

ACTION PLAN

Human Resources Strategy For Researchers – HRS4R

(Resubmission 04_09_2019)

**Foundation for Cancer Research at the University of
Salamanca - FICUS
September 2019**

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Case number:

Name Organisation under review: Foundation for Cancer Research at the University of Salamanca (FICUS)

Organisation's contact details: Campus Miguel de Unamuno s/n , 37007 Salamanca; Phone (+34) 923294720; www.cicancer.org

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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	100
Of whom are international (i.e. foreign nationality)	8
Of whom are externally funded (i.e. for whom the organisation is host organisation)	64
Of whom are women	54
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	27
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	23
Of whom are stage R1 = in most organisations corresponding with doctoral level	50
Total number of students (if relevant)	NA
Total number of staff (including management, administrative, teaching and research staff)	11
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	3,677,050.00
Annual organisational direct government funding (designated for research)	456,875.00
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	523,782.00
Annual funding from private, non-government sources, designated for research	1,128,679.00
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>FICUS is the Foundation for Cancer Research at the University of Salamanca (FICUS), which contributes to flow the CIC-IBMCC scientific activity through (i) the recruitment of scientific, technical and administrative staff, (ii) serves as a bridge between agency activities performed by the CIC-IBMCC and society, channelling funds and sponsorships provided by individuals, private companies and non-governmental organizations to the centre, (iii) facilitate the rapid transfer of results obtained by researchers to R+D and finally (iv) promotes research excellence through the promotion of periodic evaluation of the research carried out by an external scientific committee. The FICUS has a Board of Trustees presided by the Rector of the University of Salamanca (USAL) and the President of the Spanish National Research Council (CSIC), joined representatives of the University of Salamanca, the CSIC, representatives of the Regional ministries of Education and Health of the Junta de Castilla y León and Health Institute Carlos III.</p> <p>Researchers working at CIC-IBMCC were funded by CSIC, USAL or FICUS. No R3 or R4 researchers were recruited by FICUS. The actions proposed in this action plan will be applied to the research staff funded by FICUS.</p> <p>Our main goal for obtaining this HRS4R accreditation is to improve our Human resources strategy to foster the attraction of international talent into our institution and, by this mean, improve the chances of the accession to international funds for financing our research</p>	

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.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
<p>Ethical and professional aspects</p>	<p>Strengths:</p> <p>Freedom. FICUS’s researchers have research freedom to approach their research within the framework of recognized ethical principles and practices, being limited only by the external circumstances in which they carry out their research.</p> <p>Ethics. The draft of the FICUS’s Good Research Practice Code establishes the ethical and quality criteria that should guide the research activity of the centre and all its personnel regarding the ethical principles and professional responsibilities related to the research activity. The USAL has a Bioethics Committee, whose scope of competence extends to USAL Research Centres and Institutes and therefore is applicable to FICUS researchers. FICUS’s researchers are informed about the strategic objectives of the institution and the available financing mechanisms.</p> <p>Equality: USAL and CSIC have Equality Plans or Norms that are accomplished by FICUS in all its actions.</p> <p>IP: FICUS does not have its own research transfer office. Researchers assigned to the Cancer Research Centre use the research transfer office of the USAL or the CSIC based on their affiliation. There are agreements signed between USAL and CSIC on the protection of intellectual property rights and copyright of the inventions developed at FICUS</p> <p>Accountability: It is a common practice for the centre’s researchers to collaborate and participate in the audits of the funding institutions. FICUS’s management and the Administrative Department reports the financial statements of FICUS. The accounts are subject to audits which are published on the CIC website. The IP of the project reports the delays in the performance of a research project.</p> <p>Quality: FICUS has obtained OHSAS 18001: 2007 and ISO 9001: 2008 certifications, been granted by Bureau Veritas acknowledging that the Quality Management System and the PRL Management System for most of its research support services work in accordance with the requirements of this regulation.</p> <p>Labour risks: FICUS assumes the established commitments, including the adoption of the necessary precautions in terms of health and safety and</p>

recovery of computer accidents. Likewise, FICUS is aware of the current national legal requirements in terms of data protection and confidentiality. Currently, processes are being updated to accomplish the new royal decree of data protection.

