



ACTION PLAN

HUMAN RESOURCES STRATEGY FOR RESEARCHERS
TOLEDO, JULY 2020

1. Organisational Information

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	61
Of whom are international (i.e. foreign nationality)	1
Of whom are externally funded (i.e. for whom the organisation is host organisation)	20
Of whom are women	45
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	4
Of whom are stage R2 = in most organisations corresponding with post-doctoral level	9
Of whom are stage R1 = in most organisations corresponding with doctoral level	19
Total number of students (if relevant)	15
Total number of staff (including management, administrative, teaching and research staff)	70
RESEARCH FUNDING (figures for most recent fiscal year)	*1000€
Total annual organisational budget	3.163,97
Annual organisational direct government funding (designated for research)	870,928
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	2.033,11
Annual funding from private, non-government sources, designated for research	3,6
<i>ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)</i>	
<p>The FHNP (https://hnparaplejicos.sanidad.castillalamancha.es/es/fundacion-hnp/mision-vision-valores) is a non-profit foundation created and owned by SESCAM. The FHNP is situated on the premises of the Hospital Nacional de Paraplégicos (HNP) in Toledo. A collaboration agreement between SESCAM and FHNP stipulates that FHNP handles the financial and administrative aspects of the Hospital's involvement in research projects, including all issues related to the employment and payment of non-permanent personnel, purchase of consumables, travel and accommodation arrangement, meeting organization, training courses, etc. This collaboration agreement, signed in 2004 and updated in 2013, constitutes a legal link between both institutions (SESCAM and FHNP); it is neither limited for this action nor established for the purpose of its implementation. The FHNP legal representative is Mr. Vicenç Martínez Ibañez who is also the Director of the HNP.</p>	

2. Actions

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

<https://hnparaplejicos.sanidad.castillalamancha.es/es/fundacion-hnp/hrs4r>

Proposed ACTIONS	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)
<p>ACTION 1: UPDATE THE FHNP RECRUITMENT POLICY AND PROCEDURE COMPLIANT WITH C&C AND OTM-R.</p> <ul style="list-style-type: none"> • Include social clauses in the scales of the selection processes. • Include the possibility of providing information about non-objective skills within the documentation required from candidates. • Include an annex in the documentation to be provided by the candidate to justify chronological changes in his/her CV if necessary. • Although there is a true commitment of the FHNP in providing feedback to the rejected candidates, due to the small size of the HR department, this feed back needs to be presently limited to the publication of the anonymous evaluation results of the selection process. • Develop guidelines for the evaluation of candidates' CVs, including all HRS4R criteria to guide the assessments of selection committees. • Use other international employment platforms such as EURAXESS to achieve greater dissemination of job offers. • Make the recruitment manual and templates accessible online, translate it into English and reference it in the job offers. • Train recruitment staff and provide training courses and 	<p>12. Recruitment</p> <p>13. Recruitment (Code)</p> <p>14. Selection (Code)</p> <p>15. Transparency (Code)</p> <p>16. Judging merit (Code)</p> <p>17. Variations in the chronological order of CVs (Code)</p>	<p>Q1 and Q2 2021</p>	<p>Head of Human Resources</p>	<ul style="list-style-type: none"> • Publish OTM-R Policy in Spanish and English online: Selection and recruiting guide and templates. • 100% of job offers published online and on EURAXESS. • Include OTM-R criteria in the job offers templates: social clauses, non-objective skills or justification of chronological changes in CV. • 100% of candidates receive feedback. • OTM-R and C&C material and training courses available. • At least 70% satisfaction in the quality survey.

materials, with an emphasis on gender issues.

- Update relevant information in the welcome manual and on the web.

ACTION 2: ESTABLISH ACTIONS TO IMPLEMENT AND DEVELOP THE PROFESSIONAL CAREER WITHIN FHNP.

- Design a career plan that is harmonised with SESCO's (regional health service).
- Establish professional categories within the career.
- Provide career development tools:
 - Write a career development guide,
 - Make available external on line resources (videos, autodiagnose, etc.).
 - Organise information sessions on career development options.
 - Provide mentoring (Action 3).
- Update relevant information in the welcome manual and on the web.
- Inform during the welcome session.

