



HUMAN RESOURCES STRATEGY AT CTFC

Extended version of the

**CTFC Internal Review for the HRS4R Interim Assessment
& 2020-2022 Revised Action Plan**

May 2020

E-tool reference

Case number: 2019ES415280

Name Organisation under review: Forest Science and Technology Centre of Catalonia - CTFC

Organisation's contact details: Ctra. Sant Llorenç de Morunys Km 2, Solsona, 25280

Organisational information

STAFF & STUDENTS	FTE (full time employees)
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	26,98
Of whom are international (i.e. foreign nationality)	3,1
Of whom are externally funded (i.e. for whom the organisation is host organisation)	12,4
Of whom are women	9,1
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	11,05
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	11,23
Of whom are stage R1 = in most organisations corresponding with doctoral level	4,7
Total number of students (if relevant)	-
Total number of staff (including management, administrative, teaching and research staff)	74,68

RESEARCH FUNDING (figures most recent fiscal year)	€
Total annual organisational budget	5.642.312,59
Annual organisational direct government funding (designated for research)	1.592.137,68
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	1.432.059,10
Annual funding from private, non-government sources, designated for research	4.000,00

ORGANISATIONAL PROFILE

CTFC – Forest Science and Technology Centre of Catalonia is conducting research to contribute to the modernization and competitiveness of the forest sector, the rural development and the sustainable management of the environment. With almost one hundred people organized on three work programs, namely multifunctional forest management, landscape dynamics and biodiversity, and governance and bioeconomy. CTFC takes active part in the tuition of researchers at different levels, is member of several research networks, and is highly involved in international and national R+D programs.



1. Background

✓ The Human Resources Strategy for Researchers

The CTFC welcomes and supports the Recommendation of the European Commission 2005/251/EC of March 11th 2005 on “The European Charter for Researchers” and “The Code of Conduct for the Recruitment of Researchers” adopted by the European Commission. Both documents are key elements of the European Union policy for making research an attractive career and stimulating economic growth and employment in Europe.

[The European Charter for Researchers](#) is a set of general principles and requirements which specifies the roles, responsibilities and entitlements of researchers as well as of employers and/or funding bodies of researchers. It constitutes a framework for researchers, employers and funders which invites them to act responsibly and as professionals within their working environment, and to recognize each other as such.

[The Code of Conduct for the Recruitment of Researchers](#) consists of a set of general principles and requirements that should be followed by employers and/or funders when appointing or recruiting researchers. Institutions and employers adhering to the Code of Conduct will openly demonstrate their commitment to act in a responsible and respectable way and to provide fair working conditions to researchers, with a clear intention to contribute to the advancement of the European Research Area.

To support the research institutions adopting the Charter and Code (C&C) principles, the Commission has set out a procedure through which those institutions interested in including them, could design their Human Resources Strategy. This procedure is the [Human Resources Strategy for Researchers](#) (HRS4R). Furthermore, since the 1st January 2017 this exercise became the Strengthened Human Resources Strategy for Researchers, a new more demanding procedure in which institutions are also required to

make special progress towards the principles of [Open, Transparent, Merit-based Recruitment](#) (OTM-R).

