



HR EXCELLENCE IN RESEARCH

FICUS
REVISED
ACTION PLAN
2021 - 2024

Human Resources Strategy for
Researchers



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REFERENCES

Case number: 2019ES378036
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Organization's contact details: Campus Miguel de Unamuno, Salamanca, 37007 Salamanca Spain
Submission date to EC: 21/07/2021

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ORGANISATIONAL INFORMATION

Key Figures

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	106
Of whom are international (i.e., foreign nationality) *	4
Of whom are externally funded (i.e., for whom the organization is host organization) *	75
Of whom are women *	68
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	25
Of whom are stage R2 = in most organizations corresponding with postdoctoral level *	27
Of whom are stage R1 = in most organizations corresponding with doctoral level *	54
Total number of students (if relevant) *	0
Total number of staff (including management, administrative, teaching and research staff) *	11
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organizational budget	4341081

Annual organizational direct government funding (designated for research)	456785
Annual competitive government-sourced funding (designated for research, obtained in competition with other organizations -including EU funding)	1026342
Annual funding from private, non-government sources, designated for research	1527885

ORGANIZATION PROFILE

The Foundation for Cancer Research at the University of Salamanca (FICUS), which contributes to managing CIC-IBMCC scientific activity through (i) the recruitment of scientific, technical and administrative staff, (ii) serving as a bridge between agency activities performed by the CIC-IBMCC and society, channeling funds and sponsorships provided by individuals, private companies and non-governmental organizations to the center, (iii) facilitating the rapid transfer of results obtained by researcher to R+D and finally (iv) promoting research excellence through the organization of periodic evaluation of the research carried out by an external scientific committee.

Their Board of Trustees joined representatives of the University of Salamanca, the Spanish National Research Council (CSIC) and the Regional Ministries of Education and Health of the Junta de Castilla y León.

STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspect	<p>STRENGTHS:</p> <p>The strengths and weaknesses of the different items related to Ethical and professional aspects (Freedom, ethics, equality, IP, accountability, quality, labor risk, outreach and evaluation) have been reviewed.</p> <p>The main novelties and changes detected in these points are the following:</p> <p>1. Code of Good Scientific Practices</p> <p>The Code of Good Scientific Practices has been approved and published on the center's scientific integrity and ethics section of the webpage, (https://www.cicancer.org/about-cic/scientific-integrity-and-ethics/scientific-integrity-and-good-practises) in English and Spanish, which includes mandatory regulations it will be applicable to all the research that is carried out totally or partially at the center by the associated research staff, including visiting personnel, scholarship holders or students as well as the research support staff. This manual will define good research standards for the development and management of projects, committing researchers to perform a comprehensive and excellent research avoiding unfair practices such as manipulating the results or the authorship of their research. Its objectives are:</p> <ul style="list-style-type: none"> a) Promote that the research performed is carried out in compliance with the highest standards of rigor, honesty, and responsibility. b) Promote the acquisition of good scientific practices in all aspects, dimensions, and stages of scientific activity, also including the training stage of researchers. c) Encourage reflection on ethical issues related to research, its benefits, and risks. <p>Likewise, the center adopts for all its staff, the ethical principles and professional responsibilities related to research activity contained at the "National Declaration on Scientific Integrity (2015), and the COSCE proposal (2016) on the "Transparency agreement on the use of animals for scientific experimentation in Spain."</p>

Our center guarantees the dissemination of this code to the researchers by its publication in the institute website, as well as by the use of other supports available for the promotion of research. The Center's Management ensures that all research projects meet the recommendations contained in the Code of Good Scientific Practices.

Presently the counter that summarizes the number of visits to this document shows 49 visits.

2. Quality, PRL and Accounting audits.

The Institute passed without observations the corresponding accounting audits for the years 2018, 2019 and 2020, as well as the Quality and PRL audits ISO 9001 and ISO 45001: 2018, and the audits of certain research projects that require a specific audit according to their call.