21. Postdoctoral appointments

25. Stability and permanence of employment

28. Career development

30. Access to career advice

Q2 2022

FHNP's Director

- New Professional Development Plan published online, including the profiles for the new professional categories.
- 100% of FHNP staff know career development tools available.
- 100% of new recruitments agree that they have received information about the existence of these documents and its location on the FHNP website.
- Number of visits to the career development tools website.
- At least 50% attendance to the career development options informational sessions.
- At least 70% satisfaction in the quality survey.

ACTION 3: DESIGN A CAREER DEVELOPMENT MENTORING PROGRAMME FOR RESEARCHERS.	30. Access to career advice 40. Supervision	Q3 2022 FHNP's Director	<ul style="list-style-type: none"> • Pilot mentoring programme deployed for group of R1 and R2. • Number of R1 and R2 researchers mentored. • Report on the pilot programme. • At least 70% satisfaction in the quality survey.
<ul style="list-style-type: none"> • Design a pilot mentoring programme in research career development and options aimed at R1 and R2, following the methodology set out in the EURAXESS REBECA project: <ul style="list-style-type: none"> ○ Write a short guide ○ Train mentors (members of the research or teaching commissions could be the candidates for mentors). ○ Provide materials to mentors (templates, topics to discuss, short videos, etc. from recognised sources). • Evaluate the pilot programme, adapt if necessary and make it available to the remaining researchers. • Update relevant information in the welcome manual and on the web. • Inform during the welcome session. 	11. Evaluation/ appraisal systems 28. Career development	Q4 2021 FHNP's Director to Q1 2022	<ul style="list-style-type: none"> • Performance evaluation policy published on the web and in the welcome manual. • Internal and external committees appointed. • 100% of the researchers receive evaluation under the FHNP's evaluation system.

(published by ALLEA) or ISCIII (nation health agency), that should include among other topics, the European standards in co-authorship, ethical principles, research integrity, patients' data protection systems etc.

- Disseminate this information to FHNP's staff by specific seminars, training courses, etc., to all the research centres hosting FHNP staff. Consider multiple choice exam.
- Update relevant information in the welcome manual and on the web.
- Inform during the welcome session.

32. Co-authorship

the document.

- 100% of new recruitments agree that they have received information about the existence of these documents and its location in FHNP website.
- At least 80% of researchers attend training sessions.
- At least 70% satisfaction in the quality survey.

ACTION 7: PROVIDE UNIFIED INFORMATION AND DOCUMENTS ABOUT THE PREVENTION OF OCCUPATIONAL RISKS TO ALL THE FHNP STAFF.

- Write a unified occupational risks norms of the research centres and FHNP.
- Disseminate this information to FHNP's staff by specific seminars, training courses, etc., to all the research centres hosting FHNP staff. Consider multiple choice exam.
- Update relevant information in the welcome manual and on the web.
- Inform during the welcome session.

3. Professional responsibility

Q42021

Head of Human Resources

7. Good practice in research

- Prevention of occupational risks manual written and published on the web.
- Number of downloads of the document.
- 100% of new recruitments agree that they have received information about the existence of these documents and its location on the FHNP website.
- At least 80% of researchers attend training sessions.
- At least 70% satisfaction in the quality survey.

