



*Fundació Privada i2CAT, Internet i
Innovació Digital a Catalunya*

Internal Gap Analysis and Action Plan for the period 2017-2019

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1. GAP ANALYSIS

Name Organisation under review: Fundació Privada i2CAT, Internet i Innovació Digital a Catalunya
Organisation's contact details: Joan Manel Martín Almansa, CEO

SUBMISSION DATE: 29TH MAY 2017

DATE ENDORSEMENT CHARTER AND CODE: 20TH APRIL 2017

a) PROCESS

The HRS4R strategy consists of 5 steps to be followed:

- Step 1. Internal gap analysis by the institution/organisation
- Step 2: Institutional Human Resources Strategy for Researchers/Action Plan
- Step 3: Acknowledgement by the European Commission - HR Excellence in Research.
- Step 4: Implementation phase and self-assessment
- Step 5: External assessment and renewal of acknowledgement

i2CAT decided to start implementing its HRS4R in 2016. The initiative was presented to the Management Team and some key person of Administration staff on 21/09/16. The initiative was presented to all the staff of the i2CAT Foundation on 28/09/16. During this meeting, the participation of some staff representatives was requested; where the subset of volunteers selected aimed to have a broader representation of all i2CAT profiles. The resulting team constitutes a Working Group (WG), which will initially cover steps 1 and 2, then monitor and provide a self-assessment for step 3 and 4.

i2CAT has formed the HRS4R Working Group (WG) with the objective of designing and performing an internal analysis to honour the Charter and Code principles. The HRS4R WG consists of a heterogeneous group of employees, working in different positions and research areas at the Foundation. A detailed list is presented below:

	NAME	POSITION	DEPARTMENT
1	Sonia Beltrán	Management Assistant	Support Area: Administration
2	Eduard Escalona	Manager (PhD.)	Research Area: Asset and Product Management
3	Andrea Cervera	Project manager researcher	Innovation Business Unit: eHealth and Social Care

4	Marc Aguilar	Manager	Support Area: Living Labs Unit
5	Isart Canyameres	Engineer	Innovation Business Unit: Smart Cities and Regions
6	Marisa Catalan	Project manager researcher (PhD.)	Research Area: Mobile Wireless Internet Area
7	Carolina Fernández	Project researcher	Research Area: Software Networks
8	Josep Paradells	Director i2CAT Foundation	Management Team
9	Roger Onnen	Human Resources Manager	Human Resources Department

In order to assist i2CAT Foundation during the whole HRS4R process a Human Resources Manager has been contracted by i2CAT and added to the WG.

If any member of the WG leaves i2CAT Foundation during the HRS4R implementation process, this vacant position will be covered with another member of the organisation with equal or similar characteristics.

The WG met several times to address different tasks in order to define the Action Plan:

10/10/16	Kick-off meeting. Proposal of a questionnaire and reach consensus about how it is going to be offered to the staff and the timing.
17/10/16	Review the results of the survey and reach a consensus about the priorities to be included in the Strategy and Action Plan.
20/10/16	Define a draft for the Action Plan.
10/04/17	Review of the defined Action Plan

The WG is responsible for monitoring the implementation of the action points during the lifetime of the action plan, and also for preparing the self-assessment in due time.

b) GAP ANALYSIS

The HRS4R WG prepared a proposal based on the template of the European Commission, which includes 40 statements. The WG decided to include the whole set of questions in the questionnaire to assure all relevant topics are covered allowing to make a broad analysis of the Foundation. The questionnaire is attached in Annex I as “HRS4R questionnaire”.

The final survey was answered anonymously, using Google Drive tools to collect the answers. The questionnaire itself states the anonymity on the treatment of the information acquired.

The survey includes:

- A brief general introduction, explaining the objective of the HRS4R action to the i2CAT staff.
- 8 questions to obtain a profile of the person answering it. While this set of questions do not help anonymity, they were included to focus better the analysis of the results regarding department, experience, etc. The questionnaire is intended to be answered by all the staff from i2CAT, even if they are not involved in pure research activities. The profiling of the person answering the questionnaire can help in identifying issues and in applying the proper measures.
- 40 statements based on the principles of the Charter and Code split into the 4 following sections: I. Ethical and professional aspects; II. Recruitment; III. Working conditions and social security; and, IV. Training
- Open text box to provide comments, suggestions and propose actions for improving the current state of perceived issues at i2CAT.

All staff was asked to score each statement from 1 (lower agreement) to 5 (higher agreement), or either choose the non-applicable option.

The conclusions from the survey, along with the interpretation and internal feedback received have been used to define the Action Plan. Most tasks are addressed in the plan and will be targeted with specific actions. You will find a summary of the survey results in Annex 2.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview			
Status: to what extent does this organisation meet the following principles?	<p>+ = fully implemented</p> <p>+/- = almost but not fully implemented</p> <p>-/+ = partially implemented</p> <p>- = insufficiently implemented</p>	<p>In case of -, -/+, or +/-, please indicate the actual “gap” between the principle and the current practice in your organisation.</p> <p>If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation</p>	Initiatives already undertaken and/or suggestions for improvement
Ethical and Professional Aspects			
1. Research freedom	+/-	The type of projects developed and funding received by i2CAT cannot give much freedom to research. Even though the response was quite positive considering the research staff and even better for the whole sample	No more suggestions for improvement
2. Ethical principles	-	Currently, an ethical code does not exist in i2CAT.	(AE1) Open internal debate around the ethical code and study related ethical codes, which might be applicable to i2CAT or might serve as a basis for the definition of the institutional Code of Ethics. Prepare a document as a compendium of the ethical code and make all the i2CAT staff adhere to it.
3. Professional responsibility	-/+	Access to specific research databases and engines facilities that existed previously has been suspended recently.	(AE2) To renew access to specific research databases and engines necessary to carry out their research.
4. Professional attitude	+	i2CAT has already mechanisms to inform their staff about all the concerning topics: a monthly external and internal	No more suggestions for improvement

		newsletter, a monthly staff meeting and two annual meetings.	
5. Contractual and legal obligations	+/-	i2CAT is currently preparing a code that will help in identifying the IPR generated by workers and will define a set of rules to share the benefits of the IPR exploitation among the staff. This code should be presented to the staff and approved by board of trustees before the end of the year 2017. This will be a general rule of the organisation and affect all employees, existing and new ones.	(AE3) I2CAT has to promote the application of the IPR code
6. Accountability	+	i2CAT creates the annual report every year to inform and publish about accountability, news, projects, etc. In addition, according to the Catalan Laws regarding transparency, most relevant information related to funding and expenditure must be published in the institution web portal.	No more suggestions for improvement
7. Good practice in research	-	A plan must be implemented to enforce Data Protection regulations on both internal and external data. Training on safe working practices and data backup mechanisms should be implemented.	(AE4) Elaborate a set of “best working practises” in relation to data storage, protection and privacy, and inform the staff leveraging on existing communication channels. (AE5) Improve management of both internal and external data, applying existing regulation and recommendations (“Ley Orgánica de Protección de Datos”). This implies asking every member of the staff to sign a “Non-Disclosure Agreement” to ensure the compliance of the LOPD. (AE6) Improve data backups management; either using external solutions and/or defining internal mechanisms.

