Action Plan

HUMAN RESOURCES STRATEGY FOR RESEARCHERS

FUNDACIÓN PARA LA INVESTIGACIÓN BIOMÉDICA DEL HOSPITAL UNIVERSITARIO RAMÓN Y CAJAL

MADRID, MARCH 2020

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	*119*
Of whom are international (i.e. foreign nationality)	*10*
Of whom are externally funded (i.e. for whom the organisation is host organisation)	*104*
Of whom are women	*80*
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	*16*
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	*25*
Of whom are stage R1 = in most organisations corresponding with doctoral level	*78*
Total number of students (if relevant)	*N/A*
Total number of staff (including management, administrative, teaching and research staff)	*92*
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	*14,100,000*
Annual organisational direct government funding (designated for research)	*1,000,000*
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	*4,500,000*
Annual funding from private, non-government sources, designated for research	*8,600,000*
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	

SERMAS is the administrative and management structure that integrates every public hospital of the Madrid Regional Health System.

Hospital Ramón y Cajal (HRC) is one of the hospitals included in SERMAS. It has no legal personality, therefore a Foundation was developed to manage its Research and Innovation activities.

Instituto Ramón y Cajal de Investigación Sanitaria (IRYCIS) is an agreement between HRC, three public universities and the Foundation of the Hospital.

Fundación para la Investigación Biomédica del HRC (FIBIOHRC) is the non-profit Foundation, located within the premises of HRC and entitled to manage IRYCIS financial and administrative R&D and innovation tasks.

2. Actions

PROPOSED ACTIONS	GAP PRINCIPLE(S)	TIMING	RESPONSIBLE UNIT	INDICATOR(S) / TARGET(S)
ACTION 1. PROMOTE GOOD RESEARCH PRACTICES: To achieve this objective, the following actions are proposed: Review and update the Guide to Good Scientific Practice converting it into a Code of Good Scientific Practice and Research Integrity, following "The European Code of Conduct for Research Integrity" and the proper guides from the Instituto de Salud Carlos III (ISCIII). Review, unify and make more easily accessible the co-authorship policy, including instructions for establishing the order of signature. Make official a representative of the GDPR in the Foundation. Hold at least one annual training session (classroom or distance learning seminar) on good practice research and RRI.	7. Good practice in research 32. Co-authorship	Q4 2020 – Q1 2021	Scientific Direction	• Code of Good Scientific Practice and Research Integrity approved and Co-authorship policy updated and published. • GDPR responsible appointed • At least 50% of researchers attend to the training session about RRI and 100% receive electronic documentation.
ACTION 2. UPDATE THE RECRUITMENT POLICY COMPLYING WITH THE C&C AND OTM-R CRITERIA: To achieve this objective, the following actions are proposed: Write the recruiting procedures in a document to be considered a formal regulation following OTM-R principles. Publish job offers in other websites (Euraxess, Hospital, etc.) and publish a link to Euraxess in the website, aimed to improve the recruitment of	10. Non discrimination 12. Recruitment 13. Recruitment (Code) 14. Selection	Q1-Q2 2021	Administrative and Support Office	• OTMR policy updated and published in the Quality Manual including: selection and recruiting guide and templates. • Publish detailed scales for each profile.