Outreach: FICUS has a website and is active in social media (Facebook, Twitter, and LinkedIn) where news, calls, job offers, etc. are disseminated. A Scientific Report is prepared biannually. FICUS has a Scientific Culture and Innovation Unit and a communication and marketing Department and Participation in scientific outreach activities.

Evaluation: FICUS's has an independent External Scientific Advisory Committee whose functions include the periodic assessment evaluation of the achievements and professional performance of the researchers of the Centre for Cancer Research, the emerging researchers and the research groups. The funding institutions evaluate the research activities of the researchers (R3, R4, and R2 contracted through competitive calls). The R1 researchers are evaluated annually by the USAL's doctorate school. In none of these cases, FICUS has any evaluation prerogative.

Weakness

FICUS does not have evaluation procedures for R2 funded by research projects. Neither a proper IP norm nor a technology transfer office.

Recruitment and selection

Strengths

The collective agreement and the labour contracting rules of FICUS's are published on the website.

Job offer: The FICUS's Recruitment Manual establishes that the general recruitment procedure guarantees the publicity of the selection process, which will begin with the publication of the job offer on the Cancer Research Centre website. In order to achieve maximum publicity in these selective processes, the offer is advertised through other channels such as the advertisement of the offer in the press to guarantee broader dissemination. All the offers of employment include: (i) the characteristics/ functions of the position, (ii) the estimated duration of the contract, (iii) the type of contract, (iv) minimum requirements of the required profile, (v), functions and (vii) salary. The required qualification levels always coincide with the needs of the position, the deadline for reception of applications is set at least 15 days, except in cases where the urgency of the contract is justified.

Selection committee: A Selection Committee for each job offer will evaluate the candidates. The committee is composed by 3 people: (i) The Head of the Department / Area / Team, or person delegated, (ii) the Human Resources Manager, or person delegated to, and (iii) a third party to be determined. Recommendations on how the CV of the candidates for each job offer and their professional experience should be analysed and evaluated are given in the manual. The selection committees evaluate the merits of the candidates

both qualitatively and quantitatively, and the selected candidates are interviewed to infer the creativity of the candidate. The professional career is evaluated without penalizing its chronological variations.

Selection report: The FICUS's Recruitment Manual establishes the procedure for preparing the selection report for each job offer. A selection list is published on the website of the centre and contains at least the first three candidates scoring. Likewise, after the selection process, candidates can be informed upon request, about the strengths and weaknesses of their applications.

Foreign qualifications: HR Department is informed of all the regulations, that govern the recognition of foreign qualifications, according to national laws.

Stabilization: FICUS's policy of selection and recruitment of postdoctoral personnel, is subjected to the Science Law, that establishes a maximum term of 5 years for postdoctoral contracts. The generation of a stabilization policy for postdoctoral staff would require that FICUS should have a source of income for the maintenance of this personnel. Presently, FICUS's funding is limited to public subsidies fact that does not allow promoting all postdoctoral positions.

Weakness

The job offers do not guarantee the access of disadvantaged groups, in addition, there is not a well-defined scale scores guide for the recruitment of researchers.

Working conditions

Strengths

Researchers are regarded as professionals as states the Science law.

Environment: The Cancer Research Centre has 20 laboratories and has 11 technical units of Sociosanitary services and 8 units of support to the Research. FICUS acknowledges 2 certifications for Research Support Services and is recognized as a centre for health and social services by the Ministry of Health of the JCyL. There is also an infrastructure maintenance plan, a policy for the prevention of occupational risks and an occupational risk prevention department.

Salaries: FICUS's salary scales for its researchers is based on their professional category, with adequate and equitable social security provisions, in accordance with current national legislation and Collective Agreement.

Gender: The Cancer Research Centre has a proportion of female researchers of 54%. However, this condition is not reproduced in positions of responsibility. The recruitment of senior researchers is above FICUS's prerogatives. The USAL and the CSIC have equality plans to which the FICUS can be ascribed.

Professional development: The FICUS's Strategic Plan contemplates the creation of a Training Committee that will advise and guide Master and Doctorate students. The professional development strategy for R2 and R3

researchers is supervised by the director of the Institute, the head of the research group or the principal investigator of the project to which R2 is assigned. The Doctoral School and the Ph.D.'s tutor are responsible for the professional orientation of the R1 researchers.