3. Changes in both the governance and management structures of the center.

Those included: (i) Appointment of the Scientific Program Director (ii) Creation of the Strategic Plan Internal Scientific and Training Committees. (iii) Hiring of the Program Manager. (iv) Renewal of the External Scientific Advisory Board.

Implementation of the proposed research programs of our center: (i) The Molecular Mechanisms of Cancer Program. (ii) The Translational and Clinical Research in Cancer Program and appointment of the coordinators of those Programs.

The center has defined two professional profiles at the senior researchers' scales (i) Principal Investigator (PI). (ii) Tenured R3positions (TR3P)

4. External Scientific Advisory Board

The External Scientific Advisory Board (ESAB) has been renewed including 3 new international members (60%) and 2 new female members (40%).

Carried out a face-to-face meeting of the new ESAB to evaluate: (i) The Strategic Plan. (ii) The scientific performance of the established PIs (R4). (iii) The potential of the new young PIs recruited to the center.

5. Outreach

The website's design and center's logo have been updated in order to increase its visibility.

WEAKNESSES:

There is not still a formal Welcome document, although a mail is sent to the new employees summarizing the occupational risk plan, information about the management of HR, including procedures and contact points, and the quality department of each section of the institute.

	<p>Once this email is submitted, a check in survey is performed to verify the understanding of the information.</p> <p>Although an in-person welcome meeting is held annually to summarize the center's operating standards (PRL, Quality, HR, etc.) and to resolve the doubts of the new researchers, since March 2020, this annual face-to-face meeting has been suspended to restrictions caused by the COVID-19 pandemic.</p> <p>Remarks:</p> <p>During the discussions for the writing of the Code of good practices, became clear the convenience of writing a second document about the management of conflicts of interest, this document will include among other issues:</p> <ul style="list-style-type: none"> • Definition of conflict of interest • Situations that may generate conflict of interest • Conflict of interest management • Research management • Gifts, incentives, special services and privileges • Implementation of the Institutional Conflicts of Interest Policy <p>The approved document will be available on the Website in English and Spanish, the action is planned for the first quarter of 2022 and will be leader by the Management Unit</p>
<p>Recruitment and selection</p>	<p>STRENGTHS:</p> <p>Several weaknesses of the staff recruitment and the selection procedures detected during the gap analysis and formulated as actions at the template 4 of the HRS4R's FICUS proposal: job offer, selection committee, selection report, foreign qualifications and stabilization of researchers and access of disadvantaged groups were renewed.</p> <p>The most relevant developments implemented in these two years have been the following:</p> <ol style="list-style-type: none"> 1. The Staff Recruitment & Selection Procedures Manual has been updated, approved, and published at the web(https://www.cicancer.org/jobs-offers-public-

	<p>procurement/job-offers-ficus-ofertas-de-empleo-ficus/open-positions) including all the changes suggested at action 2. The manual published in English and Spanish, includes information about: (i) Recruitment principles as equality, merit, capacity, public access, concurrence, transparency, confidentiality and non-discrimination), (ii) Recruitment process, (iii) Scope, (iv) Recruitment bodies and (v) Contract formalization.</p> <ol style="list-style-type: none"> 2. All the researchers' job offers are published at a specific section of the center website and in the European EURAXESS portal from February 2019. 3. Different documentation regarding the conditions and work instructions of the personnel has been published on the center's website (http://cicweb2.dep.usal.es/intranet/) <p>WEAKNESSES:</p> <p>Internalization in recruitment is still a far call at our institution. New approaches must be implemented in order to gain international visibility and improve the recruitment of international researchers.</p>
<p>Working conditions</p>	<p>STRENGTHS:</p> <p>Professional career. Certification of the competences acquired by junior researchers during their stay at the center. It is planned to be prepared along this year to be approved in 1Q 2022.</p> <p>Gender. It should also be mentioned that the center's Equality Committee has been set up. The committee will have among its 2022 objectives the development of the First Equality Plan. This plan will be in line with the equality plans of the USAL and CSIC, institutions that form part of the FICUS Board of Trustees. Preliminary meetings and diagnostic analysis of the equality situation in the center were on course. It is planned to be published at the first of 2022, being this action ahead of schedule.</p> <p>COVID-19 pandemic impacted the implementation of various regulations regarding the modification of working conditions.</p> <p>WEAKNESSES:</p> <ol style="list-style-type: none"> 1. Professional career. The implementation of this action was initially programmed to the first quarter of 2020 was delayed to the first quarter of 2022 due to the Covid 19 pandemic. Also due to the sanitary restrictions, most of the training workshops were postponed.