<p>ACTION 8: IMPROVE COMMUNICATION OF FHNP'S ACTIVITY TO SOCIETY.</p> <ul style="list-style-type: none"> • Update the Foundation's website. • Create and publish a repository with the scientific publications of FNHP researchers. • Increase interaction with the local media by providing information on relevant discoveries for social challenges. • Publish the annual report with all the information about the activity of the groups, projects and publications that are carried out in the foundation. • Promote actions to disseminate science to specific groups (patients, patient associations, etc.). <ul style="list-style-type: none"> ○ Provide training courses on public dissemination. • Update relevant information in the welcome manual and on the web. • Design a RRI strategy including patients associations in the performance of communication events. • Inform during the welcome session. 	<p>8. Dissemination, exploitation of results</p> <p>9. Public engagement</p>	<p>Q2 2021, Head of the Q2 2022 Communication Q2 2023 Department Q2 2024 Q2 2025</p>	<ul style="list-style-type: none"> • Release of the new FHNP website. • Scientific publications repository operative. • Number of documents downloaded. • Annual reports written and published. • Number of annual reports downloaded. • 40% more dissemination activities with specific groups. • At least 70% satisfaction in the quality survey.
<p>ACTION 9: IMPROVE COMMUNICATION AND COORDINATION WITH THE RESEARCH CENTRES SUPPORTED BY THE FOUNDATION.</p> <ul style="list-style-type: none"> • Appoint one person in each hospital as a contact point for research activities. • Promote physical or virtual meetings to maintain good communication. 	<p>23. Research environment</p>	<p>Q1 2021, FHNP's Director Q1 2022, Q1 2023, Q1 2024 and Q1 2025</p>	<ul style="list-style-type: none"> • Multicentre committee appointed. • Number of meetings held. • Number of news alerts published.

<ul style="list-style-type: none"> • Send alerts about web updates, new policies approved, etc.. • Update relevant information in the welcome manual and on the web. • Inform during the welcome session. 		<ul style="list-style-type: none"> • Number of visits for each research centre. • At least 70% satisfaction in the quality survey.
<p>ACTION 10: IMPROVE PARTICIPATION IN COMPETITIVE PROJECTS.</p> <ul style="list-style-type: none"> • Provide updated information and create a mailing list among researchers to publicise the schedule of planned or ongoing research calls. • Promote attendance at info days and coordinate info sessions from national agencies at FHNP. • Design mentors (experienced researchers on international projects) to support junior researchers on how to deal with European projects. • Provide training courses. • Update relevant information in the welcome manual and on the web. • Inform during the welcome session. 	<p>8. Dissemination, exploitation of results</p> <p>9. Public engagement</p> <p>23. Research environment</p> <p>38. Continuing Professional Development</p> <p>39. Access to research training and continuous development</p>	<p>Q2 2021</p> <p>Head of the Projects Department</p> <ul style="list-style-type: none"> • 100% of the researchers receive the alerts. • Number of researchers that attend info days. • Increase of 30% in the number of projects presented to international calls per year. • Increase the number of granted projects by year. • At least 70% satisfaction in the quality survey.
<p>ACTION 11: DEPLOY A TRAINING PLAN.</p> <ul style="list-style-type: none"> • Design a training plan for researchers and technicians in technical aspects and transversal skills: <ul style="list-style-type: none"> ○ Carry out a diagnosis of training needs. Soft skills, 	<p>38. Continuing Professional Development</p> <p>39. Access to research training and continuous</p>	<p>Q1 2021, Q4 2021, Q4 2022, Q4 2023, Q4 2024</p> <p>Head of Human Resources</p> <ul style="list-style-type: none"> • Training needs survey done and analysed. • Design of the training offer. • 100% of the research staff attend at least a training

<p>OTM-R, career development, good research development practices, IP, occupational risks, dissemination, etc. should be included.</p> <ul style="list-style-type: none"> ○ Coordinate with the hospital's training offer. ○ Collaborate with University of Castilla-La Mancha. ○ Allocate budget. <ul style="list-style-type: none"> ● Update relevant information in the welcome manual and on the web. ● Inform during the welcome session. 		<p>and Q4 2025</p>	<p>course in soft skills.</p> <ul style="list-style-type: none"> ● Number of researchers that attend training courses. ● At least 70% satisfaction in the quality survey.
<p>ACTION 12: MAKE A COMPLAINTS MECHANISM AVAILABLE TO RESEARCHERS.</p> <ul style="list-style-type: none"> ● Establish the complaints mechanism by: <ul style="list-style-type: none"> ○ Writing a short guide or norm. ○ Appointing a person to assume the function of "Ombudsman," define functions and competencies. ○ Provide a virtual suggestion and complaint box on the new FNHP website. ● Update relevant information in the welcome manual and on the web. ● Inform during the welcome session 	<p>34. Complaints/ appeals</p>	<p>Q3 2021 FHNП's Director</p>	<ul style="list-style-type: none"> ● Set and disseminate the complaints mechanism norm. ● Appoint a neutral person as ombudsman and define his/her competencies. ● Create a virtual complaints box. ● Publish this information in the welcome manual. ● Number of complaints received. ● Number of complaints solved. ● 100% of new recruitments agree that they have received information about the existence of these