Mobility experiences are evaluated positively by the selection committees. FICUS, does not have its own mechanism to promote mobility. FICUS is involved in virtual mobility networks, participating in different platforms, networks, and cooperative research centres.

Co-authorship: The FICUS's Research Practice Manual establishes rules on co-authorship, that match with the standards followed by USAL and CSIC.

Teaching: Although FICUS does not organize proper teaching activities, it fosters the involvement of its researchers in teaching activities.

Complaints: The predoctoral researchers are USAL's alumni and they could address complaints to the University Ombudsman. Conflicts between senior researchers (R3 or R4) are mediated as established by the framework agreement of collaboration between the USAL and the CSIC.

Participation: Researchers participate in the Board of the Institute scientific Senate, and in different institute committees set up for specific functions within the centre.

Weakness

Balance: combining research and personal life is difficult. There is no general provision for regulating teleworking.

FICUS has NOT approved the **Good Research Practices Code**.

Gender: There is not gender balance in R3 and R4 researchers or Selection committees. FICUS do not have an equality plan.

Professional career: R1 and R2 researchers are always recruited temporary and FICUS does not have professional career procedures. FICUS does not provide direct information, workshops, courses about the development of professional career or career counselling, neither has delegated this responsibility to other outside institutions or inner committees. Mentoring is not implemented in FICUS.

FICUS does not have **Ombudsman**

Researchers are **not familiar with:** Career development, Value of mobility, Intellectual Property Rights, Co-authorship, Teaching and Complains/ appeals.

Training and development

Strengths

Supervision: All R1 researchers were governed by the rules established by the USAL's Doctorate school norms, independently of the entity that funds them. The responsibilities of the tutors and thesis directors are listed in the Ph.D. norm. The university ombudsman and the Vice-Rector's Office are authorized to study the claims of the investigators. The R2 researchers contracted by

FICUS are supervised by the IP of the project.

Training: FICUS has a free weekly Scientific Seminars Program for all researchers regardless of their professional category and organizes an annual scientific conference and symposium. The IBSAL allows the enrolment of researchers hired by FICUS in courses: bioethics, biostatistics, etc.

Researchers hired by the CSIC and USAL can demand the training offered by their contracting institutions. The works council has agreed on designing a continuous training plan. USAL provide courses for the management of Master and Bachelor final projects.

Weakness

FICUS does not have a Training Department.

3. ACTIONS

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

*URL: <http://www.cicancer.org/en/hrs4r>

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/semester)	Responsible Unit	Indicator(s) / Target(s)
<p>1. APPROVE, DISSEMINATE AND APPLY THE CODE OF GOOD RESEARCH PRACTICES. That will include among others:</p> <ul style="list-style-type: none"> •Ethical Principles of the Research activity •Professional responsibility •Intellectual property rules, •Co-authorship •Research Protocols, •Institutional responsibility <p>The approved document will be available in the FICUS Website in English and Spanish versions.</p>	<p>02. Ethical principles 03. Professional responsibility 07. Good practice in research 08. Dissemination, exploitation of results 24. Working conditions 32. Co-authorship</p>	1Q 2020	Quality Control & Risk Prevention Unit	<ul style="list-style-type: none"> • Write the draft version for being approved by the governing board. • Publish the approved version in the FICUS Website. • Number of visits to the Manual. • 100% of researchers informed about the Code of good research practices
<p>2. UPDATE THE RECRUITING MANUAL TO FOLLOW OTM-R PRINCIPLES. i) Include at the manual that the committees should be gender balanced. ii) Update the recruitment scales including: a) measures for favouring the access of disadvantaged groups to job offers and b) mobility experiences. iii) Include a section at the FICUS website bringing together FICUS job offers and links to other international job offers platforms specific to Cancer Research.</p>	<p>12. Recruitment 14. Selection (Code) 16. Judging merit (Code) 17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code) 27. Gender balance 30. Access to career advice</p>	1Q 2020-2Q 2020	Management – HR Unit	<ul style="list-style-type: none"> • Update and approval of the manual. • Publish the approved version in the FICUS Website. • 100% of the recruitment processes follow the Recruiting Manual norms. • 100% of the job offers are published in EURAXESS.
<p>3. SET A FRAMEWORK FOR PROFESSIONAL CAREER. i) Design a document with a map for professional research career options for R1 and R2 researchers</p>	<p>11. Evaluation/ appraisal systems, 28. Career development</p>	1Q 2020	Management – HR Unit	<ul style="list-style-type: none"> • Elaboration and publishing of the professional career

