



RENEWAL HR PHASE
CENTRE D'ESTUDIS DEMOGRÀFICS
DEMOGRAPHIC STUDIES CENTER

Bellaterra, 14 January 2022

On 3 July 2014, the Centre d'Estudis Demogràfics (CED) signed the letter of commitment to the European code of excellence in human resources management in the field of research. This was the first step towards a firm and convinced will to improve the instruments that the entity has at the disposal of its human capital.

Despite its small size (around 20 staff and a further 20 people on contracts of varying lengths), the CED had, until then, a quality system based on the EFQM model, which had focused on the management of administrative processes, as some experience had been gained in applying and obtaining certification to ISO 9001:2000 standards for the training area in 2003 and subsequent years. This experience was subsequently extended to the rest of the CED's activities, from administrative management to research management, developing a Quality System that included the basic protocols for action, with the aim of ensuring quality and efficiency in all areas.

Thus, when the CERCA Institution (<https://cerca.cat/en/introduction/>), of which the CED forms part, promoted the obtaining of the "hr" quality seal, an Action Plan was drawn up to obtain European accreditation in the HRS4R framework with the aim of extending the existing Quality System. The Action Plan was presented on 12 November 2015 and approved by Euraxess on 26 February 2016. The strategy of the action plan focused on:

Prioritize, in the first place, the elaboration of new documents explicitly aimed at research staff (and not only management and administration staff): a Research Dissemination Plan, a Plan for the Transfer of Results, a Code of Good Practice in Research, a Welcome Manual for Research Staff, an Internal Training Plan, a Plan for Monitoring and Evaluation of Research Activity and a Plan on Privacy and Protection of Personal Data.

To improve, extend and update the existing protocols for human resources management, drawing up an OTM-R action protocol for the filling of structural posts and temporary posts of more than one year. The CED was also equipped with an Equal Opportunities Plan, which led to a Protocol against harassment and gender violence, among other measures aimed at preventing all types of discrimination, including the use of non-sexist language.

In the mid-term evaluation received on 17 January 2019, several recommendations were made to us:

- 1) A prioritization of the actions to be carried out, following a defined strategy.
- 2) Greater concreteness of the objectives and indicators of the Action Plan.
- 3) The implementation of a system for monitoring indicators.

and 4) A firm commitment to the dissemination in English of the plans and protocols of the HRS4R quality system of the CED.

In the second part of the period, the drafting of the pending Plans has been carried out. Likewise, all the documents generated in the previous period have been translated (recommendation 4). It is our intention to take into account the rest of the recommendations in the implementation of the next Action Plan; in particular, the system of indicators that will make it possible to compare the results of the Plan. This system is already implemented at sectoral level (see some examples in Annex 3), although it lacks an integrated monitoring and prioritization system (recommendations 1, 2 and 3).

Finally, it is worth mentioning that it has been possible to draw up all the documents envisaged in the update of the Action Plan (proposed in the interim self-assessment presented on 25 April 2018), some of them with some delay for various reasons that are set out in the follow-up document (annex 1 chronology of actions), with the exception of the last of these: the Research Career Plan, planned for 2020 and for which only a provisional draft is available, drawn up during 2021, pending the publication of the Labour Agreement for research centres in Catalonia, which could force it to be redefined.

The COVID-19 pandemic did not facilitate the work, but on the other hand it did allow other initiatives of a structural nature to move forward. But the main stumbling block to the progress of the Career Plan has been different, namely the collective labour agreement, agreed with the trade unions, in the public research sector in Catalonia, which is still in process to date. The definition of the research staff career is a strategy that requires consensus, which does not depend unilaterally on the CED, but on the structure and regulations of the public research system in Catalonia and Spain. This complexity will undoubtedly mean that we will not be able to close this aspect, which is fundamental for the professional growth of the CED's human capital, until the near future.

