HR Excellence in Research

Action Plan

Action Plan

Case number

2023PT164279

Name Organisation under review

Instituto Superior Técnico - HRS4R

Organisation's contact details

Av. Rovisco Pais, 1, Lisboa, 1049-001, Portugal

Submission date to the European Commission

15/11/2024

1. Organisational Information

*Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	1184
Of whom are international (i.e. foreign nationality) *	84
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	91
Of whom are women *	358
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	475

STAFF & STUDENTS	FTE
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	503
Of whom are stage R1 = in most organisations corresponding with doctoral level *	206
Total number of students (if relevant) *	11.296
Total number of staff (including management, administrative, teaching and research staff) *	1984

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	109603446
Annual organisational direct government funding (designated for research)	4484659
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	27193
Annual funding from private, non-government sources, designated for research	3032602

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

Instituto Superior Técnico (IST) is the largest and most reputed school of Engineering, Science

and Technology in Portugal. Since its creation in 1911, IST's mission is to contribute to the development of society by providing top quality higher education, at undergraduate and postgraduate levels, as well as developing Research, Development and Innovation (RD&I) activities to allow it to provide teaching in line with the highest international standards.

IST is involved with some of the most prestigious RD&I and technology transfer institutions in Portugal, with remarkable impact internationally in many scientific and technological domains.

2. Strengths and weaknesses of the current practice

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Note: Click on the name of each of the four thematic headings of the Charter and Code to open the editor and provide your answer.

Ethical and professional aspects* ⌄

Strengths and Weaknesses (max. 800 words)

At IST, we pride ourselves on maintaining the highest standards of research integrity, thanks to the diligent work of our Ethics Committee. This committee expertly handles research ethics issues, providing our researchers with the confidence to pursue their work without undue concern.

Our Shaping the Future Program is designed to support the academic success of our new professors and researchers, facilitating their full integration into the IST community. This initiative offers a range of benefits, including mentoring, funding, and sabbatical leave within the tenure track period. Our tenure track period offers stability and security, allowing our researchers to pursue ambitious projects without undue pressure.

We also foster a sense of community and collaboration through our Annual School Council Days and Science and Technology Week, which showcase the innovative work of our researchers and inspire new partnerships. Furthermore, our Ombudsman ensures that our workplace remains respectful and inclusive, addressing any instances of harassment or inappropriate conduct.

To empower our researchers, we provide training and open sessions on Intellectual Property Policy, as well as a European Research Council (ERC) acceleration program, and seminars related to funding opportunities.

By combining these strengths, IST offers a supportive and stimulating research environment that enables our academics to thrive and make meaningful contributions to their fields.

While IST strives to foster a supportive research environment, there are areas where we acknowledge room for improvement. One key challenge is the limited awareness and organisation of the services and information available to our researchers. Despite our best efforts, many academics remain unaware of the full range of resources at their disposal, leading to missed opportunities and inefficiencies.

Furthermore, we acknowledge the need to provide more comprehensive support for the career development of our researchers. Specifically, we have identified a clear need for additional tools and training actions in key areas such as research ethics, project management, and dissemination of research results. Without adequate resources and guidance in these domains, we risk hindering the growth and success of our researchers.

Another area needing improvement is the dissemination of research results to the broader public. While our researchers consistently produce high-quality work, greater efforts are required to share their findings with the wider community. Ineffective communication of our research outcomes leads to missed opportunities for public engagement, addressing real-world challenges, influencing policy and driving innovation.

By acknowledging these weaknesses, we can take meaningful steps to address them and provide our researchers with the support and resources they need to excel. We are dedicated to improving our services and training programs while strengthening our efforts in research dissemination. These initiatives will empower our researchers to maximize their potential and ensure their work achieves the greatest possible impact on both academia and society.

Recruitment and selection* ⌄

Strengths and Weaknesses (max. 800 words)

At IST, we value the researchers recruitment and selection processes. One of the key strengths of our processes is the use of digital tools to support the researchers recruitment process.

We also keep our researchers informed and up-to-date through our bi-monthly HR Newsletter, which provides valuable insights, news, and updates on opportunities and events.

Furthermore, our Scientific Council plays a crucial role in shaping our recruitment strategy, ensuring that we attract the best talent from around the world. To identify and nurture emerging talent, we have established scouting teams in each department, tasked with identifying promising researchers.

We also offer International Sabbaticals, providing researchers with the opportunity to expand their horizons and foster international collaboration with colleagues worldwide.

In addition, our International Short training/visits programme allows researchers to participate in short-term training and knowledge-sharing opportunities, broadening their expertise and networks. These initiatives not only enhance our researchers' skills and knowledge but also foster a culture of international collaboration and innovation.