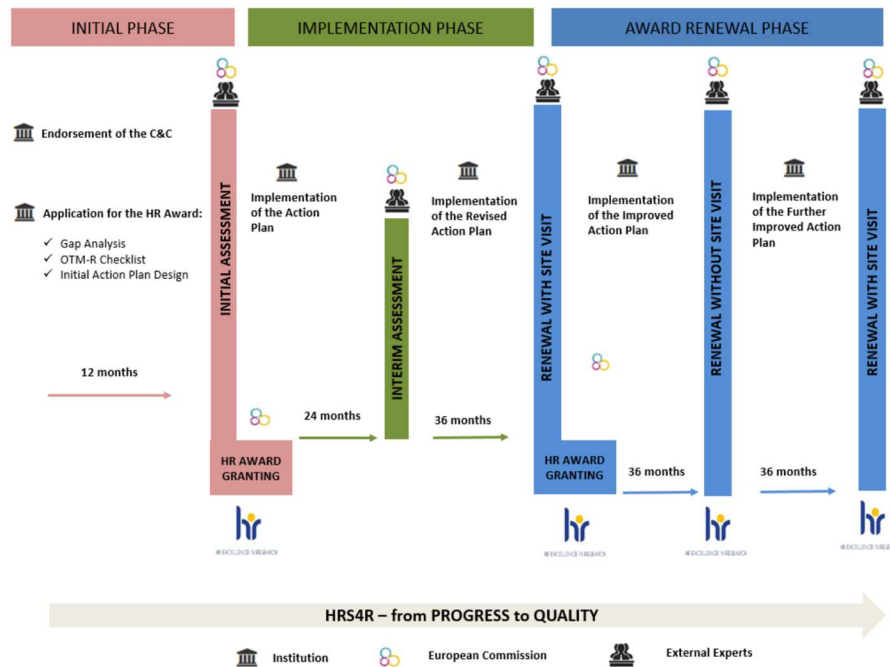
✓ The HRS4R at CTFC

Aiming at become an attractive research institution and after 12 months of an **Initial Phase** of the HRS4R implementation at CTFC consisting on the application of the HR Award, the CTFC obtained the "HR Excellence in Research" label from the European Commission on October 2015, being recognized as an "European research institution promoting a stimulating and favorable work environment". Relevant outcomes of this first step of the process were the [GAP Analysis and the 2015 Action Plan](#).

From that point onwards, the **Implementation Phase** is the second stage of the whole procedure and extends along a 5 years' period before the **Award Renewal Phase**.

The present document describes extensively the first half part of the Implementation Phase of the HRS4R procedure at CTFC. The processes described here consist on a 24 months' period for the **implementation of the actions outlined at the Initial Phase Action Plan** and the report of their progress at the dedicated **Internal Review for the Interim Assessment** exercise. It also proposes new actions for the next 36 months' period, named **Implementation for the Reviewed Action Plan**. Interim Assessment evaluation will assess progress and quality of the actions and accompanying measures being developed during the Implementation Phase and will give important recommendations on how to continue the implementation of the Revised Action Plan for the period 2020-2022.





2. General overview of the implementation process

The Internal Review for the Interim Assessment represents a revision exercise on the status of each of the actions planned in the 2015 Action Plan. This list of actions resulted from the gap analysis regarding C&C principles, and it was developed to apply for the “HR Excellence in Research Award” at the end of the Initial Phase of the HRS4R implementation.

Progress on the planned actions implementation has been assessed by means of biannual coordination meetings of the HRS4R working team,

being composed by the same roles than in 2015: the center’s direction representative, scientific representatives and officers from the human resources and economic management and projects departments. On the scientific part, two new representatives from R1 and R2 sectors have been enrolled to the team to widen the scientists point of view.

During the period following the HR Award (2016-2017) our institution has experienced a change of Director as established by internal regulations. This circumstance, together with economical concerns derived from the current institutional context, have led the new Direction to grant an extension of the period allocated to implement certain actions, thus resulting in a general delay for the global Implementation Phase achievement. Due to this special circumstances, the internal review exercise was delayed for some months, starting in mid-2019 and ending in March 2020, after a 6 months’ extension for the Interim Assessment deadline approved by the EC and the COVID-19 extra extension till May 2020.

The first step of the internal review exercise consisted on the detailed evaluation of the status for each 2015 planned actions in order to define their current situation (that is “completed”, “in progress” or “extended”) and to address possible problems and non-conformities with current institutional circumstances. These departures from the original planned actions have originated, in some cases, new actions aimed at responding to these novel conditions. This step has resulted on the first version of the Revised Action Plan.

