



TRAINING PROGRAM
2026

CENTRE D'ESTUDIS DEMOGRÀFICS

Bellaterra, 26 November 2025



1. INTRODUCTION

The Centre d'Estudis Demogràfics (CED) has implemented an internal training program within its Quality System (PO5. Management of Internal Training) for all its research, management, and research support staff since 2002.

In addition to the training activities organized annually by the CED and its own research staff, the program also includes activities carried out by the CERCA institution or other organizations promoting training actions, such as the UAB and external organizations.

The CED Training Plan outlines the objectives, scope of application, training offerings and modalities, and the process for developing the plan, which begins with the identification of training needs and concludes with its evaluation. The document also includes information on funding, as well as annexes corresponding to indicators and evidence of the implementation of the training plan.

2. OBJECTIVE

To establish internal training activities, the system for identifying training needs of CED staff, as well as defining the tools to address and evaluate them. The purpose of the training is to contribute to the improvement of the professional and personal competence of all members of the Centre, following the guidelines of the CED strategic plan as a means to achieve excellence.

Training objectives for CED staff are:

- Establish a culture of continuous training to improve the quality of research, its management, dissemination, and transfer.
- Develop internal talent.
- Acquire leadership skills to carry out research projects.
- Continuous development of transferable skills and competencies to enhance professional and occupational capabilities (researchers in training), as well as support for their career development.
- Foster team cohesion and collaborative work.

3. SCOPE OF THE TRAINING OFFER

All CED staff may participate in internal training activities, including:

- A. Research staff with a doctoral degree.
- B. Researchers in training.
- C. Research support staff (technical, administrative, and management personnel).

4. TRAINING PLAN

4.1. Modalities

The training plan for CED staff is structured into three areas to address different needs:

1. **Research-related training activities:** Training designed by the Centre itself. This includes annual continuous training activities such as courses, workshops, and working seminars.
2. **Specific training activities:** Activities related to specific demands arising from each researcher's career plan and the needs of research support staff.
3. **Activities to promote cohesion and workplace climate within the Centre.**

4.2 Development process. Diagnosis (Identification) of training needs

Identification of training needs:

Actors: Management, administration, and the persons in charge of the research and training areas at CED.

Means: Identification of training needs based on surveys to researchers, the career plan, interviews with administrative and support staff, and input from the Centre's management team.

Calendar:

- October-December. Diagnosis of training needs
- January-February. Dissemination of general training
- June-July. Survey of CED staff regarding:
 - a) Proposed training activities
 - b) Evaluation of training activities

4.3. Approval of the Centre's annual training plan

The CED management team decides, based on the diagnosis of training activities, the activities and support to be provided for internal and external staff training each year.

The training plan is approved annually by the CED Governing Council.

4.4. Implementation of the training plan

Once the annual training plan is approved, the scheduled internal training is communicated to Centre staff.

At the same time, approved external training is communicated individually by the management team.

The approved training plan includes the following information:

- Name of the planned training activities
- Staff eligible for each training activity
- Training modality (internal or external)
- Expected duration
- Planned schedule
- Access requirements (registration, allocation of places, attendance, evaluation, etc.)
- Dissemination of training activities: website, institutional email (internal), notice boards

4.5. Collection, analysis, and evaluation of results

Training evaluation is carried out as follows:

- Assessment of participant satisfaction through an evaluation questionnaire
- Evaluation of learning through mechanisms established in each training activity (exam, certificate of achievement, etc.). For research staff, also through mechanisms established in the Career Plan (publications, knowledge transfer, etc.)
- Evaluation of the implementation of the training plan: verification of the completion of planned activities, number of participants, and level of satisfaction, in order to propose improvements if necessary

4.6. Funding

Externally funded research projects may have specific budget lines to cover the costs of organizing and/or participating in training and/or dissemination activities. In each case, this funding will depend on the regulations of the corresponding call, and the expenses must be authorized by the project PI.