foreing researchers. Extend the deadline for submitting applications (12d for regular procedures and 7d for urgent ones). Provide a space on the website for the publication of job offers. Include a checklist based on each offer for the evaluation of candidates. Request a letter of presentation from the candidates to know their motivation and to be able to evaluate other present merits. Offer feedback to unsuccessful candidates, e.g. by means of an anonymized table with checklist scale and unique publication. Establish a procedure to receive and answer complaints and announce its existence in the job offer. Specify in the HR policy that restrictions will be drawn up on hiring staff with salaries below the bands/labour agreement. Elaborate OTMR and C&C online material (Castilian and English) and organise training sessions to HR staff, PIs who are team leaders and to members of the HR Selection Committee.	(Code) 15. Transparency (Code) 16. Judging merit (Code) 17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code) 19. Recognition of qualifications (Code) 20. Seniority (Code) 26. Funding and salaries			• Letter of introduction allowed as additional information to CV. • Publish evaluation results for all candidates. • Complaints mechanism available. • PIs who are team leaders are trained on OTMR and C&C. • 100% of HR staff and members of the HR Selection Committee and at least 80% of PIs who are team leaders are trained on OTMR and C&C.
ACTION 3. ESTABLISH AN EMPLOYEE EVALUATION SYSTEM: To achieve this objective, the following actions are proposed, to be complemented by Actions 6, 7 and 8: To design and propose a simple and standardized procedure for evaluating R2 researchers that the governing bodies will assess for approval. If approved, a certificate of positive evaluation will be issued describing the	11. Evaluation/ appraisal systems	Q3-Q4 2021	Scientific Direction and FIBIOHRC Direction	• Approve a new system for the appraisal evaluation of R2 researchers. • 100% R2 evaluated. • R2 evaluation

techniques mastered and the skills developed during the evaluation period. Action 8 is also aimed to improve R2 researchers training. Make a pilot evaluation to R3 and R4 researchers that allows the adoption of incentive measures (e.g., reallocation of resources). Present both procedures to the External Research Commission in order they can provide suggestions and improvements avoiding conflict of interest. Evaluate the results of these pilots and present a summary report to the FIBIOHRC Board of Trustees.				certificates available. • 100% R2 receive the certificate. • Pilot the evaluation procedure on R3 and R4 researchers. • Report on pilot programme.
ACTION 4. WRITE A GENDER EQUALITY AND LABOUR CONCILIATION PLAN. To achieve this objective, the following actions are proposed: In order to properly design the Equality Plan, a gender diagnosis will be carried out in the institution, with special interest in learning about the situation in leadership positions. Ellaboration and approval of the 1st FIBIOHRC Equality Plan which will include, among other measures: i) Promotion of parity in committees, commissions and governing bodies; ii) Evaluation of gender and sex aspects in internally funded research projects (in alignment with European policies); iii) Apply the teleworking guidelines complying with the collective labor agreement currently under negotiation. The Equality Plan will consider and address the following priority areas: i) access to employment; ii) training, conciliation and co-responsibility; iii) occupational health; iv) harassment and bullying prevention protocol.	10. Non discrimination 24. Working conditions 27. Gender balance	Q3 Q4 2020	Administrative and Support Office	• Gender diagnosis carried out. • Approval of the Equality Plan. • Equality Commission established. • External person designated and trained. • Implement 100% of the Equality Plan`s actions as scheduled. • Achieve gender balance in all committees; in case the objective is not achieved written specific argumentation.

A new Equality Commission will be stablished in order to implement and evaluate the compliance level of the Equality Plan. Additionally, a person external to the Equality Commission will be designated and trained to supervise the work of the Commission and the development of the Plan. Participate in the working group on gender issues planned by the Carlos III Health Institute (ISCIII), where improvements can be suggested.				• 100% of internal projects comply with the gender policy. • Involvement of at least one institutional representative in the Working Group on Gender of the ISCIII. • At least 60% satisfaction.
ACTION 5. INCREASE THE VISIBILITY OF THE INSTITUTE AND ITS GROUPS, BOTH INTERNALLY AND EXTERNALLY. To achieve this objective, the following actions are proposed: Organize and hold at least one annual meeting to present results of researchers. Strengthen the alliance with the Communication Unit of the Hospital. Enable communication channels through social networks: twitter, LinkedIn and Facebook Participation in other outreach initiatives such as the European Researchers' Night. Publish on the website an English version of the scientific report. Participate in the working groups on professional career planned by the Carlos III Health Institute (ISCIII), where improvements might be suggested.	9. Public engagement 28. Career development 29. Value of mobility	Q2 Q4 2021	R&D&I Office and at least one staff from the Communication Unit of the Hospital	• At least 80% of attendees to the annual meeting. • At least 3 annually-planned outreach activities. • At least 10% of researches receive outreach training. • At least one institutional representative in the ISCIII working groups. • At least two institutional social networks active accounts. • English version of the