8. Dissemination, exploitation of results	+	Mechanisms such as annual reports and meetings are already used to disseminate i2CAT results.	No more suggestions for improvement
9. Public engagement	+	There is an active participation in dissemination activities, such as conferences, workshops, or publications, targeted to multidisciplinary audiences (such as industry, researchers, academics, students, non-specialists, citizenry or municipalities). The Corporate Development unit was created to extend the internal brand and disseminate results via different communication channels.	No more suggestions for improvement
10. Non discrimination	+/-	i2CAT has already defined an internal equality plan, accessible to the employees. At the moment, not all internal documentation is available in English.	(AE7) Promote a transition to a fully English-supported work environment to facilitate internationalisation
11. Evaluation/ appraisal systems	-/+	Evaluations and appraisal systems are implemented in i2CAT based on annual objectives, but the criteria is not made public at an appropriate time.	(AW1) Improve the evaluation and appraisal systems to: 1) Communicate the annual objectives and criteria in the first term of the year; 2) Organize follow-up meetings; 3) Provide tools/means for researchers to track the status of their yearly objectives
Recruitment and Selection – please be aware that the items listed here correspond with the Charter and Code. In addition , your organisation also needs to complete the checklist on Open, Transparent and Merit-Based Recruitment included below, which focuses on the operationalization of these principles.			
12. Recruitment	-/+	There is a welcome pack, but it is not well known by the staff; according to the results of the survey. The recruitment process is not completely defined.	(AR1) Define and implement a new recruitment process and better disseminate the welcome pack for new staff
13. Recruitment (Code)	-	The recruitment process is not uniform and it is carried out in an ad-hoc manner, according to the requirements of the	(AR2) Translate into English all new staff positions published

		open position. The advertisement of the position is not always done in English.	(AR3) Elaborate a recruitment guide that should be followed in any recruitment procedure. This guide should include the description of the tracking of the position, candidates evaluated and results of the different interviews and tests. The guide shall indicate how to prepare the offer, how to arrange and carry out interviews and the structure of the jury that evaluates the candidates. The guide should also define the mechanisms to announce the position, the criteria and the results of the selection process providing arguments on the candidates about the results on the process.
14. Selection (Code)	-	Maintaining a gender-balanced workforce is difficult due to the gender imbalance that exists in the IT field. Nevertheless, the organisation is aware of the need to improve in this area.	(AR4) Ensure that CERCA's "Gender Bias in Research Institutes" video (available in YouTube) is watched by the members of the selection and Recruitment committee before the interviews and evaluation meetings.
15. Transparency (Code)	-/+	There is the need to address this issue in the recruitment guidelines (by specifying the transparency procedures towards prospects).	(AR3) Elaborate a recruitment guide that should be followed in any recruitment procedure. This guide should include the description of the tracking of the position, candidates evaluated and results of the different interviews and tests. The guide shall indicate how to prepare the offer, how to arrange and carry out interviews and the structure of the jury that evaluates the candidates. The guide should also define the mechanisms to announce the position, the criteria and the results of the selection process providing arguments on the candidates about the results on the process.

16. Judging merit (Code)	+	A balanced assessment of candidates, taking into account the full range of skills and accomplishments, is already implemented.	No more suggestions for improvement
17. Variations in the chronological order of CVs (Code)	+	Career breaks or variations in the chronological order of CVs are not be penalised in i2CAT	No more suggestions for improvement
18. Recognition of mobility experience (Code)	+	Already implemented	No more suggestions for improvement
19. Recognition of qualifications (Code)	+	Already implemented	No more suggestions for improvement
20. Seniority (Code)	+	Already implemented	No more suggestions for improvement
21. Postdoctoral appointments (Code)	+/-	Now, the ratio of doctors in i2CAT is considered lower than desired. The aim of the organisation is to retain postdoctoral researchers, promoting them as permanent and stable staff in the organisation.	Even the assessment is considered almost fully implemented, <i>no further measures</i> are considered as the aim of the point is already carried out by the organisation
Working Conditions and Social Security			
22. Recognition of the profession	+	Already implemented	No more suggestions for improvement
23. Research environment	+	Already implemented	No more suggestions for improvement
24. Working conditions	+	Some flexible working conditions were introduced for the bulk of the workforce in the course of the last two years. At present it is possible to work from home a limited number of days per month, the daily schedule has certain flexibility, the vacation period is not fixed as a whole and further flexibility advantages are available for parents of children of less than 6 years.	No more suggestions for improvement

25. Stability and permanence of employment	+/-	The funding sources available at i2CAT make it difficult to guarantee a permanent position to all researchers. The organisation has the commitment to avoid uncertainty on contracts to improve the working conditions.	No more suggestions for improvement
26. Funding and salaries	-	Score is very poor, and reflects a widespread dissatisfaction with the salaries structure and contractual policies of the organisation. These should be addressed in ways consistent with the existing financial constraints and in line with current market conditions. As stated in written feedback from the survey, a key source of dissatisfaction is specially related to the perceived lack of transparency in the structure of retributions within the organisation, and the perceived lack of clear correlation between levels of responsibility and levels of payment.	(AW2) Define and communicate an internal career development plan. Categories, associated salary ranges and expected transitions across categories, as well as specialization lines must be included. The plan must ensure feasible transitions from/to each category. Also mentoring tasks may be included. (AW3) Design through consensus some new ways to increase retributions to employees. An alternative is already planned with the usage of IPR code mentioned in statement number 5. Other approaches related to improving the efficiency of the organisation should be studied.
27. Gender balance	+/-	Gender balance is in line with the one existing in the ICT sector. Although no issues have been identified, to ensure equal treatment in selection and evaluation, actions to raise awareness are considered appropriated.	(AR4) Ensure that CERCA's "Gender Bias in Research Institutes" video (available in YouTube) is watched by the members of the selection and Recruitment committee before the interviews and evaluation meetings.
28. Career development	-	There is no public career development strategy in the organisation.	(AW2) Define and communicate an internal career development plan. Categories, associated salary ranges and expected transitions across categories, as well as specialization lines must be included. The plan must ensure feasible transitions from/to each category. Also mentoring tasks may be included.