By investing in our researchers through these initiatives, we aim to create a vibrant and dynamic research environment that supports their growth and success. Our commitment to researcher development sets us apart and enables us to attract and retain top talent in our field.

On the other hand having room for improvement, IST acknowledges that the online information on the website can be confusing, making it difficult for researchers to find the information they need. This can lead to frustration and wasted time, which in the case of an application needs to be avoided. Another area where we fall short is in training for our assessment committee members and administrative staff. We rely on these individuals to support our researchers, but we have not provided them with adequate training on the latest best practices and procedures. This can lead to inconsistencies and inefficiencies in our decision-making processes.

Furthermore, we have identified a need for improved advisory support for candidates. Our researchers often require guidance on navigating our systems and processes, but we have not provided sufficient resources to support them. This can lead to confusion and anxiety, particularly for early-career researchers who are new to our institution.

By acknowledging these weaknesses, we can begin to address them and provide our researchers with the support and resources they need to succeed. We are committed to improving our website, providing comprehensive training for our staff, and offering robust advisory support for our candidates. By doing so, we can create a more transparent, efficient, and supportive research environment.

Working conditions*   ⌄

Strengths and Weaknesses (max. 800 words)

IST's research environment is enhanced by a range of initiatives designed to support the well-being and development of our researchers. The Shaping the Future Programme is a key example, offering mentoring for early-career researchers, training for researchers, partial sabbatical leave, and start-up funds. These resources enable our researchers to focus on their work, secure in the knowledge that they have the support they need to succeed.

We also prioritise the needs of our researchers with family commitments, offering post-parental leave and on-site kindergarten facilities. These provisions help to alleviate the pressure of balancing work and family responsibilities, allowing our researchers to thrive in their careers.

In addition, we are committed to creating an inclusive and supportive environment for all members of our community. Our Regulation for Students with Special Education Needs ensures that every individual has the opportunity to reach their full potential, regardless of their abilities. Furthermore, our Diversity, Equity and Inclusion group, comprising representatives from all working groups, works tirelessly to promote a culture of respect and understanding.

Our pedagogical training and projects also play a vital role in enhancing the skills and knowledge of our researchers, enabling them to excel in their fields. By providing these resources and initiatives, we demonstrate our dedication to fostering a research environment that is supportive, inclusive, and conducive to success.

There are several areas where IST can improve its support for researchers. One such area is the offer of PhD programmes outside the academic environment. Despite our best efforts, ew regist a residual number of PhD candidates within the industry scope, meaning that our candidates later struggle to find employment outside of academia. We must do more to equip our researchers with the skills and knowledge they need to succeed in a variety of careers.

Another area of concern is accessibility. Our facilities and resources must be accessible to all members of our community, regardless of their abilities. Unfortunately, we still have work to do in this area, and we are committed to making the necessary improvements.

Furthermore, we are facing challenges related to physical space. The lack of available rooms, classrooms, offices, and laboratories is hindering our ability to provide our researchers with the resources they need to excel. We must find a solution to this problem in order to support the growth and success of our research community.

Additionally, we have identified a need for more translated information in English, as well as a lack of awareness among researchers about the tools and resources available to them. By addressing these weaknesses, we can create a more inclusive and supportive environment that enables our researchers to thrive.

Training and development*   ⌄

Strengths and Weaknesses (max. 800 words)

Our researchers are at the heart of IST's mission, and we are dedicated to providing them with the support and resources they need to succeed. One of the key ways we achieve this is through our Doctoral School, which offers a comprehensive programme of training and development opportunities for PhD students. Our PhD Open Days also provide a valuable chance for prospective students to learn more about our research opportunities and meet with our academic staff, and for the researchers community to present their research to the academic community, industry professionals, and alumni.

In addition to these initiatives, our HR Division offers a range of training for researchers on both core and soft skills, helping them to develop the expertise and personal qualities needed to excel in their careers. The Shaping the Future Programme also provides Fundamental and Complimentary Trainings, which are specifically designed to support the development of our researchers.

We also recognise the importance of pedagogical training, and our Lectures observation programme allows our researchers to develop their teaching skills and gain valuable feedback from their peers. Furthermore, our Contigo+ training and seminars provide a platform for our researchers to share their knowledge and expertise with others, and to learn from the experiences of their colleagues. By providing these opportunities, we are able to support the growth and success of our research community.

One key area for improvement in IST's researcher development program is the lack of well-organized and structured training tailored to the researchers' tenure track progression. This gap means that researchers are not receiving the targeted support they need at an early stage of their careers, potentially hindering their professional growth and ability to achieve their full potential.

Another area for improvement is the need for more targeted preparation training for supervisors. Providing additional training would better equip them with the skills and knowledge necessary to effectively support and guide researchers, ultimately enhancing the overall quality of research and mentorship within IST.