Increase the visibility of researchers international secondments (e.g. specific section in each group in the annual report and website, and dissemination of an annual summary of all the relevant secondments on the website) Create a fully bilingual version of the website. New training activities on scientific dissemination and social engagement. Evaluate the results of the actions and prepare a report with the results.				Scientific Report available in the web page. • Bilingual institutional website. • At least one new course devoted to scientific dissemination and social engagement in the Training Plan.
ACTION 6. GIVE SUPPORT TO THE PROFESSIONAL CAREER DEVELOPMENT PROCESS. To achieve this objective, the following actions are proposed, to be complemented by Actions 3 and 7: Include some new courses in the institutional Training Plan, oriented to researchers on training, to improve their professional skills as researchers (e.g., courses on project management) Organize training activities on career development options. Participate in the working groups planned by ISCIII on career and job opportunities. Elaborate and publish in the website a report on career development opportunities and recommendations. Facilitate the dissemination of external job offers.	28. Career development 30. Access to career advice	Q1-Q2 2022	Training Plan Committee and Scientific Direction	• 80% of R1 and R2 participate in seminars and training sessions. • At least one institutional representative in the ISCIII working groups. • Career development report published on the website. • Updated calls on the website. • Report on action results. • At least 60% satisfaction in the corresponding

				survey.
Evaluate the results of the program through a survey and prepare a report with the results.				
ACTION 7. OFFER MENTORING FOR THE PROFESSIONAL DEVELOPMENT OF RESEARCHERS. To achieve this objective, the following actions are proposed, to be complemented by Actions 3 and 6: Design a pilot mentorship program on career options aimed at: • R1 researchers. The program could involve members of the Research Commission, among others. • R2 researchers, in which R3 and R4 researchers could participate, among others. Mentoring programs will include training sessions and will be launched in phases, covered in a first phase by at least 50% of researchers. Create a mentorship program for emerging groups. Design of a survey for the evaluation of both mentoring programmes and prepare a report with the results.	28. Career development	Q3-Q4 2021 Q3-Q4 2022	Research Commission	• Pilot Mentorship programme for R1 and R2 approved and published. • Pilot Mentorship programmes covering at least 50% of mentees in the first phase and the other 50% in the second phase. • Workshops and courses organised for mentees. • Emerging Groups Mentoring Program approved and published. • Report on mentoring programmes results. • At least 60% satisfaction (obtained from the survey).
ACTION 8. IMPROVE THE R2 RESEARCHERS TRAINING. To achieve this objective, the following actions are proposed, to be complemented by actions 3, 6 and 7:	11. Evaluation/ appraisal systems 21. Postdoctoral	Q1 Q3 2022	Research Commission	• Training courses for R2 available. • At least 80% of R2