29. Value of mobility	+	Already implemented	None
30. Access to career advice	-	There is no public career development strategy. Personal objectives are evaluated yearly but are not implemented with the correct timing – for this reason these lost part of their effectiveness as an indicator that provides job advice.	(AW1) Improve the evaluation and appraisal systems to: 1) Communicate the annual objectives and criteria in the first term of the year; 2) Organize follow-up meetings; 3) Provide tools/means for researchers to track the status of their yearly objectives (AW4) Objectives and merit-based economic supplements must be clearly stated (in written form) and negotiated with the employee. (AW2) Define and communicate an internal career development plan. Categories, associated salary ranges and expected transitions across categories, as well as specialization lines must be included. The plan must ensure feasible transitions from/to each category. Also mentoring tasks may be included.
31. Intellectual Property Rights	+/-	i2CAT is currently preparing a code that will help in identifying the IPR generated by workers and will define a set of rules to share the benefits of the IPR exploitation among the staff. This code should be presented to the staff and approved by board of trustees before the end of the year 2017. This will be a general rule of the organisation and affect to all employees, existing ones and new.	(AE3) I2CAT has to promote the application of the IPR code
32. Co-authorship	+	Already implemented	No more suggestions for improvement
33. Teaching	-	Not applicable to i2CAT since the staff (in general) has no teaching obligation.	No more suggestions for improvement

34. Complains/ appeals	-/+	<p>There is an anonymous web form named “Suggestion box” for complaints, appeals and suggestions. There is also an email address available for the equality plan, to act as mediator when conflicts arise. Every month there is a general meeting with all the staff where suggestions/claims received can be commented to the employees, as well as making public the approach planned from management. The survey has revealed that these channels are not well known and that there is the impression that the “Suggestion Box” is not fully attended.</p>	(AW5) Improve the current communication mechanism to better reach all staff and provide more feedback on the suggestions and complaints raised from staff. The feedback to the comments –conveniently anonymized— should be provided during the monthly general meeting and included in the internal monthly newsletter.
35. Participation in decision-making bodies	-/+	<p>The Management Team is the representation of the organisation towards the board of trustees. The Management Team is a team of 4 people involved with the different areas of i2CAT, ranging from economic management, technology transfer and research activity.</p>	(AW6) Improve the information flow in the management team to communicate better the needs between the board of trustees and the staff. Facilitate the participation of staff on the board of trustees and the executive committee when required.
Training and Development			
36. Relation with supervisors	+	Already implemented	No more suggestions for improvement
37. Supervision and managerial duties	+	Already implemented	No more suggestions for improvement
38. Continuing Professional Development	-	Lack of training offer and no clear information on how to access training opportunities.	<p>(AT1) Definition of an internal training plan along with the staff to identify real needs. Take into account cross-topic fields such as negotiation and leadership skills, as well as foreign languages. (AT2) Formalize the procedures related to training (how to request specific training,</p>

			internal communication of a new training event, etc).
39. Access to research training and continuous development	-	Lack of training offer and no clear information on how to access training opportunities.	(AT1) Definition of an internal training plan along with the staff to identify real needs. Take into account cross-topic fields such as negotiation and leadership skills, as well as foreign languages. (AT2) Formalize the procedures related to training (how to request specific training, internal communication of a new training event, etc).
40. Supervision	+	Already implemented	No more suggestions for improvement

Annex: Open, Transparent and Merit-based Recruitment Check-list¹

OTM-R checklist for organisations

	Open	Trans- parent	Merit- based	Answer: ++ Yes, <i>completely</i> +/- Yes, <i>substantially</i> -/+ Yes, <i>partially</i> -- No	Suggested indicators (or form of measurement)
OTM-R system					
1. Have we published a version of our OTM-R policy online (in the national language and in English)?				--	There is no OTM-R policy written yet.
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?				--	There is no internal guide setting out OTM-R procedures and practices
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?				--	There is no training programmes for OTM-R
4. Do we make (sufficient) use of e-recruitment tools?	X	X		+/-	Website (www.i2cat.net) and TalentClue (www.talentclue.com)
5. Do we have a quality control system for OTM-R in place?				--	
6. Does our current OTM-R policy encourage external candidates to apply?	X	X	X	++	Our job offers are open and transparent to internal and external candidates.
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	X	X	X	-/+	All job offers are written in English and published on international job portals, ie. EURAXESS.
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	X	X	X	-/+	Our OTM-R policy does not discriminate underrepresented groups but no specific actions are taken for this collective.
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	X	X	X	+/-	I2CAT offers flexible salary, flexible working schedules, tele-work option for all employees
10. Do we have means to monitor whether the most suitable researchers apply?				--	

¹ <http://ec.europa.eu/euraxess/index.cfm/services/researchPolicies>

Advertising and application phase					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	X	X		+/-	A template for advertising positions is available to researchers in order to inform them about the requirements that must include a job position.
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? [see Chapter 4.4.1 a) of the OTM-R expert report ²]				--	
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	X	X		-/+	The use of EURAXESS is currently being implemented.
14. Do we make use of other job advertising tools?	X	X		+/+	Infojobs, LinkedIn, TalentClue, etc.
15. Do we keep the administrative burden to a minimum for the candidate? [see Chapter 4.4.1 b) ⁴⁵]	X			+/+	Candidates do not have to present supporting documents to certify his/her knowledge and expertise unless legally required
Selection and evaluation phase					
16. Do we have clear rules governing the appointment of selection committees? [see Chapter 4.4.2 a) ⁴⁵]		X	X	-/+	
17. Do we have clear rules concerning the composition of selection committees?		X	X	-/+	Selection Committees are formed by the respective area manager, CTIO and HR
18. Are the committees sufficiently gender-balanced?		X	X	-/+	The ICT Sector is not gender-balanced ,which may not allow in all cases to have a gender balanced committee
19. Do we have clear guidelines for selection committees, which help to judge 'merit' in a way that leads to the best candidate being selected?				--	
Appointment phase					
20. Do we inform all applicants at the end of the selection process?		X		+/+	Candidates, who are interviewed, are informed according to the different phases based on the requirements stipulated in each vacancy. Candidates who applied but not selected to follow the process, they are also informed per email.

² <http://ec.europa.eu/euraxess/index.cfm/services/researchPolicies>

21. Do we provide adequate feedback to interviewees?		X		+/-	All interviewed candidates receive feedback in written form.
22. Do we have an appropriate complaints mechanism in place?				--	No complaints mechanism is available now.
Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				--	Not yet defined

2. HR STRATEGY - ACTION PLAN

Name Organisation under review: Fundació privada i2CAT, Internet I Innovació Digital a Catalunya

Organisation's contact details: Joan Manel Martín Almansa, CEO.

Web link to published version of organisation's HR Strategy and Action Plan: www.i2cat.net

SUBMISSION DATE: 29TH MAY 2017

a) ORGANISATIONAL INFORMATION

i2CAT Foundation is a non-profit research and innovation centre, which promotes mission-oriented R+D+i activities on advanced Internet architectures, applications and services. The centre stands up for a new open innovation framework, fostering the collaboration between companies, public administration, the academic environment and end-users.