Furthermore, we have identified a need for more effective dissemination and engagement of our researchers in training actions. This means that not all of our researchers are aware of the training opportunities available to them, or are not being encouraged to participate in these activities.

Finally, we lack a systematic assessment of our researchers' competences development process and competencies acquisition planning through training. This makes it difficult for us to evaluate the effectiveness of our training programmes and identify areas where our researchers need additional support. By addressing these weaknesses, we can create a more comprehensive and effective researcher development programme.

3. Actions

The Action Plan and HR Excellence in Research strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organization's Action Plan/HR Strategy dedicated webpage(s). Multiple links must be comma separated.

https://drh.tecnico.ulisboa.pt/hrs4r/ (https://drh.tecnico.ulisboa.pt/hrs4r/)

Please fill in the list of all individual actions to be undertaken in your organisation's HR Excellence in Research to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their ratings.

Proposed ACTIONS

Action 1

Researchers Toolkit development. A comprehensive support system designed to guide researchers on their professional development. This kit is an easy access toll that will include essential resources and information to effectively support researchers to achieve success in their careers. The resources in the kit will include: career planning guides, legislation, funding opportunities, publication and dissemination tips, networking and collaboration platforms, dissemination of workshops and training, guides to open science and data management. The Researchers Kit aims to empower researchers to advance in their careers with confidence and adaptability.

GAP Principle(s)

Timing (at least by year's quarter/semester)

(-/+) 1. Research freedom

(++) 3. Professional responsibility

(++) 5. Contractual and legal obligations

(+/-) 6. Accountability

(+/-) 12. Recruitment

(-/+) 13. Recruitment (Code)

(+/-) 14. Selection (Code)

(+/-) 15. Transparency (Code)

(+/-) 16. Judging merit (Code)

(+/-) 17. Variations in the chronological order of CVs (Code)

(++) 18. Recognition of mobility experience (Code)

(+/-) 19. Recognition of qualifications (Code)

(+/-) 20. Seniority (Code)

Q1 2026

(-/+) 21. Postdoctoral appointments (Code)

(+/-) 22. Recognition of the profession

(++) 26. Funding and salaries

(+/-) 28. Career development

(++) 32. Co-authorship

(+/-) 33. Teaching

(+/-) 34. Complains/ appeals

(+/-) 35. Participation in decision-making bodies

(-/+) 37. Supervision and managerial duties

(-/+) 38. Continuing Professional Development

(+/-) 40. Supervision

Proposed ACTIONS

Responsible Unit	Indicator(s) / Target(s)
Human Resources Division	Target: development of a webpage with easy access to all information, tools and events available for career development and progression of researchers. Indicator: action published and communicated.

Action 2

Reinforcement of the training for Researchers on career development. The training program will include topics such as ethics, science dissemination and communication, Risk Management, Intellectual Property Regulations, Project Management, Legislation, Emergency Procedures, Open Science Principles, Internal Guiding Values, and Supervision. These training sessions will be articulated within the IST HR program, UNITE! Alliance and Widening project.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(-/+) 1. Research freedom	
(+/-) 2. Ethical principles	
(++) 3. Professional responsibility	
(+/-) 4. Professional attitude	
(++) 5. Contractual and legal obligations	
(+/-) 7. Good practice in research	
(+/-) 8. Dissemination, exploitation of results	
(+/-) 10. Non discrimination	Q3 2026
(-/+) 13. Recruitment (Code)	
(-/+) 24. Working conditions	
(-/+) 36. Relation with supervisors	
(-/+) 37. Supervision and managerial duties	
(+/-) 39. Access to research training and continuous development	
(+/-) 40. Supervision	

Responsible Unit	Indicator(s) / Target(s)
Human Resources Division	Target: availability of training actions in core areas that are underrepresented in the training plan for researchers. Indicator: a structured researcher training plan defined and implemented.

Proposed ACTIONS

Action 3

Training on Researchers Assessment. This training program, in alignment with the CoARA Agreement, will be designed to improve the researchers evaluation process embracing responsible, fair, and inclusive assessment practices. The aim of the training program is in creating fairer, more transparent, and flexible assessment strategies that better support researchers' diverse career paths and contributions to the scientific community.

GAP Principle(s)

(+/-) 14. Selection (Code)

(+/-) 16. Judging merit (Code)

(+/-) 17. Variations in the chronological order of CVs (Code)

(+/-) 20. Seniority (Code)

Timing (at least by year's quarter/semester)

Q2 2023

Responsible Unit	Indicator(s) / Target(s)
Human Resources Division	Target: availability of training actions on Researchers Assessment. Indicator: number of training actions offered and number of participants.

