official license of manufacturing... • Intellectual Property and Research Integrity • Advisory Committees for quality research and equality • Transparency and Good Governance • Fostering and transfer of knowledge and Research Support • The I3PT is now fully accredited as a Health Research Institute by the Carlos III Health Institute (ISCIII) and recognized as CERCA Institute • Strong communication plan	Challenges in translating the HR Excellence strategy into the clinical research context.

Recruitment and selection	▪ Transparent and merit-based recruitment: The Institute's hiring processes prioritize candidate competencies and achievements. ▪ Structured internal resources: Includes a Selection Code based on OTM-R principles, a Welcome Manual for new employees, an Equality Plan, and a Risk Prevention and Self-Protection Plan. ▪ Broad recruitment outreach: Researcher positions are openly advertised on national and international scientific employment platforms. ▪ Improved impact and visibility ▪ New collaborative agreement	▪ Limited competitive remuneration: Legal restrictions prevent implementing variable pay models to attract top talent. ▪ Challenges in recruiting research personnel: Difficulty in incorporating staff trained specifically for I3PT research groups. ▪ Limited capacity to attract international researchers: The Institute currently don't have enough resources and infrastructure to attract international researchers (R4).
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Working conditions and social security	• The Institute's structure includes advisory committees and participatory research community groups. • Wide-ranging Research Support: Researchers have access to Common Support Services, including Scientific and Technical Services, Biobank, Technological Laboratories, and Support Units. • Training and Professional Development: The Institute maintains an official R+D+i Training Plan, providing certified courses and structured career development pathways for researchers. • Work-Life Balance Measures: A Plan of measures and practices is in place to facilitate reconciliation between professional and personal life. • Intramural Funding Program: Internal grants, co-financing of research staff, post-doctoral recruitment aid, and support for European projects promote research and innovation while enabling clinical staff to dedicate part of their time to research. • Labour Agreement for Researchers: A research-specific labour agreement approved by the Department of Health aligns employment conditions with the needs of research personnel. • Stable Funding and Career Advancement: CERCA and ISCIII accreditations provide more stable funding, improved salaries, and enhanced opportunities for professional growth. • Participatory Resource Planning: Mechanisms involve researchers in defining infrastructure and platform needs, ensuring resources align with research group requirements.	• Healthcare workload pressures have limited the growth of research activity during recent crisis years. • Challenges in integrating trained research staff into I3PT research groups. • Lack of funding for post-doctoral recruitment within research groups. • Absence of a structured support plan for early-stage researchers (R1 and R2).
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Training and development	• Training Program in R+D+i included in the Institutional Training Plan, ensuring ongoing professional development for researchers and staff. • Annual Conferences and Sessions that promote knowledge sharing and continuous learning. • Collaboration with start-up accelerators provides mentoring and training in entrepreneurship, strengthening innovation capacity. • Network Participation: The Institute actively engages in multiple networks that provide training opportunities to all staff, fostering collaboration and skill development. • The Emerging Groups Mentoring Plan promotes cohesion, integration, and collaboration among research entities and groups, aligned with the Institute's Integration Plan. • Integration of Research Units: The Institute's Integration Plan supports collaboration among research groups, including the successful creation of three Mixed Units with groups from the Autonomous University of Barcelona (UAB).	
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3.

HRS4R Global Strategy

3.1. Strategic alignment

The strategic pillars of the Institutional Plan are structured around seven objectives, supported by the following focus areas:

1. Talent attraction and retention

This focus area aims to strengthen the Institute's capacity to attract, retain, and develop talent. It includes improvements in selection and hiring processes, as well as the ongoing process of position stabilization, thereby enhancing the Institute's overall attractiveness in talent acquisition.

2. Selection, recruitment, and training

Revisions to the selection code and the implementation of a new Training Plan place greater emphasis on developing training pathways aligned with the professional profiles of researchers, ensuring that staff skills match institutional needs.

3. Internationalization

The Internationalization Plan supports the Institute's growth and seeks to improve working conditions. Achieving these goals has required upgrades to infrastructure to foster a favorable working environment. However, the expansion of research spaces remains a pending milestone and is currently considered a weakness of the Institute.

4. Prestige and visibility

The Communication Action Plan focuses on enhancing the Institute's visibility and reputation, both internally and externally, contributing to its recognition as a leading research center.

5. Support for professional development

Various internal funding opportunities including research grants, intensifications, and awards, have been implemented to increase career development opportunities for researchers at all stages. However, these measures are still insufficient to fully support successful research groups with diverse profiles that ensure generational renewal.