With regard to the HRS4R working group, we would like to point out that during these five years there have been some changes among its members, especially due to the progress in the research careers of the younger members. Below is a list of the people who have represented the different professional groups of the CED in three different periods (P1: 2016-18, P2: 2018-19 and P3: 2019-21):

- Research staff in training: (P1) Mr Juan Galeano and Ms Chia Liu; (P2) Mr Joan Sales, (P3) Mr Miguel González.
- Postdoctoral research staff: (P1) Dr. Iñaki Permanyer; (P2 and P3) Dr. Mariona Lozano.
- Senior research staff (P1, P2 and P3) Dr. Albert Esteve (director of the CED) and Dr. Amand Blanes.
- Auxiliary research staff: (P1, P2 and P3) Ms Socorro Sancho and Mr Sergio Montes.
- Coordination: (P1, P2, P3) Dr. Hermínia Pujol (CED manager).

To conclude, we would like to express our satisfaction for the commitment acquired in the improvement of the human resources strategies, this improvement, together with the obtaining in the last years of important projects funded by the H2020 programme, have allowed the CED to increase the internationalization of its research staff and also its degree of excellence.

ANNEX 1.

TIMELINE OF ACTIONS

The CED has carried out all the six-monthly actions foreseen in the Action Plan for the first five years (2+internal review+3) with some non-significant changes in the timetable.

Semester 1 (01/03/2016-30/08/2016): Work was carried out on the drafting of a Dissemination Plan (planned for this period), coordinated by the head of the Centre's Research Management, Transfer and Dissemination Unit, Dr. Inés Brancós. This plan was reviewed and approved at the meeting of the HRS4R working group of the CED, composed of representatives of the different working categories (8 September 2016). Subsequently, all CED* research staff were informed.

2. Semester 2 (01/09/2016-28/02/2017): Work was carried out in parallel on the drafting of the Transfer Plan (planned for this period) and on the diagnostic work for the drafting of the Equality Plan (initially planned for the third semester). In the diagnostic stage of the Equality Plan, the collaboration of all CED staff was requested by means of a survey. The drafting of the Equality Plan involved the participation of an Equality Commission, created for this purpose and made up of four members of the CED, Dr. Joana M. Pujades, Dr. Iñaki Permanyer, and Mr. Sergio Montes, led by the Centre's manager, Dr. Hermínia Pujol. The increased complexity of this procedure made it necessary to delay the meeting of the HRS4R working group that was to discuss and approve the aforementioned documents.

3. Semester 3 (01/03/2017-30/08/2017): Work began on the preparation of material for the preparation of a Welcome Manual for CED research staff in electronic format and parallel work was carried out on the drafting of the Code of Good Practice for Research. These documents were presented at the HRS4R working group meeting on 4 December 2017 by Ms Socorro Sancho, coordinator and head of the CED Training Unit. At the meeting, different lines of improvement of both documents were proposed and work continued on them during the fourth semester.

4. Likewise, at the meeting of 24 May 2017, the Equality Plan was approved, which was subsequently submitted for ratification to the CED Governing Council and was finally presented to all the Centre's staff. At the same meeting (24/05/2017) the Transfer Plan was reviewed, in the drafting of which Dr. Hermínia Pujol and Dr. Teresa Antonia Cusidó, the CED's transfer technician in the period 2012-14, collaborated. The plan was pending approval after some modifications proposed by the HRS4R working group.

5. Semester 4 (01/09/2017-28/02/2018): The Equality Commission, in charge of drafting the Equality Plan, developed activities aimed at implementing some of the objectives of the Plan, among which two documents stand out: the Protocol on sexual harassment and the Manual on the non-sexist use of language. Both documents, as well as the final texts of the Transfer Plan, the Code of Good Practice in Research and the Welcome Manual, were approved at the meeting of the HRS4R working group on 22 February 2018, and were disseminated among CED staff.

6. Self-evaluation (01/03/2018-30/04/2018): Two members of the HRS4R working group (Ms. Sancho and Dr. Pujol) drafted the documentation related to the self-evaluation with the review

* * All documents are available, or have a link to the corresponding section, in the HRS4R section of our web site: <http://www.ced.uab.es/sobre-el-ced/hr-excellence-in-research/>

of the plans developed during the first two years. At the time of drafting, the period of the Action Plans had become five years, instead of the four initially foreseen, for this reason two new six-monthly actions were proposed and the calendar was updated. The internal review was presented on 25 April.