<p>and include this information at FICUS website. The English and Spanish versions will be available.</p> <p>ii) Perform an annual workshop training R3 and R4 researchers about professional career options in order to facilitate the advice of the R1 and R2 researchers in Professional carer issues.</p> <p>iii) Define and provide a certificate of good performance including both technological, teaching and work competences.</p>	40. Supervision			<p>options map.</p> <ul style="list-style-type: none"> • Definition of the R2's certificate. • At least 12 certificates provided. • At least 6 R3 and R4 researchers trained • At least 18 R1 and R2 researchers advised in Professional career issues.
<p>4. DESIGN AND IMPLEMENTATION OF A MENTORSHIP PROGRAM.</p> <p>Design of the FICUS Mentoring program for R1 and R2 researchers.</p> <p>Implement the creation of the training committee, (that is already included in the strategic plan) and provide them with the necessary competences for advice R2 researchers in the development of their professional career.</p>	30. Access to career advice	1Q2020 - 2Q2020	Training Committee	<ul style="list-style-type: none"> • Publish the FICUS Mentorship Program. • At least 18 R1 and R2 have been mentored. • Training committee appointed • Training committee trained for advice R2 researchers in the development of their professional career.
<p>5. CONSOLIDATE THE FICUS TRAINING PROGRAM.</p> <p>i) Update the training Plan by performing an initial survey to the researchers for the detection of present needs. Include curses on a) Technical aspects (e.g. microscopy, cytometry, etc), b) Soft skills, (e.g. team management, oral presentations, outreach, intellectual property, technology transfer, etc.) in coordination with other institutions related with FICUS (USAL; CSIC, IBSAL, etc.).</p> <p>ii) Organize an annual workshop to provide</p>	<p>9. Public engagement</p> <p>24. Working conditions</p> <p>38. Continuing Professional Development</p> <p>39. Access to research training and continuous development</p> <p>8. Dissemination, exploitation of results</p> <p>31. Intellectual Property Rights</p>	1Q2021-2Q2021	Training Committee	<ul style="list-style-type: none"> • Set conversations with USAL and IBSAL, to define the terms of training sharing. • At least 50 attendees to the seminars. • Updated training program published. • At least 50 researchers trained. • At least 60 participants

<p>information about: a) Norms, and procedures of labour risks prevention, especially to new researchers; b) Available resources at CSIC, USAL and FICUS on Communication, Tech transfer, etc.</p>			<p>in the annual workshop.</p>
<p>6. WRITE AN EQUALITY PLAN IN AGREEMENT WITH THE USAL AND CSIC'S EQUALITY PLANS. The approved document will be available in the FICUS Website in English and Spanish versions. Information will also be included in the welcome manual.</p>	<p>27. Gender balance</p>	<p>1Q2022</p>	<p>Management – HR Unit</p> <ul style="list-style-type: none"> • Write and publish the equality plan. • At least 10% of researchers benefit from measures from the Equality Plan.
<p>7. WRITE A WELCOME MANUAL i) It will include information concerning to: a. FICUS strategic objectives b. General information of FICUS c. Intellectual property protection d. Labour regulation and norms r. Work life balance f. Good research practices code and Co authorship g. Rights and duties of the supervisor and supervisee h. Researcher's ombudsman ii) In addition, offer an annual seminary including these topics, the USAL 's Doctorate norms and USAL Ombudsman and the rights and duties of the supervisor and supervisees to R1 researchers. The approved document will be available in the FICUS Website in English and Spanish versions.</p>	<p>4. Professional attitude 8. Dissemination, exploitation of results 24. Working conditions 32. Co-authorship 34. Complains/ appeals 40. Supervision</p>	<p>2Q2022-4Q2022</p>	<p>Management – HR Unit and Quality Control & Risk Prevention Unit</p> <ul style="list-style-type: none"> • Write the manual. • Publish and disseminate the manual. • At least 12 of attendants to the seminaries. • 100% of researchers informed about the Welcome Manual.
<p>8. CREATE THE FIGURE OF THE FICUS RESEARCHER'S OMBUDSMAN. By the appointment of a person or committee to</p>	<p>34. Complaints/ appeals</p>	<p>1Q2023</p>	<p>Management – HR Unit</p> <ul style="list-style-type: none"> • Write the Ombudsman norm. • Approve and publish the

