

TEMPLATE 4: ACTION PLAN

Case number:

Name Organisation under review:

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Organisation's contact details:

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SUBMISSION DATE:

1. ORGANISATIONAL INFORMATION

Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS 2018	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	115,29
Of whom are international (i.e. foreign nationality)	19,09
Of whom are externally funded (i.e. for whom the organisation is host organisation)	53,34
Of whom are women	74,18
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	36,64
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	35,72
Of whom are stage R1 = in most organisations corresponding with doctoral level	42,92
Total number of students (if relevant) (Nº students during the year)	98
Total number of staff (including management, administrative, teaching and research staff)	238,43
RESEARCH FUNDING (figures for most recent fiscal year) 2018	€
Total annual organisational budget	10.386.625,70
Annual organisational direct government funding (designated for research)	4.714.000,00
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	1.677.571,89
Annual funding from private, non-government sources, designated for research	551.045,18
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
The CIPF is a private foundation attached to the Regional Ministry of Health of Valencia whose mission is to carry out basic and translational biomedical research. By advancing knowledge on genes, molecular and cellular mechanisms of disease and by applying new research and	

technological approaches such as computational medicine, nanomedicine and regenerative medicine, the CIPF promotes the translation of biomedical research results to the Spanish National Health System, and to biotechnology and pharmaceutical companies, with the aim of improving human health for the benefit of society.

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
Ethical and professional aspects	The CIPF meets well the Principles of this heading. Both Legislation in force, CIPF's regulations as well as the CIPF's tradition reflected in its Mission, Vision and Values statements provide a well consolidated framework for ethical and responsible research. However, there is a need to compile existing written norms, current practices and recommendations into a comprehensive document which will serve as Code of Good Practices for Research. Aspects related to research freedom, ethical principles, professional responsibility and attitude, contractual and legal obligations, dissemination and exploitation of results, public engagement, non-discrimination will be included. Furthermore, special attention will be paid to define institutional guidelines for evaluation and appraisal, including periodical assessment for all researchers, which is one of the main weaknesses at the CIPF.
Recruitment and selection	The CIPF has recruitment and selection procedures. Notwithstanding, such procedures are not explicitly compliant with Open, Transparent and Merit-based recommendations. Transparency and clear criteria for valuing variations in the chronological order of CVs, mobility, qualifications and seniority must be included. Special attention will be paid to clarify the role and goals of postdoctoral researchers.
Working conditions	All researchers at the CIPF are recognized as professionals and treated accordingly. Flexible working conditions are provided. Gender balance is fully met (women account for 66% of the CIPF's staff). Nevertheless, several weaknesses have been identified. The main drawback is the lack of Career Development Plan, which will tackle issues related to career progression, stability, permanence of the employment and mobility. Furthermore, some aspects related to working conditions need to be addressed, such as sabbatical leaves, tele-working, labour categories and salaries, as well as mechanisms to provide mentoring and career

	advice.
Training and development	<p>The CIPF provides training tailored to the employees' needs, as well as seminars and relevant talks from the research community. Meanwhile, courses are not structured enough and improvements are clearly needed, mainly concerning the dynamic and pro-active adaptation of the offer to the actual needs. In addition, there is no institutional policy or practices regarding supervision, specially between early stage and senior researchers. As stated above, the CIPF lacks a Career Development Plan, which should deal with these aspects related to research training and continuous development.</p>

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.cipf.es/>

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:

<i>Proposed ACTIONS</i>	<i>GAP Principle(s)</i>	<i>Timing (at least by year's quarter/semester)</i>	<i>Responsible Unit</i>	<i>Indicator(s) / Target(s)</i>
Develop a Code of Good Practices for Research	(1) Research freedom. (2) Ethical principles. (3) Professional responsibility. (4) Professional attitude. (8) Dissemination, exploitation of results.	Q4 2020	<u>Direction</u> , HR, TTO	Code of Good Practices for Research. Training sessions on Good Practices for Research.
Creation of an institutional Research Integrity Committee	(2) Ethical principles.	Q2 2020	<u>Direction</u>	Ethical Committee.
Translate into English all relevant procedures	(7) Good practice in research.	Q4 2019	<i>All departments involved in the drafting of procedures</i>	Number of procedures and documents available into English.
Develop an institutional public engagement	(9) Public engagement.	Q4 2020	<i>Direction, TTO, <u>Communication</u></i>	<i>Institutional strategy on Public Engagement and RRI. Training sessions on public engagement for researchers.</i>

strategy, inc. Responsible Research and Innovation principles and practices				
Develop an institutional Open Access and Open Data policy	(8) Dissemination, exploitation of results.	Q4 2020	<i>Direction, <u>TTO</u></i>	<i>Institutional Open Access and Open Data policy. Training sessions on Open Science, Open Access and Open Data.</i>
Develop recruitment and selection procedures and guidelines according to OTM-R	(17) Variations in the chronological order of CVs (Code). (18) Recognition of mobility experience (Code).	Q3 2019	<i><u>HR</u></i>	<i>Recruitment and selection procedures according to OTM-R. Selection guidelines for researchers.</i>
Creation of an internal program for Mentoring and Career Advice	(11) Evaluation/ appraisal systems. (30) Access to career advice. (34) Complains/ appeals. (36) Relation with supervisors. (39) Access to research training and continuous development. (40) Supervision.	Q4 2020	<i><u>Direction, HR</u></i>	<i>Institutional program for Mentoring and Career Advice. Number of researchers involved in the program for Mentoring and Career Advice. Guidelines for feedback and appraisal between supervisors and researchers. Number of supervisors and researchers involved.</i>
Develop a Career Development Plan	(13) Recruitment (Code). (21) Postdoctoral appointments (Code). (25) Stability and permanence of employment. (28) Career development. (29) Value of mobility. (37) Supervision and managerial duties.	Q4 2019	<i><u>Direction, HR,</u> <u>Works Council</u></i>	<i>Career Development Plan.</i>
Develop an institutional mobility program	(18) Recognition of mobility experience (Code). (29) Value of mobility.	Q4 2019	<i><u>Direction, HR, TTO</u></i>	<i>Institutional mobility program. Number of researchers involved in the mobility program.</i>
Provide training on the use of scientific	(23) Research environment	Q4 2019	<i><u>Facilities</u> <u>Committee</u></i>	<i>Number of training sessions on the use of scientific equipment Number of researchers involved in training</i>

equipment and ensure good working conditions				<i>Number of out of operation equipment</i>
Review labour categories and staff salaries and public salary tables	(26) Funding and salaries.	Q1 2020	<i>Direction, HR, Financial Management, Works Council</i>	<i>Number of labour categories reviewed Publication of salary tables</i>
Develop a Research Development Program for training and professional development	(38) Continuing Professional Development. (39) Access to research training and continuous development.	Q2 2020	<i>Direction, <u>Research Development</u> <u>Program Manager</u></i>	<i>Number of courses organized Number of seminars organized Number of attending researchers</i>

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.

After a careful assessment of recruitment practices and procedures at the CIPF according to the OTM-R checklist is complete, the CIPF aims at establishing a fully OTM-R compliant Recruitment Policy by addressing the weaknesses identified. During the preparation of the HRS4R gap analysis and action plan the The CIPF's HRS4R steering committee has already discussed some of the actions that need to be taken in this regard in the short to medium term.

All selection and recruitment processes at CIPF will be based on the criteria of equality, objectivity and confidentiality, on the assessment of professional skills and experience and on the suitability of the candidate to the vacant post in terms of aptitude, abilities and qualifications objectively assessed. The processes will be transparent and ensure equal opportunities, without taking into account reasons of gender, ideology, beliefs, ethnicity, religion or other forms of direct or indirect discrimination.

The establishment of the CIPF's Recruitment Policy will be thus aligned with the overall action plan. The Recruitment Policy will be developed within the following actions:

- Action: Develop recruitment and selection procedures and guidelines according to OTM-R. This action will address the fulfillment of the OTM-R checklist as well as the C&C principles "(17) Variations in the chronological order of CVs (Code)" and "(18) Recognition of mobility experience (Code)". It will be completed by Q2 2019 and its main deliverables will be: (1) HR Recruitment and selection procedures according to OTM-R and (2) Selection guidelines for researchers.

- Action: Review labour categories and staff salaries and public salary tables. This action will contribute to the implementation of OTM-R compliant procedures as well as the C&C principle "(26) Funding and salaries". It will be complete by Q1 2019 and its main deliverables will be: (1) Update labour categories and (2) Publicly-available salary tables.

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: n/a

4. IMPLEMENTATION

General overview of the expected implementation process:

The HRS4R Working Group preparing the Gap Analysis and the Action Plan will play the roles of an implementation committee and steering group and will be regularly overseeing the progresses in OTM-R strategy implementation.

The CIPF research community is represented in the Working Group (researchers at all career development stages are involved). It will not be the only form of their participation in the implementation process, as their opinion will be checked by focus meetings and surveys and took into account during the whole plan.

The HRS4R implementation is explicitly envisaged in the CIPF Strategic Plan, and has been approved by the CIPF Board of Directors.

For increasing its visibility, the CIPF commitment with the HRS4R strategy will be included in the “Welcome Manual”, and together with the Action Plan will be published on the CIPF’s website.

The CIPF is committed to gaining and maintaining the Seal of Excellence in HR for Researchers and will do its best to positively pass the planned external control. In order to make sure that the actions listed in the Action Plan are truly implemented, all actions have also specific departments and persons assigned as in charge of implementation or coordination of implementation. Therefore, all of the actions intended to be implemented are tangible and consequently they will leave deliverables which will become an evidence of completing particular tasks in the future.

The internal review of HRS4R implementation will be performed by the same Working Group that was engaged in the elaboration of the Gap Analysis and the Action Plan. After the 24 months of Action Plan implementation, the interim assessment will come up and report will be prepared by the Working Group for external evaluation. Justifications will be given for altered actions and revised timelines, taking into account external circumstances that were not known at the time of establishing the initial action plan. Within three years, the CIPF will implement and monitor the proposed actions according to the revised action plan incorporating feedback from the interim assessment.

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?	The HRS4R Working Group will hold at least quarterly meetings in order to monitor action plan progresses and achievements, as well as to identify any risk. The HRSR Working will report its minutes to the HRS4R Committee.
How do you intend to involve the research community, your main stakeholders, in the implementation process?	The CIPF research community is represented in the Working Group (researchers at all career development stages are involved). These representatives will organize regular meeting with their corresponding colleagues in the same career stage. It will not be the only form of their participation in the implementation process, as their opinion will be checked by focus meetings and surveys and took into account during the whole plan. Moreover, in several actions, training sessions and meetings with the research community are foreseen.

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.	The HRS4R implementation is explicitly envisaged in the CIPF Strategic Plan, which has been approved by the CIPF Board of Directors. The Head of Human Resources is involved both in the HRS4R Working Group and Committee so actions in the Action Plan will be aligned with the CIPF's HR policy.
How will you ensure that the proposed actions are implemented?	For each action, tangible indicators and/or deliverables are clearly identified. Their implementation will be monitored by the HRS4R Working Group. The HRS4R Committee will assess and approve the above mentioned indicators and/or deliverables and, if necessary, will propose contingency measures.
How will you monitor progress (timeline)?	The timeline of each action is clearly identified. Any delay will be discussed by the HRS4R Working Group, and reported in the minutes sent to the HRS4R Committee, which will propose contingency measures and update the action plan accordingly.
How will you measure progress (indicators) in view of the next assessment?	Each action has a responsible unit, which will measure progress by means of checking the production of deliverables and/or providing updated data (indicators). Such information will be included in the HRS4R Working Group minutes and provided to the HRS4R Committee.

Additional remarks/comments about the proposed implementation process:

(free text, 1000 words maximum)

