HR Excellence in Research

Process Description

Dear User, please be advised that the **EURAXESS** and **HR Excellence in Research** portals will be unavailable for scheduled maintenance on **7 Oct 2026, from 13:00 to 16:00 CET**. We apologize for any inconvenience this may cause and appreciate your understanding.

Process Description

Case number

2025PT372300

Name Organisation under review

instituto de biologia experimental e tecnológica

Organisation's contact details

Avenida da Republica - Qta do Marquês, Oeiras, 2780-157, Portugal

Date endorsement charter and code

13/10/2025

Submission date to the European Commission

06/10/2026

Process

The HR Excellence in Research strategy should be developed in consultation with stakeholders and involve a diverse group of researchers (from R1 to R4). It should also include the appointment of a committee to oversee the process and a working group to carry out the implementation.

Please provide the name, the position, and the management line / department of the persons who are directly or indirectly engaged in the HR Excellence in Research process in your organisation:

Name	Position	Steering Committee	Working Group	Management line/ Department
Paula Alves	Chief Executive Officer (CEO) | Head of Cell Bioprocesses Lab	■	☐	Executive Committee and Board of Directors
António Rodrigues	Chief Financial Officer (CFO)	■	☐	Executive Committee
Tiago Bandeiras	Senior Leadership Team Representative for HR Affairs and Head of Merck Healthcare Satellite Lab & Molecular Biophysics Lab	■	☐	Senior Leadership Team (SLT)
Ana Gomes	External Affairs Manager	■	■	External Affairs & Communication
Tânia Costa	Head of People & Culture	■	■	People & Culture

Name	Position	Steering Committee	Working Group	Management line/ Department
Isabel Ribeiro	Human Resources Manager	☐	■	Human Resources
Sara Rebelo	Human Resources Technician	☐	■	Human Resources and People & Culture
Tânia Madeira	Head of Quality Assurance	☐	■	Quality Systems

Your organisation must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4, as well as appoint a committee overseeing the process and a working group responsible for the implementation of the HR Excellence in Research process.

Provide information on how the researcher groups were involved in the gap analysis.

Stakeholder group	Consultation format	Contributions
Researchers Level 1 – R1	Representatives from R1 career stage participated in focus group discussions organized in two dedicated sessions.	Representatives from R1 researchers analyzed all the 20 principles of the European Charter for Researchers from the perspective of early-stage researchers, providing insights on onboarding, supervision, training, career development, working conditions, and support needs. Identified gaps and improvement opportunities were discussed and considered in the development of the Action Plan.
Researchers Level 2 – R2	Representatives from R2 career stage participated in focus group discussions organized in two dedicated sessions.	Representatives from R2 researchers analyzed all the 20 principles of the European Charter for Researchers from the perspective of developing independent researchers. Their contributions focused on career progression, supervision, training, recognition, and working conditions, helping identify improvement opportunities and potential actions.

Stakeholder group	Consultation format	Contributions
Researchers Level 3 – R3	Representatives from R3 career stage participated in focus group discussions organized in two dedicated sessions.	Representatives from R3 members analyzed all the 20 principles of the European Charter for Researchers based on their experience as established researchers, providing input on leadership, career progression, recognition, recruitment, supervision, and institutional support mechanisms. Their feedback contributed to the identification of priorities for the Action Plan.
Researchers Level 4 – R4	Representatives from R4 career stage participated in focus group discussions organized in two dedicated sessions.	Representatives from R4 members analyzed all the 20 principles of the European Charter for Researchers from a strategic and leadership perspective, contributing insights on recruitment, research management, career development, supervision practices, research integrity, and institutional policies. Their feedback helped validate and refine proposed improvement actions.
Senior Leadership Team	Senior Team composed of 4 Lab Heads members representing the main research areas at iBET and iBET's CTOO	This group contributed during the final stage of the Gap Analysis by reviewing the consolidated assessment produced by the Working Group and focus groups. Given their strategic responsibilities and deep understanding of the institution's strategic vision, they validated the identified gaps, assessed feasibility, and contributed to prioritizing the proposed actions.

Please describe how the committee overseeing the process was appointed and how it worked (meetings, decisions, etc.).

The Committee overseeing the process was appointed to ensure institutional alignment, strategic oversight, and effective coordination throughout the development of the Gap Analysis. It brought together senior representatives from Executive Leadership, Human Resources, and External Affairs, thereby ensuring that the process remained firmly connected to iBET's governance structure and institutional priorities. The Committee's composition was intentionally designed to combine strategic decision-making capacity with operational knowledge of the areas' most relevant to researchers' working conditions, recruitment, career development, and organizational communication.

The Committee worked through two complementary levels of engagement. A smaller core group met on a regular basis with the Working Group to follow the development of the work closely, review progress against the agreed timeline, discuss emerging issues and assess the quality and consistency of the documentation and analysis being developed.

The Committee was actively involved, through quarterly meetings, in reviewing and validating the outcomes of the Gap Analysis, the OTM-R Checklist, and the resulting Action Plan, ensuring that proposed actions were realistic, aligned with institutional priorities, and supported by the necessary resources and commitment for implementation.

This governance model helped ensure that the process remained transparent, well-coordinated, and aligned with institutional priorities. It also enabled continuous communication between the Steering Committee and the Working Group, with designated members acting as bridges between both bodies. This facilitated the sharing of information, the timely validation of draft outputs, and a consistent institutional understanding of the objectives and expected results of the HRS4R process.

Please describe how the working group doing the gap analysis was appointed.

The Working Group responsible for carrying out the Gap Analysis was appointed to ensure comprehensive institutional representation and complementary range of expertise across the areas most relevant to the HRS4R process, namely People & Culture, Human Resources, External Affairs and Quality Assurance. The group brought together professionals with diverse functions and backgrounds, providing the knowledge required to assess the 20 principles of the European Charter for Researchers from different organizational perspectives.

The Working Group was also intentionally composed of members with different levels of seniority, combining strategic vision, operational knowledge, and hands-on experience. This diversity enabled a balanced assessment of existing practices and facilitated the identification of strengths, gaps, and improvement opportunities across the organization.

In addition to conducting the Gap Analysis, the multidisciplinary composition of the Working Group ensured an effective connection between the assessment process and the future implementation phase, as the represented areas are directly involved in the development, communication, monitoring, and continuous improvement of many of the actions included in the HRS4R Action Plan.

This multidisciplinary and cross-functional approach strengthened the robustness, relevance, and accuracy of the Gap Analysis, ensuring that it reflected both the institutional context and iBET’s strategic priorities.