Action 4

Training for administrative staff on academic, professional, and non-formal qualifications aims to enhance their skills and adaptability within the institution. This comprehensive program will cover essential topics, including understanding academic qualifications, evaluating professional certifications, and recognizing non-formal learning experiences that add value to their roles. The training will be given through workshops, interactive sessions, and case studies.

GAP Principle(s)

(+/-) 19. Recognition of qualifications (Code)

Timing (at least by year's quarter/semester)

Q3 2025

Responsible Unit	Indicator(s) / Target(s)
Human Resources Division	Target: implementation of a training plan for the HR administrative staff. Indicator: the fitness of the training topics to the staff training needs and number of administrative staff participating in the training actions.

Proposed ACTIONS

Action 5

The Human Resources Webpage will be enhanced to improve clarity, usability, and accessibility for all users. Content will be streamlined for easy navigation, with organized sections covering key areas like policies, benefits, career development, and support resources. A complete translation of all content into English will make the page more inclusive for international staff and researchers. Additionally, clear labels, FAQs, and downloadable guides will simplify access to essential resources and explain HR processes. These updates are designed to create a user-friendly and accessible HR portal, better supporting the diverse and global community at the institution.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 2. Ethical principles	
(++) 5. Contractual and legal obligations	
(+/-) 12. Recruitment	Q3 2025
(-/+) 23. Research environment	

Responsible Unit	Indicator(s) / Target(s)
Human Resources Division	Target: full update of the HR Webpage. Indicator: live date of the updated HR webpage until the established deadline.

Action 6

The Observatory for Diversity, Equity and Inclusion aims to contribute to the promotion and recognition of diversity at IST by ensuring regular monitoring, analysis, and dissemination of information. The process helps to identify challenges in promoting equal opportunities and full integration of all individuals in its community.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 27. Gender balance	Q2 2025

Responsible Unit	Indicator(s) / Target(s)
Institutional Studies, Planning and Quality Division	Target: implementation of the Observatory. Indicator: website with the Observatory available for the community.

Proposed ACTIONS

Action 7

PhD4Value is a programme supporting PhD candidates' career development, equipping them with essential tools and knowledge for success in academia and beyond. It offers targeted training on skills like project management, research dissemination, supervision, and interdisciplinary collaboration. In addition PhD4Value will provide structured mentoring, personalized career planning to help PhD candidates assess strengths, set goals, and create actionable plans. With networking opportunities and awareness of career options in industry, public policy, and entrepreneurship, PhD4Value empowers candidates to make informed decisions and thrive in diverse career paths.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(-/+) 1. Research freedom	
(-/+) 21. Postdoctoral appointments (Code)	
(+/-) 22. Recognition of the profession	Q3 2026
(-/+) 30. Access to career advice	
(-/+) 36. Relation with supervisors	

Responsible Unit	Indicator(s) / Target(s)
Human Resources Division	Target: development and availability of the foreseen programme activities and services. Indicator: number of researchers participating in the PhD4Value program activities.

Action 8

The development of Research Communities within the UNITE! Alliance will foster collaboration and innovation. By connecting universities, the Alliance promotes interdisciplinary research on global challenges through joint initiatives, cross-border partnerships, and shared resources. It provides platforms for networking, and professional development, supporting researchers in advancing their careers. This collaborative environment strengthens research capabilities, drives technological progress, and contributes to sustainable development, creating a culture of excellence and inclusivity within the academic community across the alliance member institutions.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 8. Dissemination, exploitation of results	
(-/+) 23. Research environment	
(+/-) 29. Value of mobility	Q1 2026
(+/-) 39. Access to research training and continuous development	

Responsible Unit	Indicator(s) / Target(s)
International Affairs Division	Target: establishment of the research communities. Indicator: involvement/participation of Técnico Lisboa researchers or research groups in these communities.

Proposed ACTIONS

Action 9

The Survey to Researchers will gather insights on experiences with the European Charter for Researchers principles, focusing on working conditions, ethics, and career development. Findings will inform policy updates, promote inclusivity, and strengthen the institution's commitment to supportive research practices.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 10. Non discrimination	
(-/+) 11. Evaluation/ appraisal systems	Q1 2025
(-/+) 23. Research environment	

Responsible Unit	Indicator(s) / Target(s)
Institutional Studies, Planning and Quality Division	Target: development and implementation of the survey process to researchers. Indicator: report on the survey results.