			documents and its location on the FHNP website.
			<ul style="list-style-type: none"> At least 70% satisfaction in the quality survey.
ACTION 13: UPDATE THE WELCOME MANUAL.	All	Q1 2021, Head of the Q1 2022, Communication Q1 2023, Department Q1 2024 and Q1 2025	<ul style="list-style-type: none"> Define all the topics that should be mentioned in the welcome manual. Number of meetings held. 100% of new recruitments agree that they have received information about the existence of the welcome manual and its location on the FHNP website. Number of visits to the webpage. Number of updates to the manual. At least 70% satisfaction in the quality survey.
<ul style="list-style-type: none"> Update the welcome manual (in digital version) annually, available in Spanish and English. Present its content in sessions for welcoming new researchers. 			

ACTION 14: AWARENESS & COMMUNICATION; LUNCH AND MONITORING OF HRS4R AND OTM-R.

All

Q1 2021, Head of the
Q1 2022, Communication
Q1 2023, Department
Q1 2024,
Q1 2025

- An implementation working group will be appointed with the task of defining and overseeing most of the actions, made up of people in charge of each topic, representatives of the different specific areas and services, and R1 to R4 researchers. It will insist on the awareness to attain an increasing application of the C&C criteria in the research community and in everyday research practices, by organising seminars or briefings for departments to influence the dissemination of the C&C key lessons to research staff. Awareness-raising seminar for researchers and managers (e.g. within the framework of the annual research summit).
- Training sessions on OTM-R for HR personnel, and C&C criteria for PI researchers and HR personnel will also be held.
- New contents on OTM-R and HRS4R will be available in Spanish and English on the website.
- New survey on HRS4R will be sent to researchers before the intermediate review (2 years).
- Monitoring of the action plan. A continuous supervision and monitoring of the plan will be established, holding quarterly meetings to review the development of the implementation of the tasks according to the plan's schedule.

- WG HRS4R constituted.
- WG OTM-R constituted.
- At least 50% of researchers attend C&C training sessions.
- At least 50% of HR staff attendees at C&C training sessions.
- Survey on HRS4R to address awareness.
- At least 70% satisfaction in the quality survey.
- Low deviation in chronogram of the Action Plan.

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 1 and 14 address the provision and dissemination of guidelines that establish clear contracting procedures and practices.

With the publication of scientific employment announcements on EURAXESS, FHNP will guarantee the dissemination of job offers to a wider audience by increasing the internationalisation of researchers. In addition, a special effort will be performed to attract researchers that belong to underrepresented groups.

The main actions that will be carried out to address the principles of the OTM-R will be : 1. Define an OTM-R recruitment policy: include in the quality manual the criteria described in C&C AND OTM-R» and « 14. Launch, awareness and communication on HRS4R and OTM-R » The strengthening of researchers' knowledge about the principles of the C&C in FHNP will include the dissemination of these principles in all of the institution, and the inclusion of the procedures in the Welcome Manual. These tasks will be implemented by Head of the Communication Department and the Head of Human Resources

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

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

1. Advertising and application phase:

- Use other international employment platforms such as EURAXESS to achieve greater dissemination of job offers.
- Include an annex in the documentation to be provided by the candidate to justify chronological changes in his/her CV if necessary.
- Include the possibility of providing information about non-objective skills within the documentation required from candidates
- Make the recruitment manual accessible online, translate it into English and reference it in the job offers.
- Include social clauses in the scales of the selection processes.

2. Evaluation and selection phase:

- Develop guidelines for the evaluation of candidates' CVs, including all HRS4R criteria to guide the assessments of selection committees.
- Publish anonymous evaluation results to provide feedback to rejected candidates

3. Appointment phase:

- Design a career plan that is harmonised with SESCOAM's
- Create professional categories within the career.
- Make career development tools available, for example include career development guides in the welcome manual.
- Organise information sessions on career development options.
- Include information in the welcome handbook

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

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

FHNP 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 external applicants by:

- Providing clear and transparent information on the whole selection process, including selection criteria and an indicative timetable.
- Posting a clear and concise job advertisement with links to detailed information.
- Ensuring that the levels of qualifications and competencies required are in line with the needs of the position.
- Keeping the administrative burden for the candidate (proof of qualifications, translations, number of copies required, etc.) to a minimum.
- Reviewing, where appropriate, the institutional policy on languages (translating the outstanding documents into English).

3. PUBLISHING THE OTM-R POLICY

The OTM-R policy will be published on the FHNP 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 OTM-R-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 on 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 sessions 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.

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 FHNP 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 first quarter 2021.

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: FNHP Director, Head of Human resources and the head of the financial Department. The SC will be responsible for coordinating the implementation and monitoring of the measures derived from HRS4R.
2. The Implementation Working Group (IWG) will consist of 6-8 members of the Working Group and will include other members of the administrative and research staff (R1 to R4), as well as a member of the SC. It will coordinate the deployment of the HRS4R Action Plan and will also oversee quality control.
3. The OTM-R Implementation Working Group (IWG OTM-R) will be composed of the FHNP's Human Resources officers. Other members of the administrative staff and researchers involved in recruitment processes, 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 oversee quality control and monitoring of the indicators.
4. The Project Leader (PL), will be Barbara Romojaro, that 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.

Checklist	*Detailed description and duly justification
<p>How will the implementation committee and/or steering group regularly oversee progress?</p>	<p>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 fulfilment of the actions.</p> <p>The IWG will meet every three months with the PL to report on the progress of the tasks defined and the problems encountered.</p> <p>The PL will inform and hold semi-annual meetings with the Steering Committee.</p> <p>The SC will inform FHNP's Senior Management at the two regular annual meeting this body holds.</p> <p>Progress will be analysed by monitoring the indicators defined for each action.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>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.</p> <p>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.)</p> <p>Through ACTION 14. The launch, awareness and communication of both the HRS4R and OTM-R, are designed with the objective of sensitising 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.</p> <p>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 programmes, 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.</p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognised in the organisation's research strategy, as the overarching HR policy.</p>	<p>FHNP will include both the HRS4R and OTM-R action plans in the next 2021 Strategic Plan.</p> <p>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 organisational model, based on OTM-R policies, which implies promoting and energising the development of people and talent as well as facilitating an efficient organisational model.</p>

	<p>The IWG will also be responsible for verifying that FHNP's policies are consistent with the HRS4R and the actions developed within these action plans.</p> <p>The officers responsible for Talent Selection and Development, OTRI, and the Quality & Compliance, as well as several PI and staff, are part of the HRS4R IWG, guaranteeing the alignment of the organisational policies with the HRS4R.</p>
How will you ensure that the proposed actions are implemented?	<p>The Steering Committee will alert the FHNP senior Management of potential deviations from the original calendar, in order that contingency measures can be adopted to solve the problems and to accelerate the process.</p> <p>Finally, an internal audit will be carried out in the fourth year of implementation.</p>
How will you monitor progress (timeline)?	<p>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.</p>
How will you measure progress (indicators) in view of the next assessment?	<p>All previously detailed indicators will be included in the FHNP's scorecard and will be checked at least biannually to find evidence of any deviation from the HRS4R or the internal policies.</p> <p>Close to the end of the second year, it will be sent a new survey to all the employees, to assess again their satisfaction and awareness on HRS4R policies and actions implemented. The results of said survey will be analysed and considered 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.</p>

Additional remarks/comments about the proposed implementation process:

(free text, 1000 words maximum)

SESCAM, the regional health service of Castilla La Mancha, is currently designing the professional career of all staff, including researchers. FHNP's policy must be consistent with this general policy, and can only be developed once SESCAM's policy has been approved.