As a second step for the internal review development, a revised gap analysis incorporating all the principles of the C&C has been developed as requested by the Strengthened HRS4R. In this sense, some other new actions have been proposed to be added to the Revised Action Plan.

Furthermore, implementation of the Strengthened HRS4R procedure considers the evaluation of the OTM-R recommendations check-list, which has resulted in the creation of other new actions set that, in some cases, overlap the previously established ones from the Revised Action Plan.

HRS4R process implementation has resulted in an important reorganization of institutional strategic and management processes, mainly concerning the research human resources strategy. As a whole, the HRS4R implementation has proven useful and helped to address obstacles in day-to-day policy implementation by disseminating guidelines for improving CTFC's human resources practices.

✓ **Internal review**

After the period of initial phase Action Plan implementation, formally a 2-year period, it is mandatory to perform an interim assessment of the implementation of the proposed action plan that, under the strengthened HRS4R protocol, must consider all C&C principles and the OTM-R recommendations.

The internal review for interim assessment of CTFC was performed in summer-autumn 2019 by the HRS4R working team in coordination with other key actors with expertise and knowledge for the actions concerning their field. Assessment was based on the periodic monitoring performed by means of biannual meetings during previous years 2016 to 2018 where compilation of relevant data regarding actions progress was evaluated to accomplish with the new gap analysis, comparing the key aspects initially targeted with the current situation, which allowed to identify the actions status of implementation as completed, extended or in progress in order to define the set of actions to be targeted at CTFC in the upcoming 36 months period of implementation of the Revised Action Plan.

✓ **HRS4R working team**

Implementation of the 2015 Action Plan has been followed basically by mainly the same HRS4R working team that was originally designed for on 2015. The roles of such committee continue to include different professional categories at CTFC in order to involve the whole center community on the implementation of the process. Scientists' community representation has been updated to the new research programs structure recently implemented by the organization, so that it is currently hold by each of the 3 coordinators of the new programs. In addition, two new representatives from R1 and R2 sectors have been enrolled to the team to widen the scientists point of view. Consequently, the final HRS4R working team is composed by 5 women (Head of Program 1, R1 representative, R2 representative, Human Resources Dept. representative and Economic Management and Projects Dept. representative) and 3 men (Director, Head of Program 2 and Head of Program 3).

Progress on the implementation of the planned actions have been assessed by means of biannual coordination meetings of the HRS4R working team to follow overall development of the plan and to address actions in progress or not yet implemented. Concurrently, meetings to discuss specific issues with other departments or specific roles of the institution were developed when necessary (i.e. Services and Quality Department, KTT Department).

It is worth noting the special role of the Human Resources Department officer, which is not limited to assess progress of the action plan as member of the working team, but mostly to align the organization policies with the C&C principles aiming to implement better organization-wide mechanisms.



✓ **Alignment of organizational policies with the HRS4R**

HRS4R process implementation has resulted in a significant reorganization of the institutional strategic and management processes, mainly concerning research human resources. In that sense, the implementation of the 2015 Action Plan lead to the next new tools:

- A Communication Plan that helped to improve institution visibility,
- The adhesion and implementation of a Code of Ethics considering relevant actions concerning C&C principles,
- The design of a Selection and Recruitment Policy outlining in detail the complete list of steps involved in the selection and recruitment processes at CTFC,
- And, the most significant action having the greatest impact within the organization, the design and implementation of the new Professional Careers Plan, an important regulation tool considering researcher's assignment to research pathways and consequent streamlining of associated salary and working conditions.

As a whole, HRS4R implementation have been useful to help to address day-to-day policies aiming and providing adequate guidelines for the CTFC's human resources strategy.