	<p>2. Mentorship. As mentioned in the GAP analysis and Action Plan, both USAL and CSIC are members of the FICUS Board of Trustees, all R3 and R4 researchers are permanent staff of one of these institutions, and both institutions have their own mentoring program. Based on the USAL and CSIC mentoring programs, FICUS is developing its own mentoring program led by the recently appointed FICUS' training committee.</p> <p>3. Although equality of gender at the R4 level has improved in the last years, there is still a long way to go.</p> <p>Remarks:</p> <p>Teleworking After 2020's forced teleworking experience, become clear that teleworking is feasible in our institute for certain positions and chores. In addition, both CSIC and USAL are working in their respective teleworking norms. For these reasons it is feasible that a new action in writing an instruction and defining a pilot program to normalize teleworking could be included. The instruction and pilot plan will be inspired in the teleworking norms defined at CSIC and USAL. The instructions will be written in Spanish and English and will be mentioned in the welcome manual. The action is planned for the first quarter of 2023 and will be leader by the Management HR Unit.</p> <p>Gender During the discussions in the preliminary meetings for the writing of the FICUS gender equality plan, the need to implement additional measures has been identified, to promote the integration of the gender dimension in research projects and raise awareness within the institute's community of the importance of including a gender perspective in all regular activities and research projects will be implemented. This action is scheduled for 3Q 2022-4Q 2022 and will be leader by the Management HR Unit.</p>
<p>Training and development</p>	<p>STRENGTHS:</p> <p>Since the FICUS obtained the HRS4R accreditation different Training Programs have been carried out, despite the COVID19pandemic that forced to cancel or delayed some of the programmed training activities. A great majority of this training has been executed in an "online" format due to mobility and capacity restrictions imposed by the health authorities. Researchers funded by the CSIC or the USAL have been able to access the training programs of the 2019, 2020 and current2021 annuities of each of these institutions.</p>

	<p>On the other hand, the FICUS annual Training Programs for the 2019 and 2020 have been approved and executed.</p> <p>We should highlight the execution of the Master and Doctorate Programs of the 2018-2019, 2019-2020 and 2020-2021 courses in which 41 master students and 99 predoctoral students have participated. As result of this programs 40 master and 29 PhD theses have been defended.</p> <p>Likewise, FICUS goes on with the organization of the Scientific Seminar Series in which 35 scientific seminars (17 given by international speakers) have been presented.</p> <p>Finally, researchers from our center attended several scientific training sessions (in virtual format after March 2020), as well as various specialized training courses aimed especially for continuous training.</p> <p>WEAKNESSES:</p> <p>The FICUS 2021 training program is still in the approval process due to the delays in the elections to the works council and the health restrictions of the COVID 19 pandemic.</p> <p>Remarks:</p> <p>Based in the successful experiences of other institutes, and to extend the training possibilities of our junior researchers, FICUS has decided to create an institutional alumni network that will connect former junior researchers that have been worked at the institute. This action is scheduled for 1Q 2022-2Q 2022 and will be leader by the Scientific Direction of the Strategic Plan.</p>
<p>Have any of the priorities for the short- and medium term changed? (max 500 words)</p>	
<p>Due to the COVID pandemic, some of the priorities of 2020 and 2021 have changed. As the health effects of the pandemic are diminishing, the institute will be able to address these changes in 2022.</p>	
<p>Have any of the circumstances in which your organization operates, changed and as such have had an impact on your HR strategy? (max 500 words)</p>	
<p></p>	

The main factor that has influenced the HR strategy has been the confinement's exceptional measures due to the COVID 19 Pandemic, that have delayed the implementation of some of the foreseen actions.