Building on these focus areas, the HRS4R Action Plan was developed, establishing four **strategic objectives** to guide its development and implementation and ensure alignment with the Institute's broader institutional goals:

- 1- Enhance both national and international talent attraction.
- 2- Increase the level of internationalization.
- 3- Enhance the funding programs related to talent attraction and retention.
- 4- Improvement of the internal process to facilitate personnel attraction and retention.

3.2. Extension of the Action Plan from 2023 to 2025

As part of the self-evaluation conducted to assess the implementation of the Action Plan proposed in 2021 within the framework of the internal evaluation, several areas for improvement were identified. These findings led to the definition and implementation of specific actions, which were added to the Action Plan initially proposed. These actions were aimed at strengthening recruitment, transparency, and internal processes within the Institute. In particular, they were designed to address two main weaknesses identified in the self-evaluation. On the one hand, actions A23 to A25 aim to strengthen collaboration with universities, promote researcher mobility, and enhance the visibility of institutional research outputs. On the other hand, actions A26 to A29 focus on improving transparency, consistency, and fairness in recruitment, onboarding, and career development processes, thereby reinforcing the Institute's commitment to good governance and human resources excellence.

A23_ Include assessments of researchers' stays in other research centres among the criteria for evaluating researchers' curricula.

A24_ Organize joint sessions between research groups from the university and the I3PT.

A25_ Maintain an annual log of corporate affiliations with publications.

A26_ Apply measures to ensure transparent information about the application of the professional career and related assessments.

A27_ Ensure that new employees receive the orientation manual before being incorporated in the team.

A28_ Revise the selection manual to include the procedures for evaluating candidates for employment openings.

A29_ Define the selection process in much detail, specifying all aspects of the procedures to be followed for each employment category.

In 2024 as a consequence of the dynamic process of the action plan implementation, 2 actions were added at the plan.

A30_ Development of a Support Innovation Programme for Emerging Research Groups to Strengthen Competitiveness in Competitive Funding Calls (Bring it, Grow it & Grow it).

A31_ Develop and implement a structured communication campaign to ensure that all I3PT staff are regularly informed about the HR Excellence in Research (HRS4R) strategy, its progress, and the continuous improvement of human resources policy.

4.

Mandatory Actions: Implementation of the Action Plan 2021

4.1. Implementation of the Action Plan 2021 and its extension to 2025

This section outlines how the **Action Plan**, originally developed for the period **2021–2023** and later **extended to 2025**, has been implemented. It describes the main steps, key actors, required resources, and timeline established to ensure its effective execution. It also presents the mechanisms used to **monitor progress** and **evaluate outcomes**.

The initial Action Plan **focused on building a solid, functional, and operational framework to support the career development of researchers**. During this first phase, support units were established and **new processes** were implemented to strengthen internal services and create **stable, competitive structures** capable of sustaining long-term growth.

In **2023**, a **new gap analysis** was conducted following the internal self-assessment. This review identified **additional weaknesses, which led to the extension of the Action Plan** and the introduction of **new actions** designed to reinforce key aspects of the institutional strategy.

As outlined in the **chapter 3**, **implementation priorities were aligned with the institutional strategy**, which aims to **attract, develop, and retain research talent**. The actions were therefore reorganized around **four main pillars**:

1. Ethics, Integrity, Gender, and Open Science
2. Researchers' Assessment, Recruitment, and Progression
3. Working Conditions and Practices
4. Research Careers and Talent Development

Actions were prioritized and implemented in **three-month cycles**, grouped into thematic blocks to ensure steady progress. This approach aimed to:

- Strengthen the attraction of both international and national talent,
- Increase the level of internationalization,
- Enhance funding programmes related to talent attraction and retention, and

- Improve internal processes to facilitate the recruitment and long-term retention of personnel.

4.1.1. Key Actors

The implementation of the Action Plan involved three main actors:

1. Researchers.

Researchers were among the **main stakeholders** involved in the implementation of the Action Plan, as the initiatives were primarily designed to **support and enhance their professional careers**. Their participation was essential to ensure that the actions reflected their real needs and priorities.

Throughout the process, researchers took part in surveys, **focus groups**, and **institutional meetings**, where they provided valuable feedback on the implementation of the Action Plan and proposed areas for improvement to strengthen the research environment at the Institute. Their contributions helped to identify **key factors influencing professional development, research performance, and the overall impact of research groups**.