Furthermore, other established priorities for short- and medium-term had to be implemented to this process. During 2016, CTFC was subject of a couple of evaluation processes of its research and transfer activity, management organization and communication issues. Assessment was carried out by the CTFC's Scientific Advisory Board for on side, and by the CERCA institution for another (CERCA being the Catalan Research Centers net to which CTFC belongs to). Both procedures provided a detailed feedback with a set of points regarding priorities that would need to be addressed, some of them concerning HRS4R collateral issues. Main recommendations pointed out to the need of establishment of a new

programs structure and to allocate it with proper funding and leadership to help in more long-term stability, as a strategy to attract and retain talent. Its implementation resulted on a set of three R+D programs that encompass thematically related lines of activity within the following three areas: "Multifunctional forest management", "Landscape dynamics and biodiversity" and "Bioeconomy and governance". The main positive effect that this measure has had on the implementation of the 2015 Action Plan is the fact that it has considerably reduced the number of interlocutors when transmitting information, which promotes the agility and the efficiency on the system functioning.

Finally, the implementation of the Professional Careers Plan has a significant impact on various organizational areas of the institution. For example, the current Selection and Recruitment Policy will need to be re-established in accordance with each of the new professional categories (new action N26) and the new salary table. Also, the update of the CTFC Collective Agreement (new action N24) will have to consider the effects of its measures in relation to each of the new professional categories.

✓ **Implementation and monitoring of the proposed actions**

A set of specific indicators addressing each of the proposed actions has been defined for each action. HRS4R working team has been in charge of their quantification and status assessment following a predefined schedule matching each planned action.

At practice, the progress of the implementation of the 2015 Action Plan is carried out by means of an Excel file where actions are displayed in different colors according to their status and calendar timings (completed, in progress or extended).



To ensure the full implementation of actions within the organization procedures, it is essential to get the adequate involvement of the concerned departments, particularly those responsible for research, human resources and quality. Ensuring actual implementation of procedures sometimes requires efforts going beyond the design itself, such as the update of templates and documents or the training of people. In this sense, implemented actions concerning these issues have been informed as extended.

3. Strengths and weaknesses of the current practice

We present strengths and weaknesses analyzed under the 4 thematic areas of the C&C principles.

✓ Ethical and Professional aspects

Weaknesses: Although there were 7 actions in the 2015 Action Plan concerning principles included in this thematic area, the shortcomings in this chapter were given a lower relevance and therefore, actions designed to deal with them were ranked, at that time, in the last priority quartile. However, 70% of these actions have been completed and the rest are still being implemented. Mainly, improvement measures sought to advance on general procedures regarding ethical and professional aspects such as gender equality, mechanisms aimed at responding to researcher complaints or the improvement of the organization management's productivity and communication systems. In the near future,

improvements will need to be made to a higher level of detail regarding aspects of dissemination and exploitation of results or legal responsibilities.

Strengths: The fact that CTFC is part of the regional research centers network CERCA, allows resources to be shared and to solve operational issues in a unified way. In that sense, I-CERCA promoted the approval of a Code of Ethics concerning all members from the network, and CTFC adopted it as CERCA member by means of the endorsement of its Board on November 8th, 2019. Furthermore, the organization stands out for its flexibility in the execution of administrative and economic management procedures and this fact is greatly appreciated by researchers. Finally, we should point out the considerable improvement derived from the implementation of the new Professional Careers Plan, which develops specific protocols to assess and monitor researchers' activity.

Remarks (if major changes have occurred versus the initial plan): Early 2017, our institution became a public sector entity. In this new legal form, regulation on gender equality concerning the whole public administration of Catalonia (<https://portaljuridic.gencat.cat/eli/es-ct/l/2015/07/21/17>) is also applicable to our center as an institution linked to the Catalan Government. In that circumstances, last 2015 Gender Plan and Sexual Harassment Protocol were extended, while a new document is being prepared having in mind the implementation of researcher's specificities regarding gender equality.

✓ Recruitment and selection

Weaknesses: The evaluation of the principles included in this thematic block during the year 2015 led to the design of 5 actions that were considered in the third priority quartile. The degree of fulfillment has been 70%, with one action remaining in the implementation phase and another one being extended. It is important to note that a single action is behind



many of the shortcomings identified due to the high number of Code & Charter principles addressed: this is the definition of a Human Resources Strategy, which has begun to respond by drawing up a "Selection and Recruitment Policy" document that sorts and completes all procedures in progress. It is believed that this is a good starting point from which to move forward with the incorporation of OTM-R requirements while defining different procedures for different careers. Consequently, 7 new actions have been added to this thematic block.