**Are any strategic decisions under way that may influence the action plan?
(max 500 words)**

No, but the application of the FICUS new Strategic Plan 2018-2023 has supported the implementation of specific measures that were aligned with HRS4R demands, such as:

- Set up policies for granting "start-up packages" to new young PIs.
- Implementation advice and administrative assistance to apply for European and international projects.
- Implementation two new research programs: (i) The Molecular Mechanisms of Cancer Program. (ii) The Translational and Clinical Research in Cancer Program and appointment of the coordinators of those Programs.
- Partial renewal of the External Scientific Advisory Board, including female scientists and international members and carried out a face-to-face meeting with the new ESAB.
- Appointment of the Coordinator and members of the Training Committee.
- Establish English as the main scientific language in the Training programs and dissemination training activities and inter-university collaborations to foster internationalization.
- Publication of job offers at the European EURAXESS portal.

ACTIONS

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's Q/S)	Responsible Unit	Indicator(s) / Target (s)
<p>1. APPROVE, DISSEMINATE AND APPLY THE CODE OF GOOD RESEARCH PRACTICES. That will include among others: •Ethical Principles of the Research activity •Professional responsibility •Intellectual property rules •Co-authorship •Research Protocols •Institutional responsibility 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
		Current status	Remarks	
		Completed	<p>The Code of Good Scientific Practices has been approved and published on the center's web at https://www.cicancer.org/about-cic/scientific-integrity-and-ethics/scientific-integrity-and-good-practises.</p> <p>This document published in the scientific integrity and ethics section</p>	

			<p>of the webpage, in English and Spanish, includes the following items:</p> <ul style="list-style-type: none"> • Leadership and cooperation in the research group • Honesty, integrity and transparency • Supervision, training and tutoring of research staff • Adequate use of resources • Curriculum vitae • Research with experimental animals • Research with human beings • Genetically modified organisms • Obtaining, recording, storage, custody and conservation of materials and results. • Scientific Publications • Publication of the results • Authorship of publications. • Order of authors • Mentions and acknowledgments • Disclosure • Evaluation, review, advice, and conflict of interest. • Results protection management. Intellectual property, industrial property, state of the art. • Collaborations. • Environment and institutional responsibility. <p>Link for this document will be provided at the HRS4R section of the webpage.</p>
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			The counter for the number of visits of this document is ongoing. (49 visits to date)	
Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's Q/S)	Responsible Unit	Indicator(s) / Target (s)
<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 favoring 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.
		Current status	Remarks	
		Completed	<p>The Staff Recruitment & Selection Procedures Manual has been updated, approved, and published at the web at https://www.cicancer.org/jobs-offers-public-procurement/job-offers-ficus-ofertas-de-empleo-ficus/open-positions , including all the changes suggested at action 2.</p>	

			<p>The manual published in English and Spanish, includes information about:</p> <ul style="list-style-type: none"> • Recruitment principles (Equality, Merit, Capacity, Public Access, Concurrence, Transparency, Confidentiality and Non-discrimination) • Recruitment process • Scope • Recruitment bodies • Contract formalization <p>24 researchers' job offers of the center has been published in the European EURAXESS portal from February 2019</p>	
Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's Q/S)	Responsible Unit	Indicator(s) / Target(s)
<p>3. SET A FRAMEWORK FOR PROFESSIONAL CAREER.</p> <p>i) Design a document with a map for professional research career options for R1 and R2 researchers and include this information at FICUS website. The English and Spanish versions will be available. 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 career issues. iii) Define and provide a certificate of good performance including both technological, teaching and work competences.</p>	<p>(+/-) 11. Evaluation/ appraisal systems, (--) 28. Career development (-/+) 40. Supervision</p>	<p>1Q 2022</p>	<p>Management - HR Unit</p>	<ul style="list-style-type: none"> • Elaboration and publishing of the professional career options map. • 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