<p>mediate in the complaints of the staff and include the definition of its roles at the internal regime norms.</p>				<p>norm at the website. <ul style="list-style-type: none"> • Number of complaints attended. </p>
<p>9. KICK- OFF AND STRENGTH AWARENESS OF THE CHARTER & CODE CRITERIA. Kick-off meeting and implementation working groups appointed. Incorporate new researchers that wish to join the Implementation Working Group (IWG) for specific working teams. The goal of this action is to attain an increasing involvement of the C&C criteria in the research community and in everyday research practices: a. Follow the HRS4R Action Plan implementation, as it is already included in the FICUS Research Strategic Plan 2018-2021. b. Prepare online material explaining the advantages of C&C principles and updates at on the HRS4R website.</p>	<p>ALL</p>	<p>3Q2019-3Q2024</p>	<p>Management – HR Unit and Implementation Working Group (IWG)</p>	<ul style="list-style-type: none"> •WG HRS4R constituted. •WG OTM-R constituted. •Online material prepared.

The establishment of an Open Recruitment Policy is a key element in the HRS4R 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.

The main action that will be implemented to address the OTM-R principles will be "2. UPDATE THE RECRUITING MANUAL TO FOLLOW OTM-R PRINCIPLES, to be implemented by the CIC HR staff, which will include the C&C principles and:

A) Improve access to candidates: 1) Write job offers in English and Spanish. Publish most of them on international portals (EURAXESS, international journals and social media, etc.). 2) bringing together FICUS job offers and links to other international job offers platforms specific to Cancer Research.

B) Adjust scales: 1) Include experiences of mobility in the private sector. 2). Consider periods of inactivity.

D) Create guidelines, tools, etc. to: i) Assist the insertion of disadvantaged groups in situations of equality. ii) Publish how each criterion will be assessed and its maximum score in the job offers. iii) Contribute to define a blended system including not only quantitative methods, but also qualitative criteria when possible and appropriate, and to consider the interviews as a method for assessing merit. iv) Improve the dissemination of announcements. v) Improve the description of vacancies. vi) Promote a better assessment of merits.

E) Specific training actions will be provided to the administrative staff and researchers involved in recruiting processes based on the implementation of the OTM-R system.

F) A reference of the procedure will be included in the welcome manual.

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:

URL: http://www.cicancer.org/uploads/pdfs/FICUS_Contratacion2018.pdf

4. IMPLEMENTATION

General overview of the expected implementation process:

This Action Plan was approved by the Governing Board and it is already included in the FICUS Strategic Plan and researchers were informed of that in March 2019.

The implementation of this Action Plan will be assured with an optimized model of governance, coordination mechanisms, monitoring tools and resources that will accelerate the adoption of new policies and practices of human resources management in research, which, in turn, will enable FICUS to be in line with its European references.

Given that HRS4R is a transversal project that affects almost all the functions of the Institution, to ensure its implementation it has been decided to:

- Involve the Governing Board, managers and senior researchers so that they assume the deployment of some of the actions of the Action Plan.
- Designate a “HRS4R leader”, a single person in charge to lead the implementation, who will also lead the “HRS4R Support Office”.
- Dedicate an annual budget to ensure the implementation.

Due to the commitment of FICUS with the Charter & Code and regardless of the duration of the evaluation process to obtain the seal, the implementation of the plan will begin in the Q3 2019.