Strengths: From the perspective, it becomes clear that the recent implementation of the new Professional Career Plan has been a breakthrough without which it would have been impossible to build beyond. In this sense, it is necessary to finish applying this regulatory framework before we can specify future actions in relation to this thematic block.

Remarks (if major changes have occurred versus the initial plan): As the institution did not make its self-assessment against the OTM-R checklist at the Initial Phase due to the Strengthened HRS4R entry in force on January 2017, it will have to be performed as an additional task for the Interim Assessment exercise.

✓ **Working conditions**

Weaknesses: The evaluation of the principles included in this thematic block by the 2015 gap analysis exercise resulted in most of the actions considered by the Action Plan being designed to improve working conditions. This means a total of 16 actions, many of which are in the first quartile of priority. The main shortcoming that is answered through this set of actions is the need to establish the Professional Career Plan and other measures targeting working conditions, such as specific economical models design for senior researchers or adaptation to existing national regulations

concerning internships management. Another prioritized weakness to face within this thematic block is the need for researchers to be represented on the decision-making bodies of the institution, which has been addressed by the creation of a new "Head of Program" figure responding to the new R+D Programs.

Strengths: The new Direction team incorporated in the 2016-2017 academic year had the vision of rapidly promoting reorganization into three strong and well-integrated R+D Programs and creating the corresponding governance structures and responsible figures. On the other hand, as has already been said, effort has also been invested to advance on the design and implementation of the Professional Career Plan, which is currently being completed. Another important issue contributing to greatly improve the stability of employment conditions for researchers is the creation of joint research units with research centers from universities, allowing researchers affiliated to these structures to promote themselves within the framework of a wider research institution.

Remarks (if major changes have occurred versus the initial plan): Planned action 6 has been adjusted in the way that the new Professional Career Plan does not include regulations on special working conditions depending on the defined professional categories, but new rules on special working conditions have been defined and implemented, specifically to get more flexible working hours and allowing to work remotely from home. The mandatory use of the time controller for the whole staff has been recently regulated (RD Law 8/2019 from March 9th about urgent social protection measures and against the job insecurity), so it is legally not possible to define special conditions in that sense. New action N24 will represent the update of these points within the new CTFC Collective Agreement.



✓ **Training and development**

Weaknesses: Only one action corresponding to this thematic block was planned by the 2015 Action Plan, aimed at implementing a Training Plan on complementary skills for researchers and technicians.

Strengths: Progress has been made with the provision of new specialized training sessions and new achievements including regular administrative support for management and the coordination with external training programs.

Remarks (if major changes have occurred versus the initial plan): Even when last year's efforts resulted in the promotion of new training activities, the complete achievement of this action has been extended mainly due to economic constraints derived from the current institutional context.

4. Revised Action Plan & OTM-R checklist

Hence, the following Revised HRS4R Action Plan for CTFC approved by the HRS4R working team and ratified by the CTFC Direction, is now sent to the EC for approval in view to be implemented during the period 2020-2022.

Next table shows the Revised Action Plan for CTFC, each action current status being described and accompanied by its corresponding Responsible, Calendar of implementation and Indicator.