Proposed ACTIONS		GAP Principle(s)	Timing (at least by year's Q/S)	Responsible Unit	Indicator(s) / Target (s)
<p>4. DESIGN AND IMPLEMENTATION OF A MENTORSHIP PROGRAM. Design of the FICUS Mentoring program for R1 and R2 researchers. 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
					Professional career issues.
			Current status	Remarks	
			Extended	<p>The implementation of this action was initially programmed to the first quarter of 2020 but was delayed to the first quarter of 2022 due to the Covid 19 pandemic.</p> <p>Also due to the sanitary restrictions, all the training workshops were postponed.</p> <p>A certification of the competences acquired by the junior researchers during their stay at the center have been written and is in the approval process.</p> <p>This action has been extended to 1Q 2022.</p>	

				committee trained for advice R2 researchers in the development of their professional career.
		Current status	Remarks	
		In progress	<p>As mentioned in the GAP analysis and Action Plan, both USAL and CSIC are members of the FICUS Board of Trustees, all R3 and R4 researchers are permanent staff of one of these institutions. and both institutions have their own mentoring program (https://investigacion.usal.es/es/mentor2 and https://programacamino.csic.es/)</p> <p>Based on the USAL and CSIC mentoring programs, FICUS is developing its own mentoring program led by the recently appointed FICUS' training committee.</p> <p>Finalization of this action has been delayed to 1Q 2022.</p>	
Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's Q/S)	Responsible Unit	Indicator(s) / Target (s)
5. CONSOLIDATE THE FICUS TRAINING PROGRAM. i) Update the training Plan by performing an initial survey to the researchers for the detection of present needs. Include courses on a)	(++) 8. Dissemination,	1Q2021-2Q2021	Training Committee	<ul style="list-style-type: none"> • Set conversations with USAL and IBSAL, to define the

<p>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.). ii) Organize an annual workshop to provide 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>exploitation of results (++) 9. Public engagement (-/+) 24. Working conditions (+/-) 31. Intellectual Property Rights (++)38. Continuing Professional Development (+/-) 39. Access to research training and continuous development 8. Dissemination, exploitation of results 31. Intellectual Property Rights</p>			<p>terms of training sharing. • At least 50 attendees to the seminars. • Updated training program published. • At least 50 researchers trained. • At least 60 participants in the annual workshop.</p>
		<p>Current status</p>	<p>Remarks</p>	
		<p>In progress</p>	<p>Since the FICUS obtained the HRS4R accreditation, the actions of the different Training Programs mentioned below have been carried out, although due to the COVID19 pandemic, as of March 2020, some of the programmed training activities were canceled or delayed, and a great majority have been executed in an "online" format due to mobility and capacity restrictions imposed by the health authorities.</p> <p>Thus, the researchers funded by the CSIC or the USAL have been able to access the training programs of the 2019, 2020 and current 2021 annuities of each of these institutions.</p>	

On the other hand, the FICUS Training Programs for the 2019 and 2020 annuities have been approved and executed. The FICUS 2021 training program is still in the approval process due to the delays in the elections to the works council and the health restrictions of the COVID 19 pandemic (<https://www.cicancer.org/training/technical-training> & <https://www.cicancer.org/training/undergraduate-training>)

Also highlight the execution of the Master and Doctorate Programs of the 2018-2019-2020-2021 courses (<https://www.cicancer.org/training/master-program>) in which 41 master students and 99 predoctoral students have participated. As result of this programs 40 master and 29 PhD theses have been defended.

Likewise, several Scientific Seminar Series have been executed, (<https://www.cicancer.org/science-society/cic-events>) in which they have been taught 35 scientific seminars (17 given by international speakers).