7. Semester 5 (01/05/2018-31/10/2018): The drafting of the Human Resources Management Plan was started with the aim of updating and completing the documents already existing in the CED Quality System, which date back to 2014. At the meeting of 14 September it is presented for approval, which is pending some improvements proposed by the working group.

8. Semester 6 (01/11/2018-30/04/2019): Several actions were carried out to prepare the protocol for the protection of personal data, with the participation of the staff responsible for the demographic databases of the CED, Ms. Teresa Menacho, and the hiring of a Data Protection Officer (DPO) as an advisor for the protection of personal data, who will monitor compliance with the new European and Spanish regulations on the subject on an annual basis. The DPO gave a seminar to all CED staff on the subject and a lecturer from the Universitat Politècnica de Catalunya (UPC) completed the session with a conference on the management of research data.

At the meeting of 5 February, the tasks carried out and in particular the outcome of the Euraxess evaluation (received on 17 January 2019) of the interim report submitted by the EDC were discussed. The tasks to improve the weaknesses observed by the Euraxess HR team are incorporated into the Action Plan. In parallel, the Human Resources Management Plan and the OTM-R document are approved, incorporating the recommendations of the HRS4R working group at the previous meeting.

9. Semester 7 (01/05/2019-31/10/2019): An internal training plan was drafted, under the direction of Ms. Sancho, responsible for this area in the CED. At the meeting of 8 October 2019, this plan was presented for approval, pending the incorporation of some observations made by the working group. Likewise, the protocol on Privacy and Data Protection measures of the EDC, drawn up jointly with the DPO, Ms. Maria Company (lawyer), was presented for approval.

10. Semester 8 (01/11/2019-30/04/2020): Dr. Inés Brancós (responsible for dissemination) and Ms. Soco Sancho (responsible for training) worked on the drafting of a Plan for the evaluation of research staff, which should update the different existing documents in the Quality System of the CED. The Plan was presented and approved at the meeting of 28 February 2020. It was agreed that it should be called the Research Monitoring and Evaluation Plan, given that at that time the CED did not have the necessary resources (financial or legal) for the systematic promotion linked to this evaluation. At the same time, the internal training plan, presented at the previous meeting, was approved. A cross-cutting table of indicators was also presented, following the recommendations of the mid-term evaluation.

11. Semester 9 (01/05/2020-31/10/2020): Due to the COVID-19 pandemic, no new action was taken.

12. Semester 10 (01/11/2020-30/04/2021): Work was carried out on the preparation of the last document foreseen in the Action Plan, that relating to the Research Staff Career. The Director of the CED, Dr. Albert Esteve and the Deputy Director of the CED, Dr. Andreu Domingo, with the support of the Manager of the CED, Dr. Hermínia Pujol, were responsible for drafting it.

At the meeting of 10 February 2021, the problems that remain regarding the difficulty of a research career without the legal possibility of providing the CED with new stable positions were presented. At this time, the CERCA institution to which the CED belongs, began to negotiate with

the trade unions of the sector a sectoral agreement for public research, in the framework of which some criteria for such a career should be established, so that the Plan that is presented is on hold while waiting to ensure its viability. At the same time, the cross-cutting table of indicators is analysed, and it is considered that there is still room for improvement. The need to start work on the drafting of the 2nd Equality Plan was also discussed, once the revision of the 1st Equality Plan had been completed. To this end, the Equality Commission is reinforced with three new members (Dr. Joan Garcia, Dr. Inés Brancós, Dr. Diederik Boertien), increasing from 4 to 7. Finally, Ms. Sancho and Dr. Pujol are again delegated to begin the review of all the work carried out within the framework of the HR seal, with a view to presenting a new action plan for the next five years at the end of 2021.