Propose and design a simple and standardized procedure for evaluating R2 researchers skills. If approved, a certificate of positive evaluation will be issued describing the techniques mastered and the skills developed during the evaluation period. Define a support program for R2 researchers. Promote the constitution and implementation of the R2 focus group for the exchange of ideas, information, etc. Promote the elaboration of evaluation reports of the R2 by their supervisors, including the teaching activity they have carried out. Evaluate the results of the program through a survey and prepare a report with the results.	appointments (Code) 28. Career development 33. Teaching			attend to training courses. • At least quarterly meetings of the R2 Focus group. • At least 60% satisfaction in the survey.
ACTION 9. TO PROPOSE AND CARRY OUT, AS FAR AS POSSIBLE, ACTIONS RELATED TO FINANCING AND SALARIES. To achieve this objective, the following actions are proposed: Collaborate and implement the actions provided for in the collective labour agreement once it is approved. Get the Board of Trustees to increase the budget allocation to the Mobility Program.	26. Funding and salaries 28. Career development 29. Value of mobility	Q1 Q2 2023	Administrative and Support Office	• Active participation in meetings held by the Regional Health Department if organized. • Mobility program budget increased. • Number of annually co-financed international secondments increased.
ACTION 10. EVALUATE THE WORK ENVIRONMENT CONDITIONS IN ORDER TO SUGGEST AND APPROVE IMPROVEMENT MEASURES. To achieve this objective, the following actions are proposed:	23. Research environment 24. Working	Q3 Q4 2021	FIBIOHRC Direction and Scientific Direction	• Infrastructure Plan updated, published and implemented. • Research support units

	conditions			(facilities) evaluated.
To implement initiatives of the Infrastructure Plan during the period 2020-2024. To evaluate and review the current organization of research facilities and promotion of quality management systems. To apply the teleworking guidelines complying with the collective labor agreement currently under negotiation. Involve Equality Plan representatives in the Infrastructure Plan development in order to guarantee gender issues compliance.				• Quality systems implemented in the facilities suggested by the evaluation summary report conclusions. • Teleworking policy approved and published (relying upon collective labour agreement approval and implementation)
ACTION 11. UPDATE THE WELCOME MANUAL FOR NEW EMPLOYED RESEARCHERS To achieve this objective, the following actions are proposed: To review and write in more depth the Welcome Manual and post it on the website, including at least the following information: good research practice, innovation policy, ethics committees, HRS4R summary, etc. To organize at least one annual seminar for all new research employees to present the Welcome Manual.	5. Contractual and legal obligations 7. Good practice in research 8. Dissemination, exploitation of results 31. Intellectual Property Rights	Q1 Q2 2021 Q1 2022 Q1 2023 Q1 2024 Q1 2025	Administrative and Support Office	• Updated and published on the website Welcome Manual, available to 100% of the employees. • Two annual seminars held. • 80% of newcomers attend the seminar on Welcome Manual contents.
ACTION 12. TO PROMOTE TRAINING ON NON-SCIENTIFIC ISSUES. To achieve this objective, the following actions are proposed:	9. Public engagement 28. Career	Q1 Q2 2024	Training Committee	• Report on training needs • Training courses on soft skills available.

	development				• At least 80% attendance to training courses (of those who are registered) and 60% satisfaction (obtained from the satisfaction survey of the course)
Identify the specific training needs in non-scientific issues. Update the Training Plan including: i) courses for R3 researchers based on skills on supervision of research teams (e.g. courses on project management and team management and leadership); ii) courses for R1 and R2 researchers on Project management and related skills. Increase the participation in the R+D+I management course coordinated by the R+D+I Office.	37. Supervision and managerial duties 40. Supervision				
ACTION 13. ESTABLISH A PROCEDURE FOR CONFLICT RESOLUTION. To achieve this objective, the following actions are proposed: Establishment of the figure of "Researcher's Ombudsman" and the creation, from among the members of the Research Commission, a sub-group devoted to conflict resolution and to helping the Researcher's Ombudsman. Enabling a channel for the reception of notifications addressed to the Researcher's Ombudsman and the Research Commission complaints subgroup. Design and communicate a brief summary on how to proceed when a researcher wants to notify a conflict. Updating the new Code of Good Scientific Practice and Research Integrity including conflict's resolution issues. Describing the Researcher's Ombudsman figure in the Welcome Manual**.**	32. Co-authorship 34. Complaints/ appeals 40. Supervision	Q3 Q4 2020	Scientific Direction	• Person appointed as Researcher´s Ombudsman. • Subgroup within the Research Commission created. • Channel for the conflict´s notification opened and communicated to researchers. • Summary with procedures approved and disseminated. • Code of Good Scientific Practice and Research Integrity updated.	