In addition, researchers were represented in the **Monitoring Committee**, actively participating in the **validation of actions** and in assessing their effectiveness and relevance. Their engagement ensured that the Action Plan remained **responsive, inclusive, and aligned** with the evolving needs of the research community, ultimately contributing to the **professionalization and growth** of researchers across all career stages.

2. Support staff

It was through the functional units that actions were implemented to improve internal processes and strengthen institutional structures, thereby establishing a solid framework for the development of an enabling research environment. These efforts were essential to reinforce research activity within the Institute and to ensure that the conditions necessary for excellence and sustainability in research were firmly in place.

3. Monitoring Committee

The Monitoring Committee played a central role in the implementation and evaluation of the Action Plan. It was responsible for supervising and validating the progress of each action, ensuring that activities were aligned with the strategic objectives of the Institute.

Among its main functions, the Monitoring Committee evaluated the outcomes of the implemented actions, identified key performance indicators, and proposed improvements to enhance their effectiveness and sustainability. It also reviewed which actions should be continued, modified, or rescheduled to subsequent periods, according to their level of impact and strategic relevance.

Additionally, the Monitoring Committee worked to redefine and adjust indicators, ensuring they were measurable and meaningful, and that each action clearly contributed to a specific institutional objective. Through this ongoing review process, the Monitoring Committee ensured that the Action Plan remained dynamic, evidence-based, and results-oriented, supporting continuous improvement in the development of the Institute's research environment

4.2. Timeline and Responsible Unit

As detailed in the preceding chapters, the prioritization of the actions was established according to the need to build a solid framework supporting the professional development and career progression of researchers. The implementation of the Action Plan was carried out with the involvement of the functional units, designated as responsible for the execution of each specific action. This section presents the prioritization schedule, and the corresponding responsible units for every action included in the plan

Abbreviations

CM: Communication Management

DM: Direction Management

FM: Fundraising Management

HRA: Head Responsible of Area

KM: Knowledge Management

SD: Scientific Direction

TMI3PT: Talent Management

TMCSPT: Talent Management CSPT

4.2.1. Schedule from 2022 to 2023

	2022				2023			
	Jan - Mach	April - Jun	July - Sept	Oct - Dec	Jan - Mach	April - Jun	July - Sept	Oct - Dec
A1. To organize an annual I3PT research conference open to citizen			CM	CM				
A2. To submit the application to get CERCA accreditation	SD	SD						
A6. Offer RRI courses to all I3PT staff					TMI3PT	TMI3PT	TMI3PT	
A8. Establish a procedure for the periodic dissemination of announcements...	CM	CM	CM					
A12. To redefine the CIRI	SD							
A15. To modify the I3PT "job Offer" template so that it considers all relevant aspects..	TMI3PT							
A13. To review of the scientific cooperative plan..			SD					
A9. Generate a concrete action plan for internal communication...			CM	CM				
A17. To include in the selection procedure the sending of a personalized feedback by email...				TMI3PT				
A14. To modify the system for publishing offers on the I3PT website				TMI3PT				
A16. To increase the number of national and international scientific job websites...				TMI3PT				
A21. Develop a programme to help pre and post-doctoral researchers, identify sources of funding				SD/DM				
A25. Maintain an annual log of corporate affiliations with publications			SP/KM	SP/KM				
A29. define selection process in much detail...					TMI3PT /DM			

A5. Design a sponsorship strategy to strengthen the Institute and increase the fundraising						FM/DM		
A7. to design online courses for researchers to make them more accessible to everybody							TMI3PT	TMI3PT
A10. Identify and analyse the sponsorship carried out within the Institution for R+D+I							FM/DM	
A11. To define the professional career of the I3PT, to be more competitive and attracting and retain talent							TMI3PT /DM	TMI3PT /DM
A23. Include assessments of researchers stays in other research centres							TMI3PT /DM	

4.2.2. Schedule from 2024 to 2025

	2024				2025				2026
	Jan - Mach	April - Jun	July - Sept	Oct - Dec	Jan - Mach	April - Jun	July - Sept	Oct - Dec	Jan-March
A3. Multichannel dissemination of the I3Pt regulation...			CM	CM	CM	CM	CM	CM	
A19. To promote the recruitment of postdoctoral profile in the I3PT..		HRA	HRA						
A20. To launch a specif job call to incorporate a disabled profile..		TMI3PT							
A27. Ensure that the new employees receive the orientation manual before being				TMCSPT TMI3PT					
A28. Revise the selection manual to include the procedures for evaluating candidates					TMCSPT TMI3PT				
A1. To organize an annual I3PT research conference open to citizen.						CM	CM		
A4. To develop and implement The RRI policy						KM/SC	KM/SC		