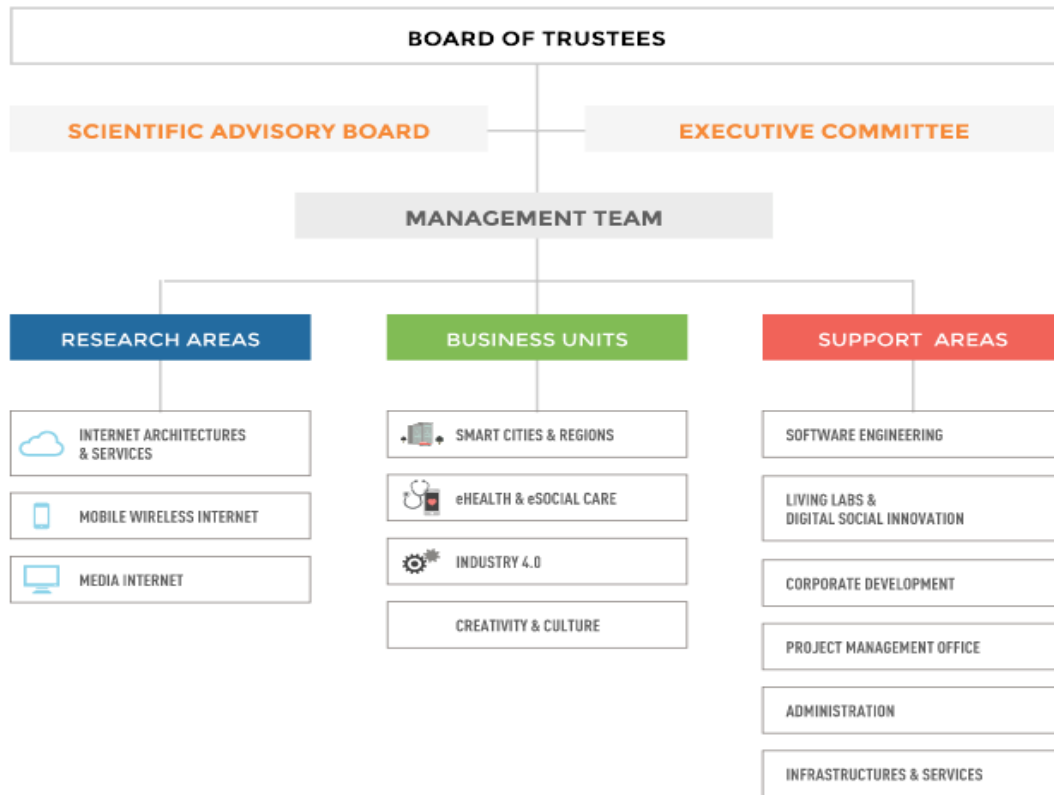
Internet has produced a superabundance of data, information and networks. The next step is to advance in the research and innovation of an Internet based on intelligent systems and smart technologies. The Internet of knowledge and creativity is the new challenge to face.

The i2CAT vision for the next 10 years is a networked smart world, a co-laboratory based in a new generation of networked intelligent technologies and systems, a co-creating platform between machines, people and the environment for a sustainable and smart future.

The i2CAT Foundation is governed by the following three bodies:

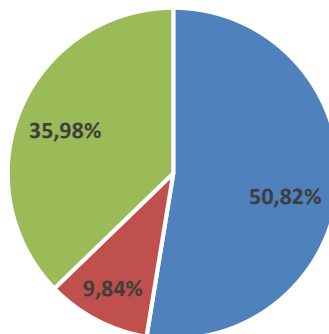
1. The Board of Trustees
2. The Executive Committee
3. Management Team

The diagram below illustrates the organisational structure of i2CAT Foundation at these different levels. The total workforce consists of 61 people.



Total staff of i2CAT is composed by 61 employees, which are divided in three branches

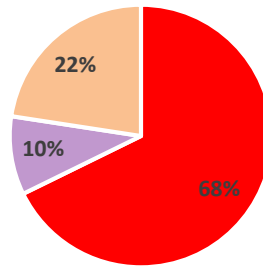
Total Staff - 61 employees (58,95FTE)



■ Research Areas - 31 FTE ■ Business Units - 6 FTE ■ Support Areas - 21,95 FTE

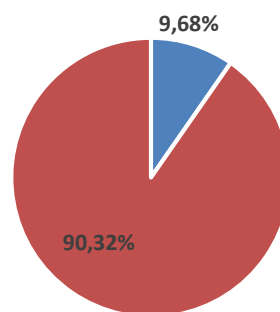
The Research Area of i2CAT is composed by a total of 31 employees, of whom 4 are international and 3 are women. The research category distribution is shown in the following graphic.

Total Researchers - 31FTE



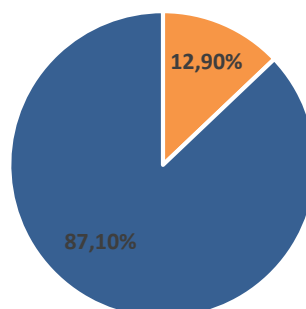
■ Stage R3 or R4 - 21 FTE ■ Stage R2 - 3 FTE ■ Stage R1 - 7 FTE

Total Researchers - 31 FTE



■ Women - 3 FTE ■ Men - 28 FTE

Total Researchers - 31 FTE



■ International - 4 FTE ■ National - 27 FTE

b) NARRATIVE

The current strengths and weaknesses of the current policy and practice in i2CAT have been analyzed under the four thematic headings of the Charter and Code, which includes:

- Ethical & Professional aspects
- Recruitment
- Working conditions and Social Security
- Training

Each charter has been analyzed separately, taking into account the results of the gap analysis, in order to clearly differentiate the strengths and weaknesses in the institution.

Regarding the **Ethical & Professional** aspects, i2CAT Foundation determined the following:

STRENGTHS:

- Positive perception of the employees regarding their research freedom.
- Internal communication system with monthly staff meetings and internal and external newsletters.
- Transparent accountability, which is shared with the employees every year.
- Established mechanisms in order to disseminate i2CAT results already exist and work correctly.
- Active dissemination activities (conferences, workshops etc.) in order to make the research activities known to the society.
- Established and working equality plan accessible to all employees.

WEAKNESSES:

- i2CAT Foundation is limited by the funds received and therefore cannot grant a full and complete research freedom. There are “material limits” which have to be considered.
- No ethical code established yet.
- No access to specific research databases and engines that could ease the researchers work.
- A best practice guide regarding data protection is missing.
- Constant data backup processes are not established within the i2CAT Foundation.
- Annual bonus and appraisal systems should be more transparent and organized in order to be known by the employees at the beginning of each year.

Regarding the **Recruitment Chapter**, i2CAT Foundation determined the following:

STRENGTHS:

- Established Welcome Plan for new employees.
- No kind of discrimination (gender, age, ethnic, sexual etc.) on the selection processes.
- Mobility experience is recognized as a plus.

WEAKNESSES:

- No recruitment policy established yet, although working on it.
- All open positions should also be published in English in order to attract more international candidates.

Regarding the **Working Conditions & Social Security**, i2CAT Foundation determined the following:

STRENGTHS:

- Flexible working conditions (i.e. flexible entry schedule).
- Tele-work is possible.
- Established complaints procedure, which are treated every month in front of all employees.