				• Welcome Manual updated.
ACTION 14. INCREASE RESEARCHER´S PARTICIPATION IN DECISION-MAKING BODIES. To achieve this objective, the following actions are proposed: Include representation of R1 and R2 researchers in the Research Commission (with both voice and vote only in relevant meetings). Promote the mentoring of R1 and R2 by the Research Commission, incorporating new members to the Commission representing these categories of researchers. Communicate to researchers the new composition of the Research Commission and how are they represented as R1, R2 researchers.	30. Access to career advice 35. Participation in decision-making bodies	Q3 Q4 2020	Scientific Direction	• Research Commission composition and regulation updated. • R1 and R2 participating in the Research Commission meetings. • Communication to the researchers on the updated regulation of the Research Commission already made.
ACTION 15. LAUNCH, AWARENESS, FOLLOW-UP AND COMMUNICATION IN HRS4R AND OTM-R. To achieve this objective, the following actions are proposed: Constitution of both IWG and IWG-OTMR (members of the WG in charge of the Action Plan setting) Kick off HRS4R Action Plan. Improve the awareness of researchers and managers (e.g. in the framework of the anual meeting for researchers, in the Welcome Manual, etc.)	All	Q4 2020 - Q2 2025	R+D+I Office	• IWG HRS4R constituted. • IWG-OTMR constituted. • Kick-off • At least 50 researchers attend C&C training sessions. • 100% of FIBIOHRC HR staff will attend the C&C training sessions.

To create bilingual HRS4R website contents.				• Reference to the procedure included in the Welcome Manual.
Develop an annual survey to assess the awareness and satisfaction on HRS4R Action Plan implementation (including questions about the 15 proposed actions).				• Survey on HRS4R to address the awareness.

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.

In the Action Plan described above there are several actions that deal with specific elements of the principles of open, transparent and merit-based recruitment.

Actions 2 and 16 address the provision and dissemination of guidelines that establish clear contracting procedures and practices.

With the publication of scientific employment announcements on the Institute's new bilingual website, the FIBIOHRC will guarantee the dissemination of job offers to a wider audience by increasing the internationalization of researchers.

The main actions that will be carried out to address the principles of the OTM-R will be : « Action 2: Update the recruitment policy complying with the C&C and OTM-R criteria » and « Action 15: Launch, awareness and communication in HRS4R and OTM-R » The strengthening of researchers' knowledge about the principles of the C&C in FIBIOHRC, which will be implemented by the R+D+I Office, will include the principles of C&C and a reference to the procedure will be included in the Welcome Manual.

In order to assure the OTM-R principles, FIBIOHRC will update its recruiting procedure including the C&C principles.

Based on the results of the OTM-R checklist, FIBIOHRC will update the following actions:

1. Advertising and application phase:

•   Review and update of the current FIBIOHRC OTM-R procedure and publish it on the website.

•   International Advertising. The center will launch a new and outstanding section within the FIBIOHRC´s website and will publish an Euraxess link.

2. Evaluation and selection phase:

•   Define scales to evaluate the applications of each profile and include a checklist based on the offer for the evaluation of the candidate.

•   Request a letter of presentation from the candidates to know their motivation and to be able to evaluate other present merits.

•   Publish the resolution of each offer and give feedback to unsuccessful candidates, e.g. by means of an anonymized table with checklist scale and unique publication.

•   Establish a procedure to receive and answer complaints and announce its existence in the job offer.

- Specify in the HR policy that restrictions will be drawn up on hiring staff with salaries below the bands/labour agreement.

3. Appointment phase

- Boost the career development services to researchers.

- To monitor and assess whether the OTM-R system is being implemented. The FIBIOHRC will also adopt a quality control system that will check (internally) the whole recruitment process.

- On the other hand, it will be necessary to promote specific training in recruiting. Seminars and workshops will be organized for all the staff involved in the recruiting process, both researchers and administrative staff. A special OTM-R seminar is being organized by HRS4R experts and the FIBIOHRC Training Committee. OTMR and C&C online material (Castilian and English) will be available and training sessions to HR staff and PIs who are team leaders will be organized.

At the end, the OTM-R system will implement the following principles:

1. REVIEW CURRENT OTM-R POLICY, PRACTICES AND PROCEDURES

FIBIOHRC will carry out an initial review of the current system.

2. DEVELOP AND PUT IN PLACE A REVISED OTM-R POLICY

The OTM-R policy will encourage, in particular, external applicants by:

a) providing clear and transparent information on the whole selection process, including selection criteria and an indicative timetable.

b) posting a clear and concise job advertisement with links to detailed information.

c) ensuring that the levels of qualifications and competencies required are in line with the needs of the position.

d) considering the inclusion of explicit pro-active elements for underrepresented groups.

e) keeping the administrative burden for the candidate (proof of qualifications, translations, number of copies required, etc.) to a minimum

f) reviewing, where appropriate, the institutional policy on languages (translating into English the outstanding documents.

3. PUBLISHING THE OTM-R POLICY

The OTM-R policy will be published in IRYCIS website. The OTM-R policy will be complemented with templates for the process.

4. QUALITY CONTROL SYSTEM

As mentioned, the whole recruitment process is administered by the HR staff of the Administrative and Support Office and both the IWG and OTMR-IWG will be in charge of the quality control system (review of indicators and level of implementation of each proposed action).

5. ESTABLISH OR ADAPT AN INTERNAL OTM-R GUIDE

As mentioned, an internal guide setting out clear and explicit rules and procedures for the recruitment of all researcher positions, and their templates, scales, etc. will be available in the website following the European Framework for Research Careers which identifies four broad career profiles for researchers (R1-R4).

The guide will address all the issues in the toolkit which sets out, in chronological order, the whole recruitment process, from the job advertising/application phase through to the appointment phase.

6. TRAINING AND AWARENESS RAISING WITHIN THE INSTITUTION

Training session will be provided to all those who are involved in the recruitment process. Communication meetings will include updates regarding the use of the OTM-R guide.

7. E-RECRUITMENT

An "e-recruitment" tool will be developed if approved by the Board of Trustees.

3. Implementation

General overview of the expected implementation process:

The design of this plan has allowed the development of a governance model, coordination mechanisms and monitoring tools that will accelerate the adoption of new policies and practices of human resources management in research, which, in turn, will allow FIBIOHRC to be in line with its European competitors.

Therefore, regardless of the duration of the evaluation process to obtain the HR Award, the implementation of the plan will begin in the third quarter of 2020.

The implementation process will be carried out through four different levels of responsibility:

1. The Steering Committee of HRS4R (SC) will be the maximum responsible and will supervise the implementation process on a regular basis. It will have the following members: President of the FIBIOHRC, Director of FIBIOHRC, Scientific Director of IRYCIS, former Scientific Director of IRYCIS and Head of the R&D&I FIBIOHRC´s Office. The SC will be responsible for coordinating the implementation and monitoring of the measures derived from HRS4R. It will also communicate the progress to the FIBIOHRC Board of Trustees.

2. The Implementation Working Group (IWG) will consist of 6-8 members of the Working Group and will invite other members of the administrative and research staff to participate. It will coordinate the deployment of the HRS4R Action Plan and will also be in charge of quality control.

3. The OTM-R Implementation Working Group (IWG OTM-R) will be composed of 2-3 FIBIOHRC Human Resources managers. Other members of the administrative staff will be invited to participate. It will coordinate the deployment of specific actions related to OTM-R of the HRS4R Action Plan and will also be in charge of quality control and monitoring of the indicators.

4. The Project Leader (PL), will be directed by the Head of the R&D&I Office, will report to the SC, will support both the IWG and the IWG OTM-R for deliverables development and progress and will support the SC in their control and follow-up of indicators. The PL will also be responsible for the workflow of the Plan: an easy-to-access tool for information, regular meetings, ad-hoc subcommittees with key people for specific issues, quality control and international reference perspective will be developed.

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
How will the implementation committee and/or steering group regularly oversee progress?	Once the different members of the IWG and the IWG OTM-R have been selected, an initial meeting will be held with the PL to evaluate the tasks necessary for the fulfillment of the actions. The IWG will meet every three months with the PL to report on the progress of the tasks defined and the problems encountered. The PL will inform and hold semiannual meetings with the Steering Committee. The SC will inform FIBIOHRC Board of Trustees at the two regular annual meeting this body holds. Progress will be analyzed by monitoring the indicators defined for each action.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	free text 500 words maximum As previously seen, the research community (R1-R4) will be part of the IWG. They will be involved in the design of the actions, the pilot tests deployment and the periodic surveys developed by the PL. In addition, one or several directed-researchers surveys will be launched (to learn more about researcher´s awareness of HRS4R criteria, to identify training needs, etc.) Through ACTION 15. The launch, awareness and communication of both the HRS4R and OTM-R, are designed with the objective of sensitizing the research community about the C&C and OTM-R criteria as well as to report on its application progress. At least once a year an email will be sent to the entire research community to explain the progress in the implementation of the action plan. Specific working groups for the implementation of most relevant actions will also be created. e.g: the improvement of the performance assessment tool, the mentoring programs, training for supervisors, or the update and dissemination of Good Practices Guidelines, etc. These working groups will integrate staff from different units, representing the institutional diversity. Finally, the External Research Committee of FIBIOHRC, which is formed by external stakeholders (internationally renowned researchers and eminences reflecting both an academic perspective and a more business oriented perspective) will be consulted about the implementation plan and their feedback will be taken in account to redirect or improve the implementation

	process, if needed.
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.	free text 500 words maximum FIBIOHRC will include both the HRS4R and OTM-R action plans in the next 2020-2024 Strategic Plan. The HRS4R strategy is totally aligned with the strategy of the centre, which establishes the need to build a team of people aligned with the organizational model, based on OTM-R policies, which implies promoting and energizing the development of people and talent as well as facilitating an efficient organizational model. The IWG will also be responsible for verifying that FIBIOHRC's policies are consistent with the HRS4R and the actions developed within these action plans. The Scientific Director, Heads of the R+D+I Office and of Administrative and Support Unit (in charge of HR management) of FIBIOHRC, as well as several Group Leaders and staff, are part of the HRS4R IWG, guaranteeing the alignment of the organizational policies with the HRS4R.
How will you ensure that the proposed actions are implemented?	free text 500 words maximum The Steering Committee will worn the FIBIOHRC Board of Trustees of potential deviations from the original calendar, in order that contingency measures can be addopted to solve the problems and to accelerate the process. Finally, an internal audit will be carried out in the fourth year of implementation.
How will you monitor progress (timeline)?	free text 500 words maximum A continuous supervision and monitoring of the plan will be established, as one of the main roles of the PL. In this sense, the IWG will hold quarterly meetings with the PL to review the development of the implementation of the tasks according to the Plan schedule.
How will you measure progress (indicators) in view of the next assessment?	free text 500 words maximum All previously detailed indicators will be included in the FIBIOHRC´s scorecard and will be checked at least biannually to find evidence of any deviation from the HRS4R or the initernal policies. Close to the end of the second year, it will be sent a new survey to all the employees, in order to assess again their satisfaction and awareness on HRS4R policies and actions implemented. The results of

	said survey will be analysed and taken into account for further actions. After 24 months, the final report will be submitted for formal interim assessment. The evaluation templates available in EURAXESS will be used for these reports. These reports will be approved by the Steering Committee.