A18. To create foreign qualification homologation procedure						KM			
A22. Include strategies for collaboration with universities in pre-post doctoral research programs						SD			
A24. To organize research sessions between research groups from the University and the I3PT						DM/SC			
A26. Apply measures to ensure transparent information about the application of the professional career							TMi3PT		
A30. Development of a Support Innovation Programme for Emerging Research Groups to Strengthen Competitiveness in Competitive Funding Calls (Bring it, Genes it & Grow it)		HRA SD	HRA SD	HRA SD	HRA SD	HRA SD	HRA SD	HRA SD	
A31. Develop and implement a structured communication campaign to ensure that all I3PT staff are regularly informed about the HR Excellence in Research (HRS4R) strategy, its progress, and the continuous improvement of human resources policy			CM	CM	CM	CM			

4.3. Key achievements and outcomes of the Action Plan

4.3.1. Pillar 1: Ethical and Professional aspects

The Institute has strengthened its commitment to ethical standards, transparency, and inclusiveness through improved governance, communication, and research integrity practices. Key actions include CERCA accreditation, the implementation of the RRI policy, enhanced internal communication and selection procedures, inclusive recruitment measures, and continuous monitoring of professional standards.

A_1: Annual I3PT Research Conference

Successfully organized an annual research conference open to the public, maintaining or increasing attendance (~50 participants) and enhancing institutional visibility through social media and website engagement.

A_2: CERCA Accreditation

Achieved and maintained CERCA Accreditation, demonstrating scientific research freedom and compliance with funding and salary standards, supported by official recognition and use of the CERCA logo.

A_3: Multichannel Dissemination of Institutional Regulations

Improved communication by expanding dissemination beyond email to multiple channels, increasing access to research community regulations and documentation, and tracking engagement via surveys and training attendance.

A_4: Implementation of Responsible Research and Innovation (RRI) Policy

Developed and applied an RRI policy promoting research freedom, ethics, responsibility, and citizen science, including training researchers and involving non-scientific actors in projects.

A_8: Regular Communication on Publication Affiliations

Established procedures for periodic reminders to researchers about correctly affiliating their publications to I3PT, including email campaigns and visual communication on institutional screens, leading to ongoing monitoring of affiliation accuracy.

A_9: Internal Communication Action Plan

Generated an action plan to improve internal communication, evidenced by an increased number of internal communications, positive survey feedback, and higher interaction rates with communication channels.

A_17: Personalized Candidate Feedback in Selection Process

Integrated personalized feedback emails to job candidates about their application status and strengths/weaknesses, achieving 100% coverage since 2022.

A_20: Inclusion of Disabled Profiles in Staffing

The job call templates ensure equal opportunities in hiring and include a statement encouraging applications from persons with disabilities, in accordance with applicable equal opportunity and non-discrimination laws. Although representation remains below the legal requirement, ongoing efforts are being made to promote diversity and prevent discrimination.

A_25: Monitoring Corporate Affiliations in Publications

Maintained annual tracking of corporate affiliations in scientific publications, identifying a high percentage of incorrect affiliations and highlighting the need for continued improvement in professional responsibility.

4.3.2. Pillar 2: Recruitment and selection

During the reference period, I3PT has significantly strengthened the transparency, openness, and inclusiveness of its recruitment and selection procedures in line with OTM-R principles. Key actions include improved integration of researchers through the Cooperative Scientific Plan¹, enhanced visibility of job offers via multiple platforms, inclusive measures for international candidates, strengthened onboarding processes, and the formal publication of selection procedures through the institutional transparency portal

A_13: Researcher Integration:

The Cooperative Scientific Plan led to an increase in integrated researchers: From 31 in 2021 to 55 in 2022. The percentage of publications not assigned to groups decreased to 11.7%, improving internal organization and scientific coherence.

A_14: Job Offer Visibility:

A new web-based publication system and revised job offer template were implemented to enhance clarity and transparency. In 2023-2024, 40 job offers were published, with a replacement rate drop from 32.45% (2023) to 18.03% (2024).

A_15: International Outreach:

Job postings were expanded to international portals (e.g., Euraxess, LinkedIn), achieving 69% coverage across multiple platforms. This enhanced the visibility of open positions and supported internationalization efforts.

A_16: Recognition of Foreign Qualifications:

A formal procedure was developed and published, supporting the recruitment of international professionals and fostering equal access.

A_18: Postdoctoral Hiring:

Although still limited, postdoctoral recruitment is being promoted. Between 2021 and 2024, 22 doctoral graduates applied for postdoctoral calls, and 4 contracts were awarded. Currently, 18% of contracted research staff hold postdoctoral positions.

A_19: Onboarding Process:

A welcome manual and integration sessions were introduced. In 2024, 100% of new hires (27 people) received onboarding. **A total of 3 Onboarding Days and 5 personalized sessions were held in the first half of 2025.**

A_27: Standardization of Selection Processes:

The selection procedure has been formalized and made publicly accessible, ensuring transparency and compliance with legal and professional standards.

A_29: Define the selection process in greater detail by job category.

The selection process will be further specified by job category (e.g. research staff, technical staff, and administrative/support staff). For each category, the applicable selection criteria, evaluation stages, and decision-making bodies will be clearly defined and documented, ensuring transparency, consistency, and alignment with OTM-R principles.

A31_ Develop and implement a structured communication campaign

A structured communication campaign was implemented using a combination of internal and external channels. Internally, information was disseminated through on-site screens and targeted internal communications via email. Externally, dissemination was supported through platforms such as YouTube. In addition, specific information sessions were organised to inform all staff about the impact, relevance and benefits of the HR Excellence in Research award.

4.3.3. Pillar 3: Working conditions and social security

Over the last period, I3PT has implemented several initiatives to improve working conditions, enhance professional development opportunities, and secure funding to ensure a more stable and attractive research environment. These efforts reflect the institution's alignment with the principles of the European Charter for Researchers.

A_5: Fundraising and Sponsorship Strategy

A formal **sponsorship and fundraising strategy** has been designed to increase private contributions to research. Between 2023 and 2024, the total amount of donations increased from €172,000 to €180,351, and the number of donors grew significantly from 10 to 109.

Three charity events and multiple donor campaigns were held to engage both individuals and corporate sponsors.

A_10: Support for R+D+I Through Sponsorship

A specific program was created to channel sponsorships into research and innovation projects. It is now available on the I3PT website, with successful collaborations recorded in 2022 and 2023 (e.g., Cellers Maset, Cafès Pont).

A_11: Definition of a Professional Career Framework

I3PT has formalized a **professional career model** to promote internal talent and offer clearer progression paths. In 2023, 23% of the staff submitted requests for career progression, while in 2024, the percentage decreased to 2.5%, likely due to the stabilization of processes and previous approvals.

A_12: Institutional Participation: Redefinition of CIRI

The Institutional Committee for Research and Innovation (CIRI) was restructured to improve governance and promote participation. The new regulation was approved in 2022, and regular meetings have taken place (minim 9 annual meetings), supporting inclusive decision-making.

A_21: Support for Early-Career Researchers

A programme was established to help pre- and post-doctoral researchers access both public funding and internal sponsorship opportunities. **Between 2022 and 2024, the Institute hired 4 predoctoral and 4 postdoctoral researchers**, supporting projects in rare diseases, mental health, and critical care.

A_26: Transparency in Professional Career Communication

I3PT has improved internal **communication regarding career development**, including focus groups and satisfaction assessments, to ensure clarity and transparency in evaluation and progression processes.

A_28: Review of Selection and Evaluation Procedures

The **selection manual** was revised to include clear procedures for candidate evaluation. It is now publicly available on the institutional website, ensuring transparency and compliance with legal and ethical standards

4.3.4. Pillar 4: Career Development and Talent

I3PT has taken several strategic steps to foster the continuous development, training, and retention of research talent. The actions carried out aim to provide equal access to opportunities for professional growth, encourage mobility, and strengthen collaboration with academic institutions, in alignment with the principles of the European Charter for Researchers.

A_6: Training in Responsible Research and Innovation (RRI)

Throughout **2021 to 2023**, conference cycles were organized to progressively address all RRI agendas. These sessions contributed to raising awareness among staff about ethics, gender equality, open science, and societal engagement.

Positive feedback from participant surveys confirmed high satisfaction and interest in continuing such initiatives.

A_7: Expansion of Online Training Offer

A significant increase in the number of **online courses** offered to researchers has improved accessibility and flexibility:

- 2023: 22 courses – 28% enrolment rate
- 2024: 23 courses – 60% enrolment rate

This reflects the growing demand and adaptation of training formats to meet researchers' needs.

A_22: University Collaboration and Mixed Research Units

I3PT has reinforced its collaboration with universities by participating in **pre- and post-doctoral programmes**, promoting mixed research environments.

- Mixed Units: Neuroscience (since 2021), Kidney4All (since 2021), and a new Basic Research Unit in preparation for 2026.

- 2 predoctoral researchers incorporated between 2023–2025. Participation in MSCA-COFUND calls further supports international competitiveness.

A_23: Recognition of Mobility in Career Development

Since 2021, the institution formally recognizes research stays at other national and international centres as part of the evaluation of researchers' careers.

- 2023: 3 stays (all international)
 - 2024: 8 stays (6 international, 2 national)
 - Types of stay (2024): 5 short-term, 2 medium-term, 1 long-term
- These actions encourage mobility and the enrichment of professional trajectories.

A_24: Inter-Institutional Collaboration Sessions

Joint sessions between university and I3PT research groups have been held to strengthen knowledge exchange and the research environment.

Example: The 2024 event on university hospital challenges gathered over 100 participants and contributed to inter-group collaboration. These achievements demonstrate I3PT's strong commitment to creating a dynamic, inclusive, and supportive environment for researchers at all stages of their careers, fostering both individual growth and institutional excellence.

A_30: Development of a Support Innovation Programme for Emerging Research Groups to Strengthen Competitiveness in Competitive Funding Calls (Bring it, Genes it & Grow it)

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5.

Feedback from Stakeholders

5.1. Results of the Psychosocial Risk Assessment

The psychosocial risk assessment carried out at the Institute provided valuable insights into staff perceptions of their working environment, organizational practices, and well-being. Overall, the results indicate a **generally positive psychosocial climate**, with strong commitment to research activities and good levels of engagement.

However, the assessment also identified **specific areas requiring improvement**, particularly related to **workload management**, **work-life balance**, and **internal communication**, especially in periods of high research activity and organizational change. Differences were observed between professional profiles, highlighting the need for **tailored measures** rather than a one-size-fits-all approach.

The results of this assessment have been used as an evidence base to inform corrective actions, prioritize interventions, and reinforce existing good practices, in line with the Institute's commitment to continuous improvement and staff well-being.

5.1.1. Most highlighted responses from stakeholders

- **Inclusive impact:** HR measures should not be limited to researchers but also positively affect technical, administrative, and support staff.
- **Fairness and transparency:** Clear and equitable HR procedures were repeatedly identified as a priority.
- **Working conditions and well-being:** Improvements in HR practices are closely linked to workload management, work-life balance, and psychosocial well-being.
- **Internal communication:** Stakeholders stressed that HR initiatives must be well communicated to ensure understanding and trust across all profiles.

In short, the impact of the action plan has been relevant

5.2. Focus Groups

5.2.1. Focus group organisation

Within the framework of the HRS4R Action Plan, the need was identified to organise focus groups with the primary objective of informing I3PT research staff about the research career framework and the ongoing implementation of the Action Plan itself. In addition, these sessions aimed to gather perceptions, concerns, and proposals from researchers in order to identify needs based on direct experience.

5.2.2. Composition of the Working Groups

Four focus groups were convened, comprised predominantly of research staff, together with selected representatives from key research support units (administration, project management, legal services, communication, and scientific coordination).

In parallel, four subcommittees were established within the HRS4R Monitoring Committee, each corresponding to one of the Pillars of the European Charter & Code framework. Each subcommittee appointed a Pillar Lead, responsible for representing their Pillar in the focus group sessions and coordinating the associated actions. This structure ensures a functional link between the focus groups and the main HRS4R Committee

5.2.3. Roles and Responsibilities of the Pillar Leads

The Pillar Leads were responsible for:

- Presenting and contextualising the actions associated with their Pillar during the focus group meetings.
- Facilitating and structuring the discussion among participating researchers.
- Identifying elements of the 2021–2025 Action Plan that should be maintained or strengthened in the forthcoming period.
- Detecting gaps, emerging needs, and new proposals to be considered in the development of the 2025–2030 Action Plan.

6.

Committees and Monitoring System

6.1. HRS4R Monitoring Committee-Operation

After the internal assessment carried out by the European Commission, and considering the mandatory actions identified in the review, the Monitoring Committee was restructured. The implementation and alignment of the HRS4R Action Plan has since been overseen by this Committee. Its responsibilities include reviewing the strategic approach of each action, adjusting objectives and indicators when required, and defining the operational plan necessary to achieve the expected outcomes.