Finally, to mention the organization by researchers from our center of several scientific training sessions (as virtual format after March 2020), as well as various specialized training courses aimed especially at the

				continuous training of our researchers.		
Proposed ACTIONS		GAP Principle(s)	Timing (at least by year's Q/S)	Responsible Unit	Indicator(s) / Target (s)	
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.		(-/+) 27. Gender balance	1Q2022	Management – HR Unit and Quality Control & Risk Prevention Unit	Write and publish the equality plan. • At least 10% of researchers benefit from measures from the Equality Plan.	
			Current status		Remarks	
			In progress		This action is planned to be implemented in 1Q2022, Preliminary meetings and draft writing of the equality plan were on course. It is planned to be publish at the end of 2021, being this action ongoing.	
Proposed ACTIONS		GAP Principle(s)	Timing (at least by year's Q/S)	Responsible Unit	Indicator(s) / Target (s)	
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		(++) 4. Professional attitude (++) 8. Dissemination, exploitation of results	2Q2022-4Q2022	Management – HR Unit and Quality Control & Risk Prevention Unit	• Write the manual. • Publish and disseminate the manual. • Number of visits to the manual. • At least 12 attendants to the	

<p>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>(-/+) 24. Working conditions (+/-) 32. Co-authorship (--) 34. Complains/ appeals (-/+) 40. Supervision</p>			seminaries. • 100% of researchers informed about the Welcome Manual.	
		Current status	Remarks		
		In progress	<p>There is not still a formal Welcome document, although a mail is sent to the new employees summarizing the occupational risk plan, information about the management of HR, including procedures and contact points, and the quality department of each section of the institute.</p> <p>Once this email is submitted, a check in survey is performed to verify the understanding of the information.</p>		
Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's Q/S)	Responsible Unit	Indicator(s) / Target (s)	
<p>8. CREATE THE FIGURE OF THE FICUS RESEARCHER'S OMBUDSMAN. By the appointment of a person or committee to mediate in the complaints of the staff and include the definition of its roles at the internal regime norms.</p>	<p>(--) 34. Complains/ appeals</p>	1Q2023	Management – HR Unit	<ul style="list-style-type: none"> • Write the Ombudsman norm. • Approve and publish the norm at the website. • Number of complaints attended. 	
		Current status	Remarks		

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's Q/S)	Responsible Unit	Indicator(s) / Target (s)
<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>	(++) 1. Research freedom (++) 2. Ethical principles (++) 3. Professional responsibility (++) 4. Professional attitude (++) 5. Contractual and legal obligations (++) 6. Accountability (++) 7. Good practice in research (++) 8. Dissemination, exploitation of results (++) 9. Public engagement (++) 10. Non discrimination	1Q2020 – 3Q2024	Management – HR Unit and Implementation Working Group (IWG)	<ul style="list-style-type: none"> • WG HRS4R constituted. • WG OTM-R constituted. • Online material prepared.
		Current status	Remarks	
		In progress	<p>This is an ongoing action, and despite the pandemic, some progresses in the implementation schedule are achieved. The HRS4R webpage has been updated including a direct link to the HRS4R webpage, independent to the remaining sections of the institute, in which the documentation generated in this action plan is being linked enabling its downloading.</p> <p>SC is periodically informed about the progress of the implementation of the action plan. The IWG has been renewed as 3 of its members left</p>	