Three different levels of responsibility will support the implementation:

1. Steering Committee on HRS4R (SC) will continue being the highest responsible group for coordinating the implementation and the follow-up of the HRS4R-derived measures. It will be composed of the Governing Board of the Institute.
2. Implementation Working Group (IWG) will be steered by the HRS4R. 3-5 members of the Working Group will be appointed, plus other research and administrative staff members that will be invited to participate. The IWG will deploy the HRS4R Action Plan and the HRS4R leader will also control quality and follow-up of indicators. She/he will also communicate the advances to FICUS’s Steering Committee. The Implementation OTM-R Working Group (OTM-R IWG) will be composed of Human Resources staff members responsible, researchers and other administrative staff members will be invited to participate. It will coordinate the deployment of the specific OTM-R-related actions from the HRS4R Action Plan and will also control quality and the follow-up on indicators.
3. The HRS4R Support Office (SO) will support the IWGs for the preparation of deliverables, quality control and follow-up on indicators. The SO will also be responsible for a dynamic workflow articulated during the plan: a cloud tool of easy access to information, regular meetings, ad-hoc subcommittees with key people for specific matters depending on the evolution of the process, quality control and international benchmark.

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

Checklist	*Detailed description and duly justification
<p>How will the implementation committee and/or steering group regularly oversee progress?</p>	<p>Once the HRS4R leader is appointed, the IWG members are chosen and the Support Office is set up, a kick-off meeting will be held to assess the different tasks and resources needed for the fulfilment of the Action Plan.</p> <p>The IWGs will meet on a bi-annual basis with the support of the SO to report to the HRS4R Leader about the progress in the tasks defined and problems encountered.</p> <p>The HRS4R Leader will report to and hold annually meetings with the Steering Committee to inform them about the implementation process.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>The research community (R1-R4) will be represented as members of the IWG. Researchers that have participated in the discussions in the Gap Analysis and Action Plan working teams will be invited to join the IWG, but it will be opened to the whole research community. They will be involved in the design of the actions and the pilot deployment testing.</p> <p>Additionally, surveys will be conducted within the research community to increase the awareness of the HRS4R criteria, to identify training needs, and to test the level of knowledge of key documents (Research Manual, Recruiting Manual, Mentorship programme, etc.).</p> <p>Specific communication actions will be designed with the objective of raising awareness in the community about the C&C and OTM-R criteria. Those will include updating of the web contents, creation of content for FICUS regular communications, announcement of new rules, documents, and an annual meeting presenting and updating the implementation level of the HRs4R.</p>
<p>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.</p>	<p>FICUS Strategic Plan 2018-2021 includes the implementation of the HRS4R and OTM-R Action Plan.</p> <p>The IWG will also be responsible for verifying that FICUS Norms regarding different areas are coherent with the HRS4R and the actions developed within these Action Plans.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>The HRS4R leader will alert the Steering Committee of any deviations from the timeline. Corresponding actions will be taken to add more resources to control the deviations from the original plan.</p>

	In order to be aligned with the European best practices, the HRS4R leader will attend the info days to be informed and to learn from policy issues related to skills and talent management, etc.
How will you monitor progress (timeline)?	<p>The monitoring and the follow-up of the plan will be continuous, being one of the main functions of the Support Office. IWG will hold bi-annual meetings with the HRS4R leader to review the development of the implementation of the tasks defined for the actions currently in progress.</p> <p>The HRS4R will follow the monitoring progress already defined for the FICUS Strategic Plan 2018-2021.</p>
How will you measure progress (indicators) in view of the next assessment?	<p>The previously detailed indicators will be verified annually to find evidence of any deviation from the HRS4R or with organizational policies.</p> <p>The internal evaluation will be performed by the HRS4R leader through the following actions:</p> <ol style="list-style-type: none"> 1. The revision of the advancement of the project after the compromises reflected in the Action Plan. 2. The revision of the indicator progress reports. 3. The reports of activities. <p>With this data, a progress report will be elaborated 12 months after the activity was initiated, and reported to the SC. A final report will be elaborated after 24 months, as it has been defined in the new procedure. For this final report, templates available on EURAXESS will be used.</p>

Additional remarks/comments about the proposed implementation process:

(free text, 1000 words maximum)

FICUS shares numerous activities, resources and even researchers with other nearby institutions such as the University of Salamanca, CSIC and IBSAL. FICUS, USAL and IBSAL have developed the HRS4R throughout 2018-2019, so it is possible that the implementation may also coincide over time. In case it is convenient, some of the actions shared between the organizations, can be implemented in collaboration to gain impact, for example the training courses.