6.1.1. Composition

The Monitoring Committee included representatives of different research career stages (R3, R2, and R1), as well as representatives of the healthcare researcher profile. In addition, institutional staff from Human Resources, Quality, Communication, and Management departments were also represented to ensure a multidisciplinary and organisationally integrated perspective.

6.1.2. Main Responsibilities

- Action Plan Review and Monitoring
- Assess the progress and adequacy of each action.
- Adjust objectives, strategies, and indicators where required.
- Identify areas for improvement and support the consolidation of strategic actions.
- Internal Communication and Institutional Engagement
- Act as ambassadors of the HRS4R Action Plan within the institution.
- Promote awareness and participation across research and support staff.
- Use institutional communication channels to disseminate objectives, updates, and achievements.
- Share progress regularly to ensure personnel remain informed.

- Stakeholder Engagement and Feedback Collection
- Implement effective mechanisms to gather feedback (e.g., surveys, suggestion boxes, focus groups).
- Foster participation and support a culture of continuous improvement aligned with HRS4R principles.

6.2. Meeting frequency, tracking of Deadlines and Implementation Progress

The Monitoring Committee met on a monthly basis. After each meeting, minutes were drafted to identify, record, and track the commitments made. During these sessions, the Committee reviewed each action according to the available resources and the prioritizations established in the previously approved timeline.

As previously mentioned, key points were defined to determine which actions required prioritization. The deadlines were set in line with the complexity of each action and its level of institutional dependency.

The following table presents the scheduling of each action, the corresponding deadlines, their current implementation status, and the improvements defined throughout the monitoring process.

Action	Criteria / Reason for Delay (if applicable)
A1. Organize an annual I3PT research conference open to citizens	The timing was adjusted according to event feedback and participant availability; implemented within the planned year..
A2. Submit the application for CERCA accreditation	Followed CERCA's official evaluation calendar; no significant delay occurred.
A3. Multichannel dissemination of I3PT regulations	Implemented continuously; the schedule was adapted annually based on satisfaction survey results.
A4. Develop and implement the RRI policy	The implementation was prioritized under the ethical and professional pillar; minor adjustments were made to align agendas and resources.
A5. Design a sponsorship strategy	Implementation was prioritized for 2025 and coordinated with the fundraising calendar; no major delay occurred.
A6. Offer RRI courses	Delivered annually; adjustments were made to the content sequence according to training needs.
A7. Design online courses for researchers	Fully implemented; timing adjustments were made due to content approval and platform setup.
A8. Establish periodic communication on affiliations	Implemented semi-annually; timing was aligned with publication cycles and ISCIII reporting deadlines.
A9. Develop an internal communication action plan	Implemented progressively between 2022 and 2023 following the institutional communication schedule.
A10. Identify and analyze sponsorships for R+D+I projects	Completed before the 2025 target; no significant delay occurred.
A11. Define the professional career framework	Implemented in alignment with the new collective agreement; timing was adjusted to coincide with its approval.
A12. Redefine the CIRI	The annual review was completed as planned; no delay occurred.
A13. Review the Scientific Cooperative Plan	Implementation was aligned with the research group evaluation cycle; minor delay occurred awaiting assessment results.
A14. Modify the system for publishing job offers	Implemented in 2022 without delay.
A15. Modify the "Job Offer" template	Completed in early 2022 as planned.
A16. Increase the number of national and international job portals	Fully implemented before 2025; no significant delay occurred.
A17. Include personalized feedback to candidates after selection	Implemented as planned; some delays occurred during high recruitment periods due to workload.
A18. Create a foreign qualification recognition procedure	Finalized after translation into English and Spanish; slight delay due to approval and publication process.
A19. Promote postdoctoral recruitment	Implemented; some steps were delayed pending external funding confirmation.