Last actions outside the calendar (01/05/2021-20/12/2021). At the meeting of 21 May 2021, the indicators of the Research Monitoring and Evaluation Plan, which had been pending ratification until the new evaluation document for CERCA centers for 2021-2022 was known, were approved. Likewise, S. Sancho and H. Pujol were appointed to prepare and manage the self-assessment prior to the external audit scheduled for the first quarter of 2022 and the people who should constitute the working groups and/or interview during this audit were proposed. The status of the last document pending approval is postponed until the next meeting of the working group, scheduled for the last quarter of the year, pending news on the agreement of the Public Research Centers of Catalonia.

At the meeting of 15 November 2021, the proposal of the II Equality Plan drawn up by the Equality Committee was presented, as well as the preliminary diagnosis carried out for its drafting. The Plan was approved for official registration, which took place on 18 November.

A first draft of the monitoring report for the self-assessment is also shown and a discussion is held on the main initiatives for a new action plan, with the forecast that all the documentation can be presented before the end of the year, when the current Action Plan is due to expire.

Regarding the Research Career document, the document on which work has been carried out over the last few months was provisionally approved at the meeting of 15 November. The approval of a definitive Research Career Plan is subject to the resolution of the agreement for the Collective Agreement of the Public Research Centers of Catalonia.

A final meeting took place on 14 December, following on from the previous one, with a single agenda item: discussion of the content of the documents relating to the gap analysis and especially the new actions proposed for the period 2022-24.

ANNEX 2.

MONITORING OF THE ACTION PLAN INDICATORS IN FIGURES /1

PLAN DE ACCIÓN		PRINCIPALES RESULTADOS				
Calendario previsto	DOCUMENTO EDITADO	Fecha de edición	DOCUMENTOS DERIVADOS	Fecha de edición	INDICADORES NUMÉRICOS	EVIDENCIAS
S1 2016	Plan de difusión	1/7/16	Revisión bianual	1/10/2019, 28/10/21	Número (%) de acceso abierto de publicaciones científicas	Open Access 2017: 67%, 2020: 82%, 2021: 90% Reviews Q1 2017: 5, 2020: 28, 2021: 34
					Número de usuarios o visitas de la página web del CED.	
					Número de proyectos competitivos presentados que incluyan un plan de difusión	
					Número de descargas de datos demográficos del l'Explorador Social, IEPM y otras fuentes de datos del CED.	
			Protocolo de difusión en redes sociales	6/2/20	Número de tweets el 2017 i el 2020, número de seguidores	
S2 2016-17	Plan de transferencia	23/5/17	Planes de transferencia para los proyectos i+d Plan Nacional y de la Comisión Europea	27/1/20	Número de proyectos de investigación competitivos presentados que incluyan un Plan de transferencia	Incorporación de planes de transferencia en el 100% de los nuevos proyectos de investigación básica.
					Número de convenios y contratos con la Administración y/o entidades públicas y privadas.	* 37 convenios y contratos con entidades, empresas i instituciones (públicas y privadas) de demografía aplicada para la gestión de políticas pública y el diseño y explotación de estadísticas oficiales con fines
					Formación: número de cursos impartidos por parte de profesionales externos en el ámbito de los estudios de población	* organización de 17 jornadas y cursos de formación sobre l'aplicabilidad de los métodos y técnicas demográficas dirigidos a académicos y estudiantes (de máster y grado) y a profesionales de distintos sectores económicos i de l'administración pública (salud, estadística municipal, etc)
					Número y modalidad de actividades de asesoría en materia de investigación demográfica	
					Número de visitas y conferencias impartidas a colectivos de estudiantes de secundaria y universitarios.	* 10 visitas i conferencias impartidas a estudiantes de bachillerato y universitarios sobre la aplicabilidad i las prácticas de la Demografía
					% participación en redes internacionales de investigación	
S1 2017	I Plan de igualdad	31/3/17	Protocolo contra el acoso sexual y la violencia de género	22/2/18	Número de denuncias por acoso o violencia de género.	0 denuncias por acoso o violencia sexual
					Número de cursos de formación sobre violencia de género.	3 cursos sobre temas de género
			Guía del uso no sexista del lenguaje	22/2/18	Poner a disposición manuales en diferentes lenguas sobre el uso no sexista del lenguaje	3 manuales disponibles en la página web
			II Plan de igualdad	15/11/21	Difusión y registro del II Plan	Realizado en la semana siguiente a su aprobación por parte del grupo de trabajo HR
S2 2017-18	Codi de bones pràctiques en recerca	1/12/17	Código de conducta de los centros CERCA	19/7/19	Número de investigadores/as evaluadores de proyectos y publicaciones.	SOCO/EULALIA
					Número de proyectos presentados en convocatorias públicas que incorporen un Plan de gestión de los datos de la investigación	
			Codi europeu		Número investigadores/as que participan como expertos en comisiones y acciones para la mejora de la gestión pública.	* 22 Research reports (including policy briefs and policy insights)

MONITORING OF THE ACTION PLAN INDICATORS IN FIGURES/2

Calendario previsto	DOCUMENTO EDITADO	Fecha de edición	DOCUMENTOS DERIVADOS	Fecha de edición	INDICADORES NUMÉRICOS	EVIDENCIAS
S12018	Plan de gestión de recursos humanos-OTM-R	14/9/18 y 3/4/2019	Revisión anual	1/6/21	Número de convocatorias internacionales para la provisión de puestos de trabajo superiores a un año.	Convocatorias internacionales 2013-2016: 1, 2017-20: 8
			Manual de bienvenida	22/2/18	Número de descargas de la página web	
S1 2019	Plan de formación interna	6/6/19	Consolidación de un programa estructurado en diferentes ámbitos: investigación, habilidades, competencias, temas de género y confidencialidad de datos	6/6/19	Numero de cursos anuales programados	Media de 5 cursos anuales propios y 10 cursos anuales ajenos (principalmente on-line)
					Número de personas inscritos en los cursos de formación programados (% de hombres y % de mujeres)	
					Nivel de satisfacción de los participantes en las actividades formativas (mínimo de 75% en nivel	
S2 2018-19	Privacidad y medidas de protección de datos personales	25/10/19	Convenios con diversas instituciones y revisión de convenios anteriores	2020-2021	% de convenios que incorporan la normativa europea de protección de datos personales (si procede)	2017-18: 0% 2019-21: 100% convenios incorporan la normativa europea de protección de datos personales.
			Protocolo para la redacción de planes de gestión de datos personales en la investigación	En curso	Número de proyectos donde se contemplan la gestión de datos de carácter personal	Implementados en 100% proyectos financiados por convocatorias públicas (ERC/Ministerio I+D+i)
S2 2019-20	Plan de seguimiento y evaluación de la investigación	15/7/20			Número de informes de seguimiento de la actividad investigadora	Cada 4 años
S1 2020	Carrera del Personal investigador	15/11/21				

ANNEX 3.

MONITORING OTM-R INDICATORS

Ref. plazas de investigación ofertadas internacionalmente Euraxess	R401/2019	R301/2019	R201-02/2020	R203-04/2020	R301-02/2021	TOTALS	%
Puesto de trabajo*	I	I	T	T	T		
Número total de candidaturas	10	3	14	58	25	110	
Número total de candidaturas desestimadas*	1	2	3	3	1	10	9,1%
Número total de candidaturas externas al CED	9	2	14	58	25	108	98,2%
Número total de candidaturas extranjeras	9	2	12	53	20	96	87,3%
Número total de candidaturas en la fase final de selección	9	1	2	6	6	24	21,8%
Número de hombres	5	2	8	23	12	50	45,5%
Número de mujeres	5	1	6	35	13	60	54,5%
Número total de seleccionados	1	1	2	2	2	8	
Número de hombres	1	1	2	0	0	4	50,0%
Numero de mujeres	0	0	0	2	2	4	50,0%
Número de miembros de la comisión evaluadora	4	0	0	5	5	14	
Número de miembros externos al CED	2	0	0	0	0	2	14,3%
Número de hombres	2	0	0	3	3	8	57,1%
Número de mujeres	2	0	0	2	2	6	42,9%

* (I) Contrato indefinido (T) Contrato temporal superior a un año

**Documentación incompleta

ANNEX 4. MONITORING EQUALITY PLAN INDICATORS

SEGUIMENT DEL I PLA D'IGUALTAT D'OPORTUNITATS I GESTIÓ DE LA DIVERSITAT	
MESURA	Visualització de la "Comissió d'igualtat"
Objectiu	Responsable de la implementació del Pla. Gestiona possibles conflictes per prevenir i evitar qualsevol discriminació. Porta a terme una tasca continuada de conscienciació, sensibilització i compromís amb la igualtat d'oportunitats.
Persones destinatàries	Tot el CENTRE D'ESTUDIS DEMOGRÀFICS
Unitat responsable	Comissió d'igualtat
Indicador d'avaluació	Núm. incidències gestionades: 0 Núm. accions de difusió: 11 Instruments/Mecanismes de difusió: a) 24 Abril 2017: seminari de informatiu sobre el Pla d'igualtat al personal del CED, presentació dels membres de la Comissió d'igualtat i de la bústia de suggeriments al personal del CED. b) 22 Maig 2017: aprovació del Pla d'igualtat per part del Consell de Govern del CED c) Correus informatius i de divulgació a través del correu intern del CED. d) Documents a disposició del personal investigador i de suport en el servidor del CED, carpeta Eines de recerca. e) Elaboració de vídeos divulgatius de les investigadores del CED en motiu del dia de les nenes i la ciència.
MESURA	Gestió de la diversitat i igualtat
Objectiu	Garantir mecanismes de participació de les persones treballadores en la política d'igualtat i de gestió de la diversitat: creació d'una bústia de suggeriments.
Persones destinatàries	Tot el CENTRE D'ESTUDIS DEMOGRÀFICS
Unitat responsable	Comissió d'igualtat
Indicador d'avaluació	Bústia de suggeriments: es crea l'adreça comissioigualtat@ced.uab.es. Núm. propostes rebudes: 1 (Referent a accions per al dia de les nenes i la ciència)
MESURA	Redacció d'un protocol de prevenció/actuació contra l'assetjament sexual
Objectiu	Disposar d'un document clar per prevenir o actuar en casos d'assetjament sexual.
Persones destinatàries	Tot el CENTRE D'ESTUDIS DEMOGRÀFICS
Unitat responsable	Comissió d'igualtat
Indicador d'avaluació	Existència del Protocol: 20 Febrer 2018: Presentació del Protocol d'actuació en casos d'assetjament.
MESURA	Creació d'un Manual d'estil
Objectiu	Utilització no sexista del llenguatge oral i escrit: existència d'un Manual d'estil on s'estableixen els criteris per a una comunicació oral i escrita no sexista
Persones destinatàries	Tot el CENTRE D'ESTUDIS DEMOGRÀFICS
Unitat responsable	Gestió, transferència i difusió de la recerca
Indicador d'avaluació	Existència del Manual: a) Juliol de 2017: elaboració del Manual. b) Desembre 2017: Presentació de la guia d'ús no sexista del llenguatge.
MESURA	Potenciar el lideratge i visibilitat de les dones
Objectiu	Equilibrar la composició de gènere en els llocs de lideratge Incrementar la visibilitat de les dones en la recerca i els instruments de comunicació del CED
Persones destinatàries	Tot el CENTRE D'ESTUDIS DEMOGRÀFICS
Unitat responsable	Programes docents i Unitat de gestió, transferència i difusió de la recerca.
Indicador d'avaluació	Núm. actes, convocatòries, etc., de visibilitat del lideratge de projectes femenins: elaboració de quadre d'indicadors, que facin visible la presència o no de dones, per al proper període 2020-2021 (en curs de confecció). Núm. de noves incorporacions en la direcció de projectes, línies o grups de recerca: elaboració de quadre d'indicadors, que facin visible la presència o no de dones, per al proper període 2020-2021 (en curs de confecció).
MESURA	Incorporar sistemes d'avaluació neutres i transparents
Objectiu	Creació d'un protocol d'avaluació per la selecció de personal investigador i en formació
Persones destinatàries	Tot el CENTRE D'ESTUDIS DEMOGRÀFICS
Unitat responsable	Programes docents
Indicador d'avaluació	Existència del Protocol: presentat el juny de 2018 (revisat el juliol de 2019).