WEAKNESSES:

- Difficulty to establish permanent contracts to all researchers due to different legal regulations applying to i2CAT collective.
- Career development plans are not established yet, although working on it.
- Dissatisfaction with the salaries structure in comparison with the private sector or market conditions.
- Gender balance is difficult to achieve, as the IT Sector is not a balanced one.
- The annual objectives system is not transparent enough.
- No IPR code has been established, although the organization is working on it
- Lack of mentorship or follow-up meetings in terms of career advice.

Regarding the **Training** Chapter, i2CAT determined the following:

STRENGTHS:

- Good perception of the supervisors or senior researchers support on their management and support duties.

WEAKNESSES:

- Lack of annual formation plan within the organization, although i2CAT is working to establish one.
- No formation procedures established within i2CAT, although the organization is working on them.

c) ACTIONS

The implementation of this Action Plan aims to adequate internal workflows with that of the Charter and Code (CC). The plan will be carried out over the next 24 months. Each action will be assigned to specific group(s) in order to be executed properly.

In the next table, the following abbreviations are used:

- Management Team: MT
- Human Resources Unit: HR
- Corporate Development: CD
- Infrastructures and Services: I&S
- Administration: AD
- Whole staff: All

Ethical and professional aspects					
Action	Extended Description	Addressed CC points (GAP analysis)	Responsible Unit	Timing	Indicators/Targets
AE1	Open internal debate around the ethical code and study related ethical codes that might be applicable to i2CAT or might serve as a basis for the definition of the institutional Code of Ethics. Prepare a document as a compendium of the ethical code and make all the i2CAT staff members adhere to it.	2	MT, CD	3Q 2017	Ethical Code document published
AE2	Renew access to specific research databases and engines necessary to carry out research.	3	MT	3Q 2017	Renewal of access to research databases and engines
AE3	Promote the application of the IPR code	5, 31	MT	2Q 2017	Approval and implementation of the IPR code
AE4	Elaborate a set of “best working practises” in relation to data storage, protection and privacy. Inform the staff leveraging on existing communication channels	7	MT, CD, HR	1Q 2018	Best working practices document published
AE5	Improve management of both internal and external data, applying existing regulation and recommendations (“ <i>Ley Orgánica de Protección de Datos</i> ”). This implies asking every member of the staff to sign a “ <i>Non-Disclosure Agreement</i> ” to ensure the compliance of the LOPD.	7	MT, AD, HR	4Q 2017	NDA Signed with internal staff. Data protection in accordance to LOPD

AE6	Improve data backups management; either using external solutions and/or defining internal mechanisms.	7	I&S	4Q 2017	Internal mechanisms for data backups management defined and published
AE7	Promote a transition to a fully English-supported work environment to facilitate internationalisation	10	CD	1Q 2018	External communication: Annual activities report Internal communication: Welcome pack and monthly KPI report.
Recruitment					
Action	Extended Description	Addressed CC points (GAP analysis)	Responsible Unit	Timing	Indicators/Targets
AR1	Define and implement a new recruitment process and better disseminate the welcome package for new staff	12	MT, HR, AD	3Q 2017	New recruitment process defined and published Dissemination of the welcome package
AR2	Translate into English all new staff positions published.	13	CD	Continuous	Bilingual job description
AR3	Elaborate a recruitment guide that should be followed in any recruitment procedure. This guide should include the description of the tracking of the position, candidates evaluated and results of the different interviews and tests. The guide shall indicate how to prepare the offer, how to arrange and carry out interviews and the structure of the jury that evaluates the candidates. The guide should also define the mechanisms to	13, 15	MT, HR	3Q 2017	Open, Transparent and Merit-Based Recruitment guide published.

	announce the position, the criteria and the results of the selection process providing arguments on the candidates about the results on the process.				
AR4	Ensure that CERCA's "Gender Bias in Research Institutes" video (available in YouTube) is watched by the members of the selection and Recruitment committee before the interviews and evaluation meetings.	14, 27	All	Continuous	Dissemination of the CERCA's video
Working conditions and social security					
Action	Extended Description	Addressed CC points (GAP analysis)	Responsible Unit	Timing	Indicators/Targets
AW1	Improve the evaluation and appraisal systems to: 1) Communicate the annual objectives and criteria in the first term of the year; 2) Organize follow-up meetings; 3) Provide tools/means for researchers to track the status of their yearly objectives.	11, 30	MT, HR	1.- 1Q yearly 2.- each semester 3.- each semester	Plenary meeting yearly in March Follow-ups meetings and documentation each semester.
AW2	Define and communicate an internal career development plan. Categories, associated salary ranges and expected transitions across categories, as well as specialization lines must be included. The plan must ensure feasible transitions from/to each category. Also mentoring tasks may be included.	26, 28, 30	MT, HR	2Q 2017	Career development plan for researchers defined and published

AW3	Design through consensus new ways to increase retributions to employees. An alternative is already planned with the usage of IPR code mentioned in statement number 5. Other approaches related to improving the efficiency of the organisation should be studied.	26	All	4Q 2017	Evaluation of new mechanisms and their publications if suitable
AW4	Objectives and merit-based economic supplements must be clearly stated (in written form) and negotiated with the employee.	30	MT, HR	1Q/yearly	Objectives and merit-based economic supplements written and signed by employer and employee yearly in March
AW5	Improve the current communication mechanism to better reach all the staff and provide more feedback on the suggestions and complaints raised. The feedback to the comments – conveniently anonymized— should be provided during the monthly general meeting and included in the internal monthly newsletter.	34	MT, CD	Continuous	Feedback given in all monthly general meetings
AW6	Improve the information flow in the management team to communicate better the needs between the board of trustees and the staff. Facilitate the participation of staff on the board of trustees and the executive committee when required.	35	MT, HR	Continuous	Participation of staff members as invited in the board of trustees meetings

Training					
Action	Extended Description	Addressed CC points (GAP analysis)	Responsible Unit	Timing	Indicators/Targets
AT1	Define an internal training plan along with the staff to identify real needs. Take into account cross-topic fields such as negotiation and leadership skills, as well as foreign languages.	38, 39	MT, HR	1-2Q yearly	Internal training plan defined and published yearly in March
AT2	Formalize the procedures related to training (how to request specific training, internal communication of a new training event, etc).	38, 39	MT, HR	1Q 2018	Training procedure defined and published

As the establishment of an Open Recruitment Policy is a key element in the HRS4R strategy, i2CAT Foundation is **currently implementing** an internal recruitment policy, which aims to establish the fundamentals of an open, transparent and merit based recruitment policy, excluding any kind of discrimination due to any reason.