A20. Launch a specific job call for candidates with disabilities	Implemented successfully; timing aligned with HR recruitment calendar.
A21. Develop a program to support pre/postdoctoral researchers in funding	Fully implemented; schedule adjusted according to fundraising campaign timing.
A22. Include collaboration strategies with universities	Implemented; schedule adjusted to align with university partnership calendars.
A23. Include researcher mobility evaluations in career assessment	Implemented; slight delay occurred due to data collection and system integration.
A24. Organize joint research sessions between I3PT and universities	Implemented as planned; coordinated with university events calendar.
A25. Maintain an annual log of corporate affiliations	Implemented continuously; no delay reported.
A26. Apply measures for transparent communication on career progression	Implemented; timing adjusted to coincide with focus groups and career updates.
A27. Ensure new employees received the orientation manual before joining	Fully implemented; aligned with recruitment calendar; no delay occurred.
A28. Revise the selection manual (OTM-R)	Implemented as planned; approval process slightly extended.
A29. Define the selection process in greater detail by job category	Implemented on schedule; aligned with national stabilization requirements.
A30. Development of a Support Innovation Programme for Emerging Research Groups	Fully implemented; aligned with recruitment calendar; no delay occurred.
A31. Develop and implement a structured communication campaign	Fully implemented; aligned with recruitment calendar; no delay occurred.

7.

**New actions identified
during the implementation
of the Action Plan**

During the implementation of the 2023–2025 Action Plan, talent retention and attraction were identified as strategic priorities for the institution and as key elements of the HRS4R framework. These aspects required enhanced focus and targeted action. Consequently, two additional actions were defined to reinforce talent retention and attraction and to further support generational renewal. The actions, together with their implementation timeline and associated KPIs, are presented below:

A_30. Development of a Support Innovation Programme for Emerging Research Groups to Strengthen Competitiveness in Competitive Funding Calls (Bring it, Genes it & Grow it)

Objective: To provide structured innovation support and capacity-building with a special focus on innovation projects led by emerging researchers at I3PT, enabling them to advance, validate and refine their research projects and proposals in ways that increase their competitiveness in national and international competitive funding calls, strengthen their ability to valorise solutions for unmet health needs, and enhance their potential for knowledge transfer and sustained impact.

KPI:

- Number of research projects/groups participating in the innovation programs (per edition).
- Percentage of participating project teams that completed the programme phases (from idea to Demo Day).
- Number of projects achieving maturity for further development/transfer

GAP

Career development +/- Pillar 4

Continuing performance development +/- Pillar 4

Access to career advice +/- Pillar 4

Methodology:

- Identification of unmet clinical or healthcare needs, ensuring relevance and alignment with real system challenges.
- Structured development and validation of innovative ideas, assessed across four key domains: clinical relevance, market and value proposition, regulatory pathway, and technological feasibility.
- Training, mentoring and expert support, provided through workshops and tailored feedback to strengthen innovation capacity and proposal quality.
- Evaluation and pitching (Demo Day), allowing external expert assessment and prioritisation of projects.
- Orientation towards further development and competitive funding, supporting the transition of projects towards national and international calls or innovation pipelines.

This methodology ensured a systematic, transparent and comparable process for all participating research groups, directly supporting capacity building, leadership development and group consolidation.

State of the action: Implemented

Evidences:

6 projects (Bring It 2024/25) https://www.tauli.cat/es/institut/?utm_source=chatgpt.com

All the teams completed full program:

https://www.tauli.cat/es/institut/actualitat/noticies/2024/02/el-parc-tauli-clou-una-nova-edicio-del-programa-dinnovacio-bring-it/?utm_source=chatgpt.com

Examples such as PHIRFAV indicate real progression of ideas supported by the programme. https://www.tauli.cat/en/institut/actualitat/noticies/2024/02/el-parc-tauli-clou-una-nova-edicio-del-programa-dinnovacio-bring-it/?utm_source=chatgpt.com

A_31: Develop and implement a structured communication campaign to ensure that all I3PT staff are regularly informed about the HR Excellence in Research (HRS4R) strategy, its progress, and the continuous improvement of human resources policy

Objective: To increase staff awareness and understanding of the HRS4R strategy and HR policy developments, ensuring transparent communication on progress, results, and ongoing actions.

KPI: Number of HRS4R communication actions implemented per year (e.g. newsletters, intranet updates, information sessions).

GAP:

Career Development+/- pillar 4

Methodology:

The communication strategy supporting the implementation of the HRS4R at I3PT was developed using a structured and audience-centred approach. It is based on a clear definition of communication objectives, systematic stakeholder mapping, and the alignment of key messages with appropriate channels. A multi-channel strategy combining digital, visual, and face-to-face actions was adopted to ensure consistent and continuous communication. The strategy was implemented through targeted actions integrated into existing institutional activities and complemented by dedicated HRS4R initiatives, with monitoring through defined KPIs to support continuous improvement.

State: Implemented

Evidence