Action 10

Creation of a Career Advisory Unit to support researchers in their career development. The unit will guide researchers in identifying career goals, navigating different career paths, and building essential skills for professional growth. It will offer individualised counselling sessions to address specific career challenges, facilitate networking opportunities with industry professionals, and organise workshops focused on soft skills like leadership, communication, and resilience. Additionally, the unit will ensure researchers have access to resources for understanding job market trends and exploring alternative careers beyond academia. Equipped with a range of support tools for career planning, this unit will empower researchers to take proactive steps in shaping their career trajectories effectively.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 15. Transparency (Code)	
(-/+) 21. Postdoctoral appointments (Code)	
(+/-) 22. Recognition of the profession	
(+/-) 25. Stability and permanence of employment	Q2 2026
(+/-) 28. Career development	
(-/+) 30. Access to career advice	
(-/+) 38. Continuing Professional Development	

Responsible Unit	Indicator(s) / Target(s)
Human Resources Division	Target: implementation of the Unit to support the professional development and provide advice on career related decisions for the researchers. Indicator: establishment of the Unit.

Proposed ACTIONS

Action 11

To raise awareness of the Researchers Ombudsman role, a targeted communication plan will highlight the Ombudsman's responsibilities in supporting fair treatment, resolving conflicts, and addressing ethical concerns. Social media posts, newsletters, and campus flyers will boost visibility, while testimonials from researchers who benefited from the Ombudsman will build trust. This approach ensures researchers understand and utilise this valuable resource for professional support.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 2. Ethical principles	Q2 2025

Responsible Unit	Indicator(s) / Target(s)
Communication, Image and Marketing Area	Target: increase the awareness of the Ombudsman role among the researchers through the establishment of a Communication Plan with a set of actions/campaigns that promote the existence and activity of the Ombudsman office. Indicator: number of implemented actions/campaigns.

Action 12

Communication plan to raise awareness on the Multiple Dashboards available in the Institution such as: University Rankings, Human Resources, Students Statistics, Overall Indicators.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 6. Accountability	Q1 2026

Responsible Unit	Indicator(s) / Target(s)
Institutional Studies, Planning and Quality Division	Target: increase the awareness of the dashboards through a set of actions/campaign and assess the feasibility of having the dashboards information also in English. Indicator: number of implemented actions/campaigns.

Action 13

The new Diversity, Inclusion, and Gender Balance Website aims to effectively disseminate the activities and initiatives carried out to promote equity, inclusion, and gender balance. It will showcase ongoing projects, events, and achievements related to diversity, inclusion, and gender equality within the institution. The website will provide accessible resources, updates, and success stories to engage the community. Regular updates will highlight the school's progress and partnerships, fostering an inclusive environment and empowering stakeholders to contribute to these important initiatives.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 27. Gender balance	Q2 2025

Responsible Unit	Indicator(s) / Target(s)
Diversity, Inclusion, and Gender Balance Group	Target: establishment of the new Diversity, Inclusion, and Gender Balance Website. Indicator: establishment of the website within the timeline and with the required contents.

Unselected principles:

(+/-) 9. Public engagement   (++) 31. Intellectual Property Rights

The establishment of an Open Recruitment Policy is a key element in the HR Excellence in Research strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan. (max. 1000 words) *

At IST, we are committed to upholding the principles of Open, Transparent, and Merit-Based Recruitment (OTM-R) in all our hiring processes. To achieve this, we will be utilizing the OTM-R Toolkit, a comprehensive resource designed to ensure that our recruitment practices are fair, transparent, and based on merit.

One of the key components of the OTM-R Toolkit is the Researchers Toolkit, which aims to create awareness of the legislation and regulations governing recruitment in the research sector. This toolkit provides researchers with a clear understanding of the principles of OTM-R and how they can be applied in practice. By using this toolkit, our researchers will be able to navigate the recruitment process with confidence, knowing that they are adhering to the highest standards of transparency and fairness.

In addition to the Researchers Toolkit, we will also be providing Training for Researchers to further contribute to their awareness and understanding of the career progression process. This training will cover the key principles of OTM-R, as well as the specific procedures and protocols that must be followed. The training will also be complemented by an training on researchers assessment, which will help to identify areas where further support and development are needed.

To ensure that our administrative staff are also equipped to support the efficient recruitment process, we will be providing Training for Administrative Staff. This training will focus on the practical aspects of recruitment, including the use of the OTM-R Toolkit, and will provide administrative staff with the knowledge and skills they need to manage the recruitment process effectively.

By implementing the principles of OTM-R and utilizing the OTM-R Toolkit, IST is demonstrating its commitment to fairness, transparency, and merit-based recruitment. We believe that this approach will not only enhance the quality of our research, but also contribute to a more positive and inclusive working environment for all our staff.

In practice, the implementation of OTM-R principles will involve a number of key steps. Firstly, we will ensure that all job advertisements are clear, concise, and free from bias, and that they include all necessary information about the role and the recruitment process. We will also establish a fair and transparent selection process, which will be based on the principles of merit and the specific requirements of the role.

As a way to ensure that our recruitment processes are open and transparent, all relevant information is available to applicants, including details about the selection criteria, the composition of the selection committee, and the timeline for the recruitment process. Feedback is also provided to all applicants, regardless of the outcome of their application, in order to help them understand the decision-making process and identify areas for improvement.

In terms of merit-based recruitment, ll selection decisions are based on the qualifications, skills, and experience of the applicants, rather than on personal characteristics or biases. We use a diversified range of assessment methods, including interviews and reference checks, to ensure that we are getting a comprehensive view of each applicant's abilities.

To support the efficient recruitment process, there's a centralized recruitment team, which will be responsible for coordinating all aspects of the administrative recruitment process. This team works closely with the Departmens and the research units to ensure that all recruitment activities are carried out in accordance with the principles of OTM-R.

In conclusion, IST is committed to implementing the principles of Open, Transparent, and Merit-Based Recruitment in all our hiring processes. By using the OTM-R Toolkit and providing training for researchers and administrative staff, we will ensure that all recruitment activities are fair, transparent, and based on merit. This approach will not only enhance the quality of our research, but also contribute to a more positive and inclusive working environment for all our staff.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website. Multiple links must be comma separated:

()

URL:

4. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

The HRS4R implementation process at IST is expected to be a comprehensive and multi-faceted initiative that addresses the institutional, legal, and policy challenges identified in the Gap Analysis results. The process will be guided by the principles of Open, Transparent, and Merit-Based Recruitment (OTM-R) policy, which aims to promote a fair, inclusive, and competitive recruitment process for researchers.

The HRS4R implementation process will involve several key stages, including:

1. Gap Analysis and Needs Assessment: The Gap Analysis results have identified several areas for improvement in the recruitment and career development of researchers at IST.
2. Action Plan: based on the results of the Gap Analysis, an HRS4R Action Plan was developed to address the identified areas for improvement. The Action Plan will outline specific actions, timelines, and responsible individuals or departments for each activity, timelined by quarters to be achieved in the period of 2025-2026.
3. Establishment of the Implementation Committee: An Implementation Committee will be established to oversee the implementation of the HRS4R Action Plan. The Committee will be responsible for monitoring progress, addressing any challenges or issues that arise, and providing guidance and support to the relevant departments and individuals.
4. OTM-R Policy Implementation: The OTM-R policy will be implemented across all departments and units at IST, with the aim of promoting a fair, inclusive, and competitive recruitment process for researchers.
5. Career Development and Support: A range of career development and support initiatives will be implemented to support the career advancement of researchers, including training and development programs, mentorship schemes, and career guidance services.
6. Monitoring and Evaluation: Progress towards the implementation of the HRS4R Action Plan will be regularly monitored and evaluated, with the aim of identifying areas for improvement and making adjustments to the Action Plan as necessary.

At the challenges level we might face challenges at the institutional level, namely ensuring that the HRS4R implementation process is aligned with the overall strategic goals and objectives of IST at the same that considering the diverse needs different research research areas and departments; and at the legal level, namely considering the need to comply with relevant national laws that might be somehow restrictive and condition our actions.

In conclusion, the HRS4R implementation process at IST is expected to be a complex and multi-faceted initiative that addresses the institutional, legal, and policy challenges identified in the Gap Analysis results. The process will be guided by the principles of OTM-R policy and implemented by several key stages, the HRS4R Action Plan, the establishment of the Implementation Committee, and the implementation of the OTM-R policy. The process will also need to take into account the diverse needs and requirements of different research disciplines and departments, as well as the requirements of relevant national and European Union laws and regulations.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Note: Click on each question of the checklist to open the editor.

How will the implementation committee and/or steering group regularly oversee progress?*   ⌄

Detailed description and duly justification (max. 500 words)

The Implementation Committee (IC) and the Steering Committee (SC) will play a crucial role in overseeing the progress of the Human Resources Strategy for Researchers (HRS4R) implementation plan at IST.

The IC will meet on a bimonthly basis to review the progress of each action and discuss any issues or challenges that have arisen. The IC will be responsible for:

- Monitoring the implementation of each action and identifying any areas where progress is not being made
- Discussing and addressing any issues or challenges that have arisen
- Identifying and implementing mitigation measures to address any delays or obstacles
- Reporting to the SC on progress and any issues that have arisen

The SG will meet on a quarterly basis to review the overall progress of the HRS4R implementation plan and provide strategic guidance and oversight. The SC will be responsible for:

- Reviewing the progress of the implementation plan and identifying any areas where progress is not being made
- Providing strategic guidance and oversight to the IC
- Identifying and implementing mitigation measures to address any delays or obstacles
- Reporting to the senior management team on progress and any issues that have arisen

By regularly overseeing progress, the IC and SG will be able to ensure that the HRS4R implementation plan is on track and that progress is being made towards achieving the goals and objectives of IST.

How do you intend to involve the research community, your main stakeholders, in the implementation process?*

Detailed description and duly justification (max. 500 words)

At IST we believe that the active participation of our researchers is crucial to ensuring that our policies and procedures are effective, relevant, and meet the needs of our research community.

To achieve this, we have established a Tenure Track Focus Group, which brings together representatives from different stages of their careers (R1 to R4) to discuss and provide feedback on the implementation of HRS4R. This group will kick-oof the process by sharing experiences, identify challenges, and propose solutions, ensuring that our policies and procedures are tailored to the needs of our researchers. We will also conduct a Researchers Survey to gather feedback and opinions from our research community on the implementation of HRS4R. This survey will provide us with valuable insights into the experiences and concerns of our researchers, enabling us to identify areas for improvement and make informed decisions.

To ensure that the implementation of HRS4R is a collaborative effort, we have established an Implementation Committee (IC), which includes representatives from R1 to R4, as well as key stakeholders from across the institution. This committee will be responsible for overseeing the implementation of HRS4R, providing guidance and support to researchers, and monitoring progress.

The IC will be chaired by the Vice-Dean for the Scientific Committee, who will provide strategic leadership and ensure that the implementation of HRS4R is aligned with the institution's overall research strategy. The Director of International Affairs will also be a member of the committee, providing expertise on international best practices and ensuring that our policies and procedures are competitive and attractive to researchers from around the world.

Furthermore, the Head of Well-Being and People Development will play a key role in the IC, ensuring that the well-being and career development of our researchers are at the forefront of our implementation efforts. This will include providing training and development opportunities, as well as supporting the mental health and well-being of our researchers.

The process of planning and controlling and monitoring include all the departments, faculties and divisions of the school administration, so all parts of the school will be involved.

Through these mechanisms, we aim to create a culture of openness, transparency, and inclusivity, where our researchers feel valued, supported, and empowered to contribute to the implementation of HRS4R. By working together, we can ensure that our policies and procedures are effective, relevant, and meet the needs of our research community, ultimately enhancing the quality of our research and the careers of our researchers.

By involving the research community in the implementation process, we can:

- Ensure that our policies and procedures are tailored to the needs of our researchers
- Identify areas for improvement and make informed decisions
- Provide a platform for researchers to share their experiences and concerns
- Foster a culture of openness, transparency, and inclusivity
- Enhance the quality of our research and the careers of our researchers

Ultimately, our goal is to create a research environment that is supportive and inclusive where our researchers can thrive and make meaningful contributions to society.

How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.*   ⌄

Detailed description and duly justification (max. 500 words)

At IST, we are committed to ensuring that the HRS4R is fully integrated into our research strategy, as the overarching HR policy. To achieve this, we have conducted a thorough gap analysis to identify areas where our current policies and procedures align with the HRS4R principles, and where we need to make improvements. While our analysis has shown that IST is fully aligned with the HRS4R strategy in many areas, we have also identified some limitations imposed by national legislation that constrain our actions. However, we are committed to finding ways to work within these constraints to achieve our goals.

To overcome these challenges, we are leveraging our connections with former alumni and Professors who hold key positions in national decision-making bodies, such as the Government and Ministries. We are working closely with these individuals to raise awareness of the needs and benefits of implementing the HRS4R principles, with the aim of influencing policy changes that will support our efforts.

The involvement of our Management Board in the HRS4R implementation process is also a key factor in ensuring the recognition of this process within the organisation. Our Management Board is fully committed to the principles of HRS4R and is actively engaged in overseeing the implementation of our action plan.

To ensure that the HRS4R is fully integrated into our research strategy, we will also be revising our existing policies and procedures to ensure that they are aligned with the HRS4R principles. This will include updating our recruitment and selection procedures, career development policies, and working conditions to ensure that they meet the highest standards of transparency and merit-based decision-making.

Furthermore, we will be establishing a dedicated HRS4R working group, which will be responsible for monitoring progress, identifying areas for improvement, and providing recommendations for future actions. This working group will include representatives from across the organisation, including researchers, administrative staff, and management, to ensure that all stakeholders are engaged and committed to the process.

By taking these steps, we are confident that we can ensure the recognition of the HRS4R within our organisation's research strategy, and make meaningful progress towards creating a research environment that is supportive, inclusive, and conducive to excellence.

Our goals for the recognition of HRS4R within our research strategy include:

- Ensuring that our policies and procedures are aligned with the HRS4R principles
- Raising awareness of the benefits of HRS4R among our stakeholders
- Influencing policy changes at the national level to support our efforts
- Creating a research environment that is supportive, inclusive, and conducive to excellence
- Enhancing the careers and well-being of our researchers

How will you ensure that the proposed actions are implemented?* ⌄

Detailed description and duly justification (max. 500 words)

For each action, we have nominated a specific Unit responsible for implementing the necessary tasks to reach the desired outcome within the established timeline. This ensures that each action has a clear owner and that progress can be monitored and tracked.