	<p>(+/-) 11. Evaluation/appraisal systems (+/-) 12. Recruitment (++) 13. Recruitment (Code) (++) 14. Selection (Code) (++) 15. Transparency (Code) (+/-) 16. Judging merit (Code) (+/-) 17. Variations in the chronological order of CVs (++) 18. Recognition of mobility experience (Code) (++) 19. Recognition of qualifications (Code) (++) 20. Seniority (Code) (++) 21. Postdoctoral appointments (Code)</p>		<p>the institute to progress in their professional career.</p> <p>A virtual awareness meeting has been performed, and a satisfaction survey to check the level of awareness of the HRS4R initiative to researchers was performed. The conclusions suggests that the 50% of the researchers that answered the survey (47% of the total number of researchers) have assisted to HRS4R awareness meetings, and more of the 60%% knows and have consulted the documents generated.</p>
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	(++) 22. Recognition of the profession (++) 23. Research environment (-/+) 24. Working conditions (++) 25. Stability and permanence of employment (++) 26. Funding and salaries (-/+) 27. Gender balance (--) 28. Career development (++) 29. Value of mobility (--) 30. Access to career advice (+/-) 31. Intellectual Property Rights (+/-) 32. Co- authorship (++) 33. Teaching (--) 34. Complains/ap peals		
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	(++) 35. Participation in decision- making bodies (++) 36. Relation with supervisors (++) 37. Supervision and managerial duties (++) 38. Continuing Professional Developments (+/-) 39. Access to research and continuous development (-/+) 40. Supervision		
<p>Comments on the implementation of the OTM-R principles</p>			
<p>The Staff Recruitment & Selection Procedures Manual written during the preparation of the HRS4R application phase, and updated recently, providing an OTM-R vision of recruitment, was accepted and published at the web at https://www.cicancer.org/jobs-offers-public-procurement/job-offers-ficus-ofertas-de-empleo-ficus/open-positions. This manual includes all the sub actions suggested at action2. As University of Salamanca and CSIC have also been awarded with the HRS4R accreditation, all the newly recruited researchers working at the institute are hired using OTM-R principles. Since 2019, all job offers are published in EURAXESS, (24 job offers)</p>			

IMPLEMENTATION

General overview of the implementation process: (max. 1000 words)

The beginning of the implementation was led by a working group who impulse the kick-off, initiate the writing of materials and got the responsibility for the general definition and development of the actions described in the Action Plan, IWGs are composed by researchers at different levels of their professional careers and management staff, specifically appointed in each IWG. During this implementation, 3 of its members were substituted due to the end of their research contracts.

Covid 19 pandemic has dramatically affected the rate of the implementation of the action plan. Actions related with professional career, Mentorship and training, as well as the SC and IWG regular meetings did not pursue with their initially planned schedule.

GOOD RESEARCH PRACTICES

In a first stage, the Quality Control and Risk Prevention Unit wrote a draft of a new Code of Good Research Practices, aligned with similar documents from USAL and CSIC. This draft was reviewed and modified in different virtual meetings by the IWG and the SC of the center. The final document was approved in July 2019, published on the Center's website and presented to all the Center's researchers in a telematic meeting.

OTM-R

In a first stage, the Management -HR Unit analyzed the current selection procedures concerning predoctoral and postdoctoral positions as well as selection procedures related to research staff hired within externally funded research projects. The Management-HR Unit update an approved the Staff Recruitment & Selection Procedures Manual and published this document (Spanish & English versions) in the job offers section of the website of the Center.

HRS4R WEB PAGE

The website of the center has been updated, including a specific section with information about the Human Resources Strategy for Researchers (HRS4R) to facilitate researchers and research managers, the access to relevant institutional documents and websites concerning C&C principles. Presently the documents are available in English.

TRAINING

In addition to the corresponding annual Training Plans and the regulated Master and PhD training programs, a list of practical scientific seminars, workshops and courses are being structured focused on R1 and R2 researchers, and subsequently will be extended to the R3 and R4 (mainly training R3-R4 to develop and refine supervisory and leadership skills).

How have you prepared the internal review? *

An "Intermediate Evaluation Commission" was created, consisting of the current IGW. To support the intermediate report review, a team of consultants were contracted to audit the documents and reports. Several meetings were held to audit the progress achieved for each action, and a comparison of the generated documentation with analogous documentation of renowned institutions was performed to check the existence of possible gaps. Conclusions of this audit were presented to the SC by the IWG, and the highlights of this presentation are written in this intermediate internal review.

How have you involved the research community, your main stakeholders, in the implementation process? *

The staff is involved in three different phases i) as participants in the IWG ii) being interviewed in the satisfaction survey and the virtual awareness meeting, and iii) HRS4R information and training was provided to new IP researchers recruited at the institute. Despite the difficulties caused by the COVID19 pandemic and mobility and meeting restrictions, a broad communication effort is being made at all levels of the organization to explain, aware and involve the FICUS community.