In order to provide an overview of this recruitment policy and its principles, all recruitment actions will be analysed taking into account the three phases identified on the OTM-R expert report, which are:

1- Advertising and application phase

2- Evaluation and selection phase

3- Appointment phase

Advertising and application phase:

i2CAT will implement an open and transparent recruitment policy, as all open positions are published, on a first step, on our webpage, being accessible to anyone (<http://i2cat.net/en/careers>). At the same time and in order to disseminate the job opportunity on a higher level, the different open positions are also published on other public channels such as social media (Linkedin, Twitter etc.) or other job search portals (i.e. www.talentclue.com, www.infojobs.net). In order to assure that the vacant position is also available international researchers or national researchers that are currently abroad, the vacant position will also be published on EURAXESS.

All job descriptions will be published, as a minimum, in English language in order to guarantee the possibility of abroad researchers to apply to the vacant position. Job offers will always include (i) a description of the organisation, (ii) a description of the vacant position, the amount of vacancies, its department and the related tasks, (iii) working conditions related to the job offer as well as the desirable starting date, (iv) minimum requisites in order to be considered as a valid candidate and desirable requisites for the open position and (v) the professional development opportunities for the announced position. These conditions will apply to anyone who presents himself/herself to any vacant position.

In addition to any specific vacant position published by i2CAT, the Foundation will also published a generic job offer on its webpage in order to receive constant candidacies of interested workers, creating in this way an accessible pool of candidates.

Evaluation and selection phase:

For the whole evaluation and selection phase, i2CAT has created the “selection committee group”, which is composed by one person of the Human Resources department, the respective area manager of the vacant position and the CTIO. This committee will watch the video “Recruitment vias in Research

Institutes” and will be present during the whole selection process evaluating each candidate taking into account the principles of the OTM-R policy.

Once an open position is published, i2CAT will define the duration of the candidacy reception phase. Any person applying to any vacant position will receive an e-mail confirming the correct reception of their documentation.

After closing the candidacy reception phase, i2CAT guarantees to screen all candidates who applied to the vacant position. A first filter is done by part of i2CAT, excluding all candidates that do not reach the minimum requisites published on the job offer. Excluded candidates will receive an automatic e-mail thanking them for participating on the selection process, but informing them that their candidature has been rejected. The rest of the candidates will access the next phase of the recruitment process and are called for an interview. On this initial interview phase, candidates might be interviewed face-to-face or via remote interviews.

The first interview will focus on the candidates past performance, experience and their future potential, based on their merits, the variations in the order of CV's, the recognition of mobility and seniority.

As generic evaluation criteria and according to the advertised position requirements the selection committee group should focus on:

- Acquisition of funding
- Generation of societal impact
- International portfolio (including mobility)
- Knowledge transfer and exchange
- Management of research and innovation
- Organizational skills/experience
- Outreach/public awareness activities
- Research performance
- Supervision and mentoring
- Teaching
- Teamwork

After the first round of interviews, the selection committee group will define which candidates access the final interview phase based on the criteria listed above and without taking into account any personal information that might be available.

All candidates excluded from the selection process will be informed via e-mail or phone call that their candidacy has been rejected, informing them about their strengths and weaknesses.

The final candidates are interviewed a second time with the objective of deepen into those aspects who are not fully clear and with the aim to contrast the different profiles of the final candidates.

At the end of this interview phase, the selection committee group will have to fill a template in order to assess and compare the candidates' professional strengths and weaknesses, without taking into account any personal situation, which could lead to break the merit based recruitment.

Appointment phase

From the evaluation and comparison of the different final candidates, a decision will be taken and an offer will be done to the candidate. Once the offer is accepted by the final candidate, all other candidates who have been interviewed will be contacted in order to let them know the result of the selection process and thank them for the invested time.

d) ORGANIZATION, IMPLEMENTATION AND FOLLOW UP ACTION PLAN

This Action Plan covers the period 2017-2019 and includes the actions planned for the final list of C&C principles defined by the process previously described. Each implemented principle is outlined with the current situation at i2CAT Foundation and one or more improving actions are provided together with the corresponding indicator for evaluation, the department/s responsible/s for the action development and the expected completion date within the period 2017-2019.

Some principles have been regrouped as they have resulted in the implementation of the same actions within the Action Plan. Next step, as the last point before being submitted to the European Commission, the HR Strategy and action plan at i2CAT will be published on the institutional website. The main objective is to illustrate how i2CAT will adopt the Strategy and, after the official approval of the award by the EC, the concerned information will be shown at an outstanding position within the institutional web page.

The HRS4R WG, on its role of monitoring committee, will internally monitor the development and compliance of the Action Plan. The self-assessment will be conducted every two years and will result on a progress report updating the Action Plan for the subsequent period. The external assessment of progress, if it is previously authorized by the European Commission, would be carried out by the CERCA institution, who would act as supervisor for the HRS4R implementation.

Time line of the actions was thoroughly discussed with the responsible persons, who have confirmed their project routine and provided more information about milestones and indicators of success. Actions have been planned with all precautions; work plan provides milestones, controlling measures and risk management procedures.

In summary, the monitoring procedure includes:

- Monitoring meetings with people in charge of the actions, at least once every six months. Working Group members will take part and assess the progress.
- Annual report providing information about the action plan's progress.

- On June 2019, an internal audit will be held by the internal auditor of i2CAT, supported by the Working Group members. The audit report will cover the completion of the Action Plan and will be published on the web site.
- Middle 2021, an external auditor will be invited to evaluate on progress made towards the objectives of i2CAT HR Strategy for Researchers and its compliance with the principles of the Charter & Code. This procedure will be repeated every four years. Report will be published on the web site.

In case i2CAT does not comply with the established deadlines, corrective actions will be taken.

e) CONCLUSIONS

This process enables organizations to truly integrate the principles into their own human research policy, thereby promoting the organization as a stimulating and favourable work place. In this sense, the Action Plan for i2CAT comprises 19 actions to be undertaken during the next period 2017-2019. Few of these actions are very complex to be implemented and fully developed, but they will represent a highly significant step to strengthen the i2CAT recruitment practices and employment conditions, so that the whole process will be highly beneficial for both researchers who work and wish to work at i2CAT and for our institution itself. Main improvements expected from the process implementation are to increase our attractiveness to researchers and provide them with a favourable working environment, high quality research and innovation, and international mobility valorisation.

ANNEX 1: HRS4R QUESTIONNAIRE

HUMAN RESOURCES STRATEGY FOR RESEARCHERS' SURVEY

The "Human Resources Strategy for Researchers" supports research institutions such as i2CAT in the implementation of "the European Charter for Researchers" and "The Code of Conduct for the Recruitment of Researchers" in their policies and practices. The implementation of the Charter and Code by research institutions will render them more attractive to researchers looking for a position.

i2CAT launches this survey with the objective to perform an internal analysis for identifying areas of improvement according to the principles of the Charter and Code. Analyzing the results of the survey, the institution will be able to establish a strategy and an action plan to improve the current practices. The European Commission will evaluate this work and acknowledge i2CAT with the

Logo "HR Excellence in Research" if the result of the evaluation is positive.