To monitor the progress of the implementation, we have scheduled bimonthly meetings of the Implementation Committee (IC). The IC is responsible for overseeing the implementation of the HRS4R action plan and ensuring that each action is completed on time. The IC is composed of representatives from various units across the institution, ensuring that all stakeholders are engaged and committed to the process.

In addition to the bimonthly IC meetings, we have also scheduled semestral meetings between the IC and the Steering Committee (SC). The SC is responsible for providing strategic guidance and oversight to the IC, and ensuring that the implementation of the HRS4R action plan is aligned with the institution's overall research strategy.

During these semestral meetings, the IC will provide a detailed report on the progress of the implementation, highlighting any challenges or successes, and outlining the next steps for each action. The SC will review the report and provide feedback, guidance, and support as needed.

By establishing this implementation plan, we can ensure that the proposed actions are implemented effectively and efficiently, and that the HRS4R principles are fully integrated into our research strategy.

Our implementation plan includes the following steps:

1. Nomination of a Unit responsible for implementing each action.
2. Bimonthly meetings of the Implementation Committee (IC) to monitor the progress.
3. Semestral meetings between the IC and the Steering Committee (SC) to provide strategic guidance and oversight.

By following this implementation plan, we can ensure that the proposed actions are implemented effectively and efficiently, and that the HRS4R principles are fully integrated into our research strategy.

How will you monitor progress (timeline)?* ⌄

Detailed description and duly justification (max. 500 words)

At IST, we are committed to monitoring the progress of our HRS4R implementation plan to ensure that we are on track to achieving our goals. To do this, we have established a regular monitoring and reporting schedule that will enable us to track our progress and make adjustments as needed.

Bimonthly meetings of the Implementation Committee (IC) will be held to review the progress of each action and discuss any issues or challenges that have arisen. These meetings will provide a regular check-in on the implementation plan and enable us to identify any areas where we need to take corrective action. In addition to the bimonthly IC meetings, we will also hold twice-yearly meetings of the Steering Committee (SC) to review the overall progress of the HRS4R implementation plan. These meetings will provide a more strategic overview of our progress and enable us to make any necessary adjustments to the implementation plan.

To ensure that we have a clear record of our progress and any issues that have arisen, we will keep meeting minutes of both the IC and SC meetings. These minutes will include a timeline of the actions taken to date, as well as any mitigation measures that have been put in place to address any challenges or issues that have arisen.

By monitoring our progress in this way, we will be able to:

- Track the implementation of each action and identify any areas where we need to take corrective action
- Make adjustments to the implementation plan as needed
- Ensure that we are on track to achieving our goals
- Identify any areas where we need to provide additional support or resources

Our monitoring and reporting schedule will be as follows:

- Bimonthly IC meetings to review progress and discuss any issues or challenges
- Twice-yearly SC meetings to review overall progress and make any necessary adjustments to the implementation plan
- Meeting minutes will be kept to record progress and any issues that have arisen
- Timeline of actions taken to date will be included in meeting minutes
- Mitigation measures will be identified and implemented as needed

By following this monitoring and reporting schedule, we will be able to ensure that our HRS4R implementation plan is on track and that we are making progress towards achieving our goals.

How will you measure progress (indicators) in view of the next assessment?* ⌄

Detailed description and duly justification (max. 500 words)

We have established a set of measurable indicators that will enable us to track our progress and identify areas where we need to improve.

Our indicators are designed to measure progress across a range of key areas, including:

- Recruitment and selection: We will track the number of job openings, the number of applicants, and the diversity of our workforce.
- Career development: We will track the number of training opportunities provided, the number of researchers who have completed training, and the impact of training on professional development.
- Working conditions: We will track the number of researchers who have reported improved working conditions, the number of researchers who have accessed support services, and the overall satisfaction of researchers with their working conditions.
- Research integrity: We will track the number of research integrity training sessions provided, the number of researchers who have completed training, and the number of research integrity incidents reported.

We will use a range of data sources to track our progress, including:

- HR data: We will use HR data to track recruitment, career development, and working conditions.
- Survey data: We will conduct regular surveys of researchers to gather feedback on their experiences and perceptions of our HRS4R implementation.
- Training data: We will track the number of training opportunities provided and the number of researchers who have completed training.

Our indicators will be used to inform our decision-making and ensure that we are on track to achieving our HRS4R goals and objectives. We will also use our indicators to identify areas where we need to improve and make adjustments to our implementation plan as needed.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)