Do you have an implementation committee and/or steering group regularly overseeing progress? *

The implementation working group (IWG) was initially planned to meet periodically. COVID 19 affected dramatically the periodicity of these meetings from March 2020 to date. In addition, three of the initial members of the IWG left the institute being their positions renewed. After those uncertain months, online meetings became an efficient way to discuss and get consensus on the decisions taken and the appointment of the responsible for the implementation of the sub actions. In addition, a virtual folder is available to file meeting notes, working material, intermediate documents, and results. The IWG reports regularly to the Steering Committee (SC).

Is there any alignment of organizational policies with the HRS4R? For example, is the HRS4R recognized in the organization's research strategy, overarching HR policy.

The center's Strategic Plan approved for the 2018-2023 period, contains different specific actions aligned with the policies established in the European

Charter for Researchers and Code of Conduct for the Recruitment of Researchers.

The execution of this Strategic Plan has facilitated the implementation of specific measures that were aligned with the demands of HRS4R, such as:

- Publication since February 2019 of all the job offers of the research center on the European portal EURAXESS with the aim of reinforcing the OTMR policies of our center and facilitating the incorporation of international researchers.
- Support for new PIs that have joined the center in the last two years by granting "start-up packages" that facilitate their incorporation into the center.
- Constitution of the Training Committee that coordinates the actions related to the training of our youngest researchers.
- Establishment of English as the main scientific language in our training programs and initiate both dissemination activities and interuniversity collaborations to promote the internationalization of our training programs.
- Implementation of advisory and administrative assistance programs to promote the participation of our researchers indifferent calls for European and international projects, both individual (ERC, MSCA, ...) or collaborative.
- Application in all activities of the center of policies of equal access and the absence of discrimination based on gender, such as the incorporation of two renowned international female researchers in the External Scientific Advisory Committee of the center.

How has your organization ensured that the proposed actions would be also implemented? *

The Strategic Plan 2018-2023 of the center includes the execution of the Action Plan presented for obtaining the HRS4R accreditation.

How are you monitoring progress (timeline)? *

The leadership and direction of the whole process is being headed by the Management -HR Unit of the Institute.
The monitoring of the execution of each action, in a timely manner, is carried out by the Quality Control & Risk Prevention or the Management - HR Units or the

Training Committee of the center, as appropriate, reviewing progress annually of each action, according to the time line provided in the Action Plan and informing to the IWG and the SC, which takes corrective measures in case of deviations in time or scope.

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

As mentioned before, the monitoring of the fulfilment of the indicators will be carried out by the Quality Control & Risk Prevention Unit, Management – HR Unit or Training Committee of the Center, as appropriate.
Performance indicators chosen for each action are reviewed annually, and reported to the IWG and the Steering Committee, which take corrective measures in case of deviation in time or scope.

How do you expect to prepare for the external review? *

The external review will be conducted by the same members of the current “Internal Evaluation Committee”, with the help of the IWG and reported to the Steering Committee.
This will be carried out by reviewing the progress of the Project in accordance with the commitments of the Action Plan, the revision of indicators’ reports, and compliance with roadmaps for each action.
A final report matching with the 5th year will be prepared. For these reports the evaluation templates available in EURAXESS will be used.
In addition, an evaluator from EURAXESS will perform a pre-evaluation to prepare FICUS for the onsite evaluation.
Additionally, the external scientific committee will also receive this document for its evaluation and improvement.

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

After two years of implementation, it is clear that some more actions must be implemented to encourage the implementation of HRS4R spirit: Among these actions are:

- Writing of the Conflict of Interest Manual
- Writing of teleworking instruction guidelines

- Improve the gender perspective in the current activities and projects of the institute.
- Creation on an international alumni network

Furthermore, additional measures are being implemented to attract international researchers. It is expected to enhance this incorporation in the coming years, the result of some of the actions that have been implemented such as the publication of all job offers researchers on the portal European EURAXESS, the establishment of the ace English the main scientific language in our training programs or updating the center's website with a specific section with information about the C&C principles and HRS4R.