ACTION	CURRENT STATUS	CURRENT SITUATION	RESPONSIBLE	CALENDAR (only for active and new actions)	INDICATOR
1- Specific economical models design for senior researchers (R3 and R4). Protocol for their implementation and following.	EXTENDED	<p>A new Professional Career Plan was approved by the CTFC Board last 2019 to incentives the advance on the professional career consolidation by means of</p> <ul style="list-style-type: none"> - salarial and working conditions improvements and the recognition of the researchers as professionals, - a more transparent and independent evaluation of researcher's performance, and - the definition of new categories for senior researchers (R3 and R4) together with new specific economic measures designed accordingly to promote their stabilization at CTFC. <p>Such improvements will come into effect at the end of the Professional Career Plan implementation, planned to happen at the end of 2020.</p>	Direction & Economics Dept.	4/2020	Document availability & communication. Number of researchers subscribed to the specific research pathways.
2- Reinforcements of career advice actions. These actions aim at favoring qualified, skilled, and informed researchers. Planned actions include providing information and support to apply for research labels and certificates at personal level, and further advice on external career development options.	COMPLETED (continuous implementation)	<p>Information on external career development options and permanent jobs is delivered to researchers when available. This means an average of 12-15 delivers per year of interesting posts, calls and programs aiming at reinforce researchers professional career at pre-doc, post-doc or senior positions, even when this would represent their mobility.</p> <p>Another important tool developed during the last two years, will greatly improve the stability of employment conditions for researchers: a new JRU-AGROTECNIO has been developed together with a research structure depending on a university, which let researchers from CTFC to promote themselves within the framework of a wider research institution. The previously existing JRU-InForest, from 2014, with another research structure from a different university, has also been updated and reinforced in the last years.</p>	Research Support Dept.		Number of researchers having applied to research labels.
3- Update and assessment of the implementation of the Professional Career Plan aimed to clarify and develop researcher's professional development. Next steps include a) researchers assignment to research pathways, b) streamlining of salary and working conditions, c) implementation to the CTFC Collective Agreement, d) approval by the CTFC board and e) full implementation of the rule and its consequences.	IN PROGRESS	<p>A new Professional Career Plan has been developed during the last 2 years and it is currently under implementation. After approval by the CTFC board and publication at the official journal for Catalan legislation, implementation of such regulation consists of 1) researcher's assignment to research pathways and streamlining of salary, 2) revision and modification of the Plan, and 3) full implementation to the CTFC Collective Agreement. At present we are at the end of step 1 and the whole procedure is planned to be finished at the end of 2020.</p> <p>The Professional Career Plan represents new forms of regulations for the following matters concerning researchers:</p> <ul style="list-style-type: none"> - Evaluation systems for assessing the professional performance of researchers on a regular basis and in a transparent manner. - Researchers recognition and treatment as professionals, including all levels for their careers. - Specific career development pathways for researchers, regardless of their contractual situation. 	Direction & Human Resources Dept.	4/2020	Full implementation of the rule to the CTFC Collective Agreement and approval by the CTFC board.
4- Pre and post minutes from the IP meetings will be made available at the intranet to let all researchers know about the agreements reached and the issues discussed. This should facilitate information exchange between researchers and their IP and lead to better, more informed decision-making.	COMPLETED	<p>Following guidelines from the last CTFC external Assessment suggesting a smaller and more packed structure for research lines and the requirement of representation from researchers in the decision-making bodies, research lines have been grouped into 3 strong and well-integrated R+D Programs and roles of "Head of Program" and "Deputy Head of Program" have been created (http://www.ctfc.cat/en/personal.php) acting as researchers representatives at the monthly Direction Committee meetings, and being in charge of transferring information from and to researchers.</p>	Direction		Pre and post minutes from the Departments' leaders meetings availability on the CTFC intranet.