Annually, a portion of the budget is allocated to cover the costs of training activities that cannot be financed by research projects and/or pre- or postdoctoral grants, as described in this document. The expenditure criteria for training activities are those set out in this document for each activity. The total budget that CED plans to allocate to training activities for the 2026 financial year is €30,000. The CED Training Plan for 2026 and the assigned budget are approved by the Governing Council prior to the start of the financial year

4.7. Information and approval by the Governing Council

The CED management team is responsible for reporting on staff training activities to the CED Governing Council. The management team evaluates the results and, if appropriate, approves improvement proposals arising from the analysis of the outcomes.

5. RESEARCH-RELATED TRAINING ACTIVITIES

The Centre d'Estudis Demogràfics (CED) has as its founding objective the training in demography. It is the only centre specialized in this discipline in Spain and one of the most recognized at the European and international level. Training activities constitute an essential pillar to maintain the prestige and scientific reputation of the CED, as well as to ensure the education of new generations of demographers. The Centre's training offer is structured into various programs and activities designed to address different profiles and training needs: from research colloquia and seminars that foster scientific exchange and collaboration with other institutions, to a three- to four-year doctoral program aimed at advanced training in demography.

5.1 Research Colloquium

The CED organizes research seminars on a biweekly basis, primarily aimed at its research staff and open to the entire academic community, both in-person and online.

The activity is coordinated by a person responsible for seminars, appointed by the Centre.

Each seminar may include pre- or post-seminar working meetings with the speaker, according to their availability and the strategic interests of the CED, at the discretion of the Scientific Directorate. Speakers do not receive fees, but they may request reimbursement for travel, lodging, and accommodation expenses according to the official rate.

The CED has a specific budget to cover the expenses arising from organizing the seminars, which may include catering services and a working meal with the speaker and research staff of the Centre, with the aim of fostering scientific exchange and research collaboration.

5.2 Research Colloquium for researchers in training

The CED organizes internal research seminars with researchers in training, primarily students from the Doctoral Program in Demography, coordinated by an associate director.

The CED allocates a budget to cover organizational expenses, which may include modest catering to encourage attendance and scientific exchange.

5.3 Barcelona Four Seasons School of Demography - Bcn4Seasons School

The Centre d'Estudis Demogràfics (CED) offers a program of specialized courses in demography aimed at the scientific community (Four Seasons School of Demography), taught by its own staff or staff affiliated with the Centre.

The aim of this activity is to promote advanced training in demography and to strengthen the role of the CED as a reference institution in this field.

The Centre allocates a specific budget to compensate teaching tasks and the preparation of course content, in accordance with their academic and educational nature. Tuition fees are set based on strategic criteria established by the CED Scientific Directorate. This activity is non-profit and focuses on promoting the discipline and consolidating the institutional role of the CED.

The Bcn4Seasons School pursues the following objectives:

- Provide high-quality and relevant training opportunities to CED doctoral students and other external audiences, with instructors who contribute significantly to advancing their fields of knowledge.
- Offer research teams a privileged space for transferring their expert knowledge to different audiences.

Beyond these formal objectives, in the past two years of operation, the Bcn4Seasons School has also produced additional synergistic effects aligned with the CED's broader goals: providing training opportunities to Centre staff and creating a space for CED doctoral students to begin their teaching experience, thus enriching their professional profile beyond research.

The Bcn4Seasons School emphasizes knowledge transfer at the core of its educational mission. In its centralizing role for training initiatives, it hosts the following programs:

- **Bcn4Seasons School courses:** Courses of 12 to 18 hours delivered over one week within a system that ensures the educational quality of the training offered. An annual call is made among CED research staff, inviting proposals for courses to be included in the CED's training offer.
- **Barcelona Summer School of Demography:** A program teaching the R statistical package through four modules. Each module is taught over one week (20 hours), and students may enroll in one module or all modules.
- **Microcredentials:** Part of a European Union initiative to manage training credentials according to European standards. At the Universitat Autònoma, they are managed through the School of Postgraduate Studies. The Bcn4Seasons School provides support for the administration of microcredentials in coordination with the School of Postgraduate Studies.
- **Other training initiatives:** The Bcn4Seasons School aims to establish synergies with other projects promoting knowledge transfer, such as European Cooperation in Science and Technology (COST) projects or Erasmus Plus training-oriented projects.

Course registration procedures are as follows:

- **Bcn4Seasons School courses:** Internal registration for CED doctoral students takes place in December. In January, registration opens to external students, considering available places after doctoral student registration and in order of enrollment. Courses run from February to November.
- **Barcelona Summer School of Demography:** Registration is open from early February until March. There is a selection process prioritizing students in their training phase (i.e., doctoral students). The course is held in July.
- **Microcredentials:** Registration is managed by the School of Postgraduate Studies and follows their own opening and closing periods. Courses run from February to November.
- **Other training initiatives:** Enrollment periods are coordinated according to the requirements of the respective program.

Tuition fees are established as follows:

- Bcn4Seasons School courses targeting an international audience: €150
- Microcredentials and Bcn4Seasons School courses targeting a local audience: €52
- Barcelona Summer School of Demography: €300 per module

Instructor remuneration criteria are as follows:

- **Bcn4Seasons School courses:** €1,000 gross. In the case of team teaching, the distribution of income is decided by the team. For hybrid courses (in-person and online), at least 10% of income is allocated to the teaching assistant managing the online group.
- **Microcredentials:** €1,000 gross. Regardless of enrollment success, the Bcn4Seasons School pays any difference necessary to equalize the remuneration compared with standard Bcn4Seasons School courses.
- **Barcelona Summer School of Demography module:** €1,600 gross, plus travel expenses, accommodation for six nights (maximum €120 per night), and meals for six days (maximum €38 per day).

The training planned for the 2026 financial year is detailed in Annex 1 of this document.

5.4 Master propi en Demografia Europea CED's Own Master in European Demography

The Centre d'Estudis Demogràfics (CED) is the promoter of its own Master in European Demography, which is part of the official master's programs offered by the Universitat Autònoma de Barcelona.

The Master is linked to the European Doctoral School in Demography, where all teaching is delivered. The CED allocates a specific budget for organizing the Master and to cover the costs associated with awarding the degree, in accordance with the UAB's official fee schedule. Additionally, the CED directly covers the cost of awarding the degree for students participating in the European Doctoral School sponsored by the Centre.

5.5 Escola Europea de Doctorat en Demografia European Doctoral School in Demography

The CED participates in the organization of the European Doctoral School in Demography, an initiative of the main European demography centers aimed at training new generations of PhDs in advanced techniques of the discipline.

The CED allocates a specific budget for this participation, covering two main items:

- Travel, accommodation, and subsistence costs, according to the official fee schedule, for CED researchers participating in the School, which delivers courses on-site in the host city of each edition, which usually changes every two or three editions;
- Participation of one or two students selected by the School's selection committee, in which the CED has representation. The monthly cost per student is set by the governance board of each School and varies according to the cost of living in the host city.

5.6 Programa de doctorat en Demografia Doctoral Program in Demography

The CED co-organizes, together with the Department of Geography of the Universitat Autònoma de Barcelona, the Doctoral Program in Demography, the only one of its kind in Spain and one of the few existing at the international level. This program constitutes a strategic asset for the CED and represents the main pathway for incorporating research staff in training.

Given its strategic value, the CED allocates a specific budget to cover the tuition costs of doctoral students for four years with direct or indirect affiliation to the Centre. Direct affiliation refers to doctoral candidates hired by the CED or beneficiaries of CED-associated research training grants; indirect affiliation refers to doctoral candidates supervised by CED researchers or affiliated with the Centre, conducting research in projects fully or partially linked to the CED.

6. SPECIFIC TRAINING ACTIVITIES

The Centre d'Estudis Demogràfics (CED) is a leading research centre in demography, staffed by researchers, scientific support personnel, and management professionals. Internal training is essential to maintain the Centre's competitiveness, quality standards, and capacity to adapt to new scientific and managerial challenges.

To ensure its effectiveness, the CED identifies training needs annually through an internal consultation process, as well as recommendations from the Directorate, the Management Office, and the CERCA system.

The training activities planned for the 2026 financial year are detailed in Annex 2 of this document.

7. ACTIVITIES TO PROMOTE COHESION AND WORKPLACE CLIMATE

The Centre d'Estudis Demogràfics (CED) considers it essential to foster internal cohesion and a positive workplace climate. This need is particularly relevant given the high turnover among predoctoral and postdoctoral researchers and the increasing internationalisation of the Centre.

For this reason, the CED periodically organises cross-cutting internal events to strengthen integration and the sense of belonging, which may entail catering expenses necessary to ensure their proper development.

7.1 “Research Day” Celebration

Each year, on the occasion of its anniversary (10 February 1984), the CED holds the Research Day, a half-day event in which researchers present recent empirical results in the form of a graph, each in a five-minute presentation. The event concludes with the selection of the Demographer of the Year, chosen through an online interactive quiz on demographic topics prepared by the winner of the previous edition.

The CED allocates a modest budget for the logistics of the event, which includes a breakfast with churros and hot chocolate.

7.2 End-of-Year Academic Day and Welcome to the Summer School

Each year, coinciding with the end of the academic year, the CED organises an outdoor event to foster internal cohesion and welcome the students of the summer edition of the Four Seasons School of Demography, known as the Barcelona Summer School of Demography.

The Barcelona Summer School of Demography is the most successful programme within the Four Seasons initiative and annually brings together around twenty international students, some of whom might become interested in the CED's demography programmes. The event also includes the Centre Director's summer message, reporting on the most recent meeting of the Governing Council, usually held a few weeks earlier, and on institutional updates.

These end-of-year gatherings serve as a space for interaction, where staff and students jointly prepare a large paella.

The CED allocates a specific budget to purchase the ingredients, ensuring that the meal, often bringing together more than eighty participants, is held at a very low cost while fostering participation, cohesion, and the principles of austerity that guide the Centre's management.

7.3 Jornada de balanç de l'any i presentació d'objectius estratègics

Each December, the CED organises an annual closing event, which involves the collective preparation of a traditional *escudella* meal. This activity, which has a strong tradition within the Centre, involves the participation of CED staff and is also extended to members of the Governing Council, the Scientific Advisory Board, and other relevant members of the academic community, such as department heads.

During the event, the Centre Director delivers the end-of-year message and presents the Centre's strategic objectives for the coming year.

The ingredients are purchased by the Centre, and the preparation of the meal, as well as the setting of the tables, is carried out collectively. This activity fosters internal cohesion, teamwork, and a positive workplace climate, constitutes an example of best practices within the CERCA system, and ensures a high social impact with very limited execution costs.

7.4 CED Cohesion Lunches

The CED Cohesion Lunches are informal gatherings among small, randomly assigned groups of staff, with the aim of fostering mutual understanding, cooperation, and cohesion among research, support, and administrative teams.

This activity takes place once or twice a year, and the CED partially subsidises the cost of the lunch (€10 per participant) exclusively for organisational purposes and to support a positive workplace climate.

7.5 Extraordinary Activity in 2026 on the Occasion of the 100th PhD Thesis in the Demography Programme

Centre d'Estudis Demogràfics allocates a budget for the organisation of the events related to the defence of the 100th PhD thesis of the Demography programme. The specific activities for this celebration are still to be defined.

The plan includes commissioning a permanent commemorative element to mark this milestone within the CED, as well as hosting a reception for attendees. A small selection of doctoral candidates and other individuals who have contributed to reaching this milestone are also expected to be invited.

7.6 Activities to Promote Cohesion and Cultural Engagement

The CED allocates a modest budget for the celebration of Sant Jordi and La Castanyada, activities that are self-managed by the staff (assembling the roses and preparing the roasted chestnuts), with the aim of strengthening internal cohesion and participation.

These initiatives, recommended by the CERCA system to promote the Catalan language and culture, enable the involvement of the entire team while keeping costs very low, exclusively for the purpose of improving the workplace climate and the sense of belonging.

Additionally, group cohesion activities (team building) may also be included for specific organisational units within the Centre (e.g. administrative staff, research support personnel).

ANNEX 1. TRAINING PROGRAM 2026 FOR THE BCN4 SEASONS SCHOOL

In-house courses of the Bcn4Seasons School

- Sources of Inequality – Instructor: Roxana-Diana Burciu.
- Marriage, Cohabitation, and Singlehood in Population Perspective – Instructor: Ariane Ophir.
- Social Indicators: Theory and Applications – Instructor: Iñaki Permanyer.
- Population Aging and Intergenerational Relationships – Instructors: Elisenda Rentería, Júlia Almeida Calazans.

Courses to be offered as Microcredentials (Preliminary Proposal)

- Introduction to R Software: Tools for Beginners – Instructors: Anna Turu, Marc Ajenjo.
- Demography of Catalonia – Instructor: Albert Esteve.

Modules of the Barcelona Summer School of Demography:

- Module 1: An introduction to R – Instructor: Sergi Trias Llimós.
- Module 2: Demography with R – Instructor: Tim Riffe.
- Module 3: Data visualization with R – Instructor: TBA.
- Module 4: Digital Cartography and Spatial Analysis with R – Instructor: Juan Galeano.

Other training activities

- Health Inequalities, from Sources to Statistical Models – Instructors: Joana Maria Pujadas Mora, Gabriel Brea-Martínez, Tim Riswick, Katarina Matthes.

ANNEX 2.

SPECIFIC TRAINING PROGRAM 2026

REF.	MODALITAT DE FORMACIÓ/CATEGORY	ACCIÓ FORMATIVA/TITLE	COL.LECTIU/AIMED AT
2026/1	Equality and Diversity Management	Sexual and gender-based harassment	All Staff*
2026/2	Equality and Diversity Management	Diversity and Inclusion Management	All Staff*
2026/3	Languages	Catalan Course – Intermediate Level B1	Non-Catalan-speaking staff
2026/4	Languages	Catalan Course – Beginner Level	Non-Catalan-speaking staff
2026/5	Languages	Writing scientific papers	Research Staff
2026/6	Languages	Communication skills	Research Staff
2026/7	Skills and Competencies	Project Management and Agile Methodologies	Research Staff
2026/8	Skills and Competencies	Time Management	All Staff
2026/9	Tools	Advanced Excel	All Staff
2026/10	Tools	R Training	Research Staff
2026/11	Tools	Research Project Design	Research Staff
2026/12	Tools	Ethics in the Use of Artificial Intelligence	Research Staff
2026/13	Tools	Introduction to Demographic Projections	Research Staff

ANNEX 3

MODELS FOR THE DEVELOPMENT AND EVALUATION OF TRAINING

A. Questionnaire for Identifying Training Needs

Training needs are collected through the following form
<https://forms.gle/d822jXiKuvYBDLHMA>

B. Questionnaire for the Evaluation of Training Activities

Evaluation Questionnaire on the Quality of Training Activities

To evaluate the quality of the training activities, your opinion as participants is essential regarding the different aspects of the course you attended.

The information provided in this questionnaire is confidential and will be used solely to analyze the quality of the training activities.

We kindly ask you to answer all the questions in this questionnaire.

Identifying Information of the Activity

Denominació acció formativa

Modalitat

Dades a emplenar del participant

A. Dades de classificació del participant i de l'acció formativa (assenyaleu amb una X la casella corresponent)

1. Data de naixement

1. Sexe

1. Dona
2. Home

3. Titulació actual

1. Batxillerat
2. Tècnic FP grau mitjà/FPI
3. Tècnic FP grau superior/FPII
4. Llicenciat/Graduat
5. Màster
6. Doctor/a
7. Una altra titulació (especifiqueu) _____

4. Categoria professional (només ocupats)

1. Investigador/a
2. Investigador/a en formació
3. Tècnic/a suport a la recerca
4. Gerència i administració

5. Horari del curs (només ocupats)

1. Dins de la jornada laboral
2. Fora de la jornada laboral
3. Ambdues

B. Valoració de les accions formatives

Valoreu els següents aspectes del curs amb una escala de puntuació de l'1 al 4 (1 puntuació més baixa i 4 puntuació més alta).

Marqueu amb una X la puntuació corresponent.

1. Organització del curs				
1.1 El curs ha estat ben organitzat (informació, compliment dates/horaris, lliurament material)				
1.2 El nombre d'alumnes del grup ha estat adequat per al desenvolupament del curs				
2. Continguts i metodologia d'impartició				
2.1 Els continguts del curs s'han ajustat al programa				
2.2 Els continguts del curs s'han ajustat a les meves necessitats formatives				
2.3 Hi ha hagut una combinació adequada de teoria i aplicació pràctica				
3. Durada i horari				
3.1 La durada del curs ha estat suficient segons els objectius i continguts del mateix				
3.2 L'horari ha afavorit l'assistència al curs				
4. Formadors / tutors				
4.1 La forma d'impartir o tutoritzar el curs ha facilitat l'aprenentatge				
4.2 Coneixen els temes tractats en profunditat				
4.3 Han aconseguit resoldre els problemes i dubtes adequadament				
4.4 El docent ha generat un clima que ha afavorit l'aprenentatge				
5. Mitjans didàctics (guies, manuals, fitxes...)				
5.1 La documentació i els materials lliurats són comprensibles i adequats				
5.2 Els mitjans didàctics estan actualitzats				
5.3 Els exercicis i els casos pràctics s'han adequat a les meves necessitats formatives				
6. Espais, instal·lacions i mobiliari (formació presencial i mixta)				
6.1 Són en un lloc accessible i/o amb bones comunicacions de transport				
6.2 S'ha comptat amb les instal·lacions tècniques necessàries (tallers, sales, ordinadors, laboratoris, ...)				
7. Només quan el curs s'ha realitzat en la modalitat a distància, teleformació o mixta				
7.1 Els materials didàctics han permès realitzar fàcilment el curs (impresos, aplicacions telemàtiques)				
7.2 S'ha comptat amb mitjans de suport suficients (tutories individualitzades, correu i llistes de distribució, teleconferència, biblioteca virtual, cercadors...)				
7.3 Les proves d'avaluació m'han permès conèixer el nivell d'aprenentatge assolit				
8. Valoració general del curs				
8.1 Pot contribuir a la meua incorporació al mercat de treball				
8.2 M'ha permès adquirir noves habilitats / capacitats que puc aplicar al lloc de treball				
8.3 Ha millorat les meves possibilitats per canviar de lloc dins del CED o fora				
8.4 He ampliat coneixements per progressar en la meua carrera professional				
8.5 Ha afavorit el meu desenvolupament personal				
8.6 M'ha permès obtenir una acreditació on es reconeix la meua qualificació				
9. Grau de satisfacció general amb el curs				
9.1 Grau de satisfacció general amb el curs				

10. Si desitgeu realitzar qualsevol suggeriment o observació, si us plau, utilitzeu l'espai reservat a continuació

Data:

Moltes gràcies per la vostra col·laboració

C. Evaluation Sheet for the Degree of Implementation of Training Activities

This document presents a summary of the attendance and evaluation of the training activities at the Centre d'Estudis Demogràfics during the year ...

Activitat	Data	Organitzador principal	Places	Nombre d'inscrits	Nombre d'assistents	Puntuació global (sobre 5)	Avaluació de la satisfacció
recerca			-				

D. Template for the Annual Calendar of Training Activities

MODALITAT DE FORMACIÓ	ACCIÓ FORMATIVA	COL·LECTIU	NÚM. HORES	DATES	Persona o empresa formadora
CATEGORY	TITLE	AIMED AT	TOTAL HOURS	DATES	Provider
Normativa laboral (Protecció de dades)	Normativa desconexió digital	Tot el personal (obligatori)	1,5 hores	Primer trimestre (27 de març)	Maria Company
Normativa laboral (Riscos laborals)	Prevenió de riscos en un entorn d'oficines i despatxos	Tot el personal (obligatori)	1,5 hores	Tercer trimestre (data a determinar)	UNIMAT o UAB
idiomes	Anglès nivell mig	Prioritàriament personal de suport	2 hores setmanals	Del 20 d'abril al 14 de desembre	Grup Pitagoras
Eines de recerca	Presentacions en públic	Personal investigador	A determinar	Segon trimestre (dates a determinar)	A determinar
Eines de recerca	Redacció de projectes europeus	Personal investigador	A determinar	Quart trimestre (dates a determinar)	A determinar