The survey is anonymous, but for data analysis reasons it is necessary to define your profile. After this, please score each of the 40 statements from 1 to 5 in terms of agreement. In case one of these declarations does not refer to you, please choose non-applicable (N/A).

All these issues are split into 4 sections:

1. Ethical and professional aspects
2. Recruitment
3. Working conditions and social security
4. Training

This poll can be answered in 20 minutes approximately.

We encourage you to participate in this survey constructively and fairly, to get the most valuable inputs to analyze as good as possible the i2CAT Foundation. The commission in charge of evaluating the results of this survey guarantees the confidentiality of the information provided, and that information introduced as part of the profile will be exclusively used for aggregated data analysis, and never to try to de-anonymize specific submissions.

Thank you for your participation!

0. Profile

Personal Information

1. Gender
 - Man
 - Woman
2. Age
 - <26
 - 26-30
 - 31-35
 - 36-40
 - 41-45
 - 46-50
 - 51-55
 - >55
3. Nationality:
 - Spanish
 - European (other than Spanish)
 - From Middle East and Africa
 - Asia Pacific
 - From North America
 - From Latin America

Professional Information

4. Professional category
 - Postdoctoral researcher
 - PhD. candidate
 - Engineer
 - Other
5. Type of unit where the work is carried out
 - Research Areas
 - Innovation Business Units
 - Software Engineering Group
 - Support Areas (Administration, PMO, Corporate Development, ASIS)
6. Dedication
 - Full time
 - Part time

7. Seniority in the organization

- < 1 year
- 1-3 years
- 4-10 years
- >10 years

8. International exposure.

Having lived in a foreign country for studying and/or working

- No or less than a month
- 1 month – 1 year
- 1-3 years
- > 3 years

1. Ethical and Professional aspects

Score from 1 to 5: (1: less agreement; 5: full agreement) or select N/A (non-applicable)

1. Research freedom: i2CAT provides adequate means for researchers to focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognized ethical principles and practices. (always taking into account the limitations by budget or infrastructure reasons)

1 2 3 4 5 N/A

Level of agreement

2. Ethical principles: i2CAT correctly distributes and spreads the institutional Code of Good Practice in Research

1 2 3 4 5 N/A

Level of agreement

3. Professional responsibility: i2CAT provides adequate means for researchers to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere.

1 2 3 4 5 N/A

Level of agreement

4. Professional attitude: i2CAT provides adequate means for researchers to be familiar with the institutional strategic goals and existing governing bodies (Board of Trustees and Delegate Committee)

1 2 3 4 5 N/A

Level of agreement

5. Contractual and legal obligations: i2CAT provides adequate means for researchers to be familiar with and accomplish the national, sectorial or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract.

1 2 3 4 5 N/A
Level of agreement

6. Accountability: i2CAT provides adequate means for researchers to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole.

1 2 3 4 5 N/A
Level of agreement

7. Good practice in research: i2CAT provides adequate means for researchers to adopt Spanish legislation in order to address safe working places, take precautions for health and safety, recover from information technology disasters, accomplish the data and confidentiality protection requirements and/or seek all necessary approvals before starting their research.

1 2 3 4 5 N/A
Level of agreement

8. Dissemination, exploitation of results: i2CAT ensures that the activity of their researchers are disseminated and exploited (e.g. communicated, transferred into other research setting or, if appropriate, commercialized)

1 2 3 4 5 N/A
Level of agreement

9. Public engagement: i2CAT ensures that research activities of its researcher are made known to society in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science.

1 2 3 4 5 N/A
Level of agreement

10. Non discrimination: i2CAT does not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.

1 2 3 4 5 N/A
Level of agreement

11. Periodical evaluation/appraisal system: i2CAT introduces evaluation / appraisal systems of assessing researcher's professional performance (including senior researchers) on a regular basis, in a transparent manner by an independent committee.

	1	2	3	4	5	N/A
Level of agreement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Recruitment

Score from 1 to 5: (1: less agreement; 5: full agreement) or select N/A (non-applicable)

12. Recruitment: i2CAT ensures that the entry and admission standards for researchers, particularly at the beginning at their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career.

	1	2	3	4	5	N/A
Level of agreement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. Recruitment: i2CAT establishes recruitment procedures, which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements give a broad description of knowledge and competencies required, and are not so specialized as to discourage suitable applicants. It also includes a description of the working conditions and entitlements, including career development prospects, and an adequate timeline for presenting and resolving the applications.

	1	2	3	4	5	N/A
Level of agreement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. Selection: i2CAT ensures that the selection committees bring together diverse expertise and competences and have an adequate gender balance and, where appropriate and feasible, include members from different sectors and disciplines, including from other countries and with relevant experience to assess the candidate

	1	2	3	4	5	N/A
Level of agreement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Transparency: Prior to the selection, i2CAT informs about the recruitment process and the selection criteria, the number of available positions and the career development prospects. After the selection process, i2CAT informs the candidates about the strengths and weaknesses of their applications.

	1	2	3	4	5	N/A
Level of agreement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Judging merit: i2CAT judges merits qualitatively and quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications (the bibliometric indices are properly balanced within a range of evaluation criteria, such as

teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities).

1 2 3 4 5 N/A

Level of agreement

17. Variations in the chronological order of CV: i2CAT does not penalise career breaks or variations in the chronological order of CVs, therefore candidates are allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.

1 2 3 4 5 N/A

Level of agreement

18. Recognition of mobility experience: i2CAT considers as a valuable contribution to the professional development of a researcher, any mobility experience. (e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience).

1 2 3 4 5 N/A

Level of agreement

19. Recognition of qualifications: i2CAT provides for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility.

1 2 3 4 5 N/A

Level of agreement

20. Seniority: The levels of qualifications required are in line with the needs of the position and are not set as a barrier to entry. i2CAT recognizes and evaluates qualifications, focusing on the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained.

1 2 3 4 5 N/A

Level of agreement

21. Postdoctoral appointments: i2CAT establishes clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, considering that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.

1 2 3 4 5 N/A

Level of agreement

3. Working conditions and social security

Score from 1 to 5: (1: less agreement; 5: full agreement) or select N/A (non-applicable)

22. Recognition of the profession: All researchers engaged in a research career are recognized by i2CAT as professionals and are treated accordingly, regardless of their classification.

1 2 3 4 5 N/A
Level of agreement

23. Research environment: i2CAT promotes the creation of a stimulating research environment and/or a research training environment (offering appropriate equipment, facilities and opportunities), and the accomplishment of the national or sectorial regulations concerning health and safety in research.

1 2 3 4 5 N/A
Level of agreement

24. Working conditions: i2CAT ensures, where appropriate, the flexibility deemed essential for successful research performance in accordance with existing national legislation providing with opportunities to allow researchers to combine family and work, children and career.

1 2 3 4 5 N/A
Level of agreement

25. Stability and permanence of employment: i2CAT ensures that the performance of researchers is not undermined by instability of employment contracts, and therefore has an itself commitment as far as possible to improving the stability of employment conditions for researchers.

1 2 3 4 5 N/A
Level of agreement

26. Funding and salaries: i2CAT ensures that researchers at all career stages enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectorial collective bargaining agreements.

1 2 3 4 5 N/A
Level of agreement

27. Gender balance: i2CAT aims for a representative gender balance at all levels of staff, including at supervisory and managerial level. This is achieved based on an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees have an adequate gender balance.

1 2 3 4 5 N/A
Level of agreement

28. Career development: i2CAT has defined a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, and provides a guidance and/or mentoring for the personal and professional development of researchers, in order to contribute to the reduction of the insecurities in the professional future.

1 2 3 4 5 N/A
Level of agreement

29. Value of Mobility: i2CAT recognizes the value of geographical, intersectorial, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career.

1 2 3 4 5 N/A
Level of agreement

30. Access to career advice: i2CAT offers to researchers at all stages of their careers, regardless of their contractual situation, career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures.

1 2 3 4 5 N/A
Level of agreement

31. Intellectual Property Rights: i2CAT ensures that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights.

1 2 3 4 5 N/A
Level of agreement

32. Co-authorship: Co-authorship is viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Therefore i2CAT develops strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognized and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc, or to publish their own research results independently from their supervisor(s).

1 2 3 4 5 N/A
Level of agreement

33. Teaching: i2CAT ensures that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers is counted as part of their teaching commitment.

1 2 3 4 5 N/A

Level of agreement

34. Complaints/appeals: i2CAT has established appropriate procedures to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor/s and early-stage researchers, providing all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment.

1 2 3 4 5 N/A

Level of agreement

35. Participation in decision-making bodies: i2CAT allows researchers to be legitimately represented in the relevant information, consultation and decision-making bodies of the institution, to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.

1 2 3 4 5 N/A

Level of agreement

4. Training

Score from 1 to 5: (1: less agreement; 5: full agreement) or select N/A (non-applicable)

36. Relation with supervisors: i2CAT promotes and evaluates good practices between the supervisors and the researchers in their training phase so as to take advantage of their relationship (ensuring structured/regular follow-up, records keeping of the work progress and research findings, feedback by means of reports and seminars, work in accordance with agreed schedules, milestones, deliverables and/or research outputs)

1 2 3 4 5 N/A

Level of agreement

37. Supervision and managerial duties: In i2CAT, senior researchers, as supervisors or mentors of researchers, build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.

1 2 3 4 5 N/A

Level of agreement

38. Continuing Professional Development: i2CAT provides adequate means, such as formal training, workshops, and conferences and e-learning, for researchers at all career stages to continually improve themselves by regularly updating and expanding their skills and competencies.

1 2 3 4 5 N/A
Level of agreement

39. Access to research training and continuous development: i2CAT ensures that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies.

1 2 3 4 5 N/A
Level of agreement

40. Supervision: i2CAT ensures that early-stage researchers can refer to a clearly designated person to seek any information needed and get help with their professional duties. The supervisor should provide appropriate support for the necessary progress and review procedures, as well as the necessary feedback mechanisms.

1 2 3 4 5 N/A
Level of agreement

5. Other comments

General comments could be included in this section.

ANNEX 2. SURVEY RESULTS

The survey results were evaluated according to the criteria presented in Table 1.

Poor	There are discrepancies between the state of the given issues in i2CAT and the provisions of the Charter and Code. Remedial actions are recommended	<3
Average	An acceptable situation. Actions recommended depending on the opportunity and the amount of resources needed to develop an action	3-4
Good	Implementation of the provisions of the Charter and Code evaluated as good	>4

Table 1: Criteria applied when evaluating the results on each statement

The percentile corresponding to the answer (Not Applicable, 1, 2, 3, 4 and 5) has been computed to get further detailed conclusions, e.g. to identify the percentage of people not displaying criteria (N/A) or the distribution of the answers. This has been useful to detect, for instance, the unanimity or dispersion on the given answer.

WHOLE SAMPLE		RESEARCH AREAS	
Charter and Code	Survey Score	Charter and Code	Survey Score
1. Research freedom	3,72	1. Research freedom	3,58
3. Ethical principle	2,79	3. Ethical principle	2,68
3. Professional responsibility	3,11	3. Professional responsibility	3,22
4. Professional attitude	3,72	4. Professional attitude	3,62
5. Contractual and legal obligation	3,44	5. Contractual and legal obligation	3,32
6. Accountability	3,54	6. Accountability	3,36
7. Good practice in research	3,08	7. Good practice in research	2,96
8. Dissemination, exploitation of results	3,75	8. Dissemination, exploitation of results	3,76
9. Public engagement	3,56	9. Public engagement	3,48
10. Non discrimination	4,55	10. Non discrimination	4,56
11. Periodical/Appraisal systems	2,44	11. Periodical/Appraisal systems	2,35
12. Recruitment	3,12	12. Recruitment	3,00
13. Recruitment (Code)	3,18	13. Recruitment (Code)	3,18
14. Selection	3,00	14. Selection	2,78
15. Transparency	3,00	15. Transparency	3,05
16. Judging merit	3,49	16. Judging merit	3,50
17. Variations in the chronological order of CV'S	3,74	17. Variations in the chronological order of CV'S	3,70
18. Recognition of mobility experience	3,79	18. Recognition of mobility experience	3,73
19. Recognition of qualifications	3,58	19. Recognition of qualifications	3,42
20. Seniority	3,78	20. Seniority	3,69
21. Postdoctoral appointments	2,70	21. Postdoctoral appointments	2,79
22. Recognition of the profession	4,13	22. Recognition of the profession	3,76
23. Research environment	3,61	23. Research environment	3,58
24. Working conditions	3,85	24. Working conditions	3,67
25. Stability and permanence of employment	3,16	25. Stability and permanence of employment	3,17
26. Funding and salaries	2,29	26. Funding and salaries	2,33
27. Gender balance	3,13	27. Gender balance	3,09
28. Career development	2,15	28. Career development	2,16
29. Value of Mobility	3,46	29. Value of Mobility	3,55
30. Access to career advice	2,71	30. Access to career advice	2,64
31. Intellectual Property Rights	2,83	31. Intellectual Property Rights	2,84
32. Co-authorship	3,76	32. Co-authorship	3,86
33. Teaching	2,59	33. Teaching	2,54
34. Complaints/appeals	2,74	34. Complaints/appeals	2,52
35. Participation in decision-making bodies	2,74	35. Participation in decision-making bodies	2,87
36. Relation with supervisors	3,14	36. Relation with supervisors	3,13
37. Supervision and managerial duties	4,14	37. Supervision and managerial duties	4,13
38. Continuing Professional development	2,58	38. Continuing Professional development	2,04
39. Access to research training	2,71	39. Access to research training	2,23
40. Supervision	3,75	40. Supervision	3,61

Table 2. Column of the left presents the mean values for each of the statements of the whole sample of responses. Column on the right shows results for the research staff.