ACTION	CURRENT STATUS	CURRENT SITUATION	RESPONSIBLE	CALENDAR (only for active and new actions)	INDICATOR
5- To promote researchers active participation in IP meetings, by means of encouraging discussion and information exchange during the weeks preceding the meeting.	COMPLETED	Following guidelines from the last CTFC external Assessment suggesting a smaller and more packed structure for research lines and the requirement of representation from researchers in the decision-making bodies, research lines have been grouped into 3 strong and well-integrated R+D Programs and roles of "Head of Program" and "Deputy Head of Program" have been created acting as researchers representatives at the monthly Direction Committee meetings, and being in charge of transferring information from and to researchers.	Direction		Existence of this kind of informations at the announcing messages.
6- As specification of the action 3b (streamlining of salary and working conditions) within the frame of the Professional Career Plan implementation, the present action consists on evaluate, define and write the rule on special working conditions requirements depending on the established categories. Possible modifications concern flexibility, teleworking and no need to use the time controller. Study the possibility to implement economical compensations to categories with stronger time constraints. Study the possibility to implement the free IP decision about the use of the time controller for their workers.	COMPLETED	The new Professional Career does not include regulations on special working conditions depending on the defined professional categories. Instead, new rules on special working conditions have been defined and implemented during last years, specifically to get more flexible working hours and practice teleworking on a basis of a weekly limit. The mandatory use of the time controller for the whole staff is regulated by the RD Law 8/2019 from March 9th about urgent social protection measures and against the job insecurities during the workday, so it is not possible to define special conditions depending on professional career categories for that matter. New action N24 will represent the update of such points within the new CTFC Collective Agreement.	Direction & Human Resources Dept. & Workers Council & Heads of Departments.		Full evaluation, design and writing of such regulation into the Professional Career Structure.
7- To stop direct warnings from the Direction to the worker and convert them into notifications to the responsible IP.	COMPLETED	From march 2018 no more warnings have been sent concerning wrong behaviors in relation to working hours. Instead, messages to the whole staff are sent to advise about the right use of the time controller.	Direction		Number and receiver of such warnings.
8- As a specification of the described action 3b (streamlining of salary and working conditions) within the frame of the Professional Career Plan implementation, the present action consists on evaluate, define and write the rules of procedure guiding the salaries structure according to the new professional categories defined.	COMPLETED	The new Professional Career Plan includes the streamline of the salaries structure according to the professional categories defined. Coming researchers assignments to professional career categories, will be automatically reflected on new corresponding salaries.	Direction & Human Resources Dept. & Professional Career Committee		Full evaluation, design and writing of such regulation into the Professional Career Structure.
9- To implement a new rule: a 10% of the overhead generated by a research group in an autonomous way will be get back to that research group and will be included in the following's year budget to be freely used.	COMPLETED	Two research groups have been benefit from that rule since 2016. In a near future, new Professional Career Plan implementation will represent new results-based economic incentives at researcher, group, program or whole CTFC level.	Direction & Economical Dept.		Number of research groups adhering the rule.



ACTION	CURRENT STATUS	CURRENT SITUATION	RESPONSIBLE	CALENDAR (only for active and new actions)	INDICATOR
10- To implement a new rule: a 1% of the overhead generated by a research groups will finance a common budget to be used for the preparation of common international projects participated by more than two CTFC research groups.	EXTENDED	In a near future, new Professional Career Plan implementation will represent new results-based economic incentives at program or whole CTFC level, which will be used as cross budgeted for the preparation of common international projects participated by several research groups from CTFC.	Direction & Economical Dept.	4/2021	Number of research groups adhering the rule.
11- Concerning grants, evaluate the importance of its affectation. Design and write an objective regulation to be used when doubts arise. Adapt the present grants to the new regulation.	COMPLETED	Existing national regulations concerning internships management and requirements (mainly RDL 2/2015, <i>de 23 de octubre, por el que se aprueba el texto refundido de la Ley del Estatuto de los Trabajadores, RD. 488/98, de 27 de marzo, por el que se desarrolla el artículo 11 del Estatuto de los Trabajadores en materia de contratos formativos</i>) has been studied and adapted. Consequently, 65 persons have been training at CTFC under this figure from 2015 onwards.	Direction & Human Resources Dept.		Existence of the written regulation. Revision of all current grants and adaptation when necessary.
12- Define a reference person for the Professional Career Plan interpretation and assessment. Inform CTFC staff of this decision.	COMPLETED	In parallel with the design and development of the Professional Career Plan, a person has been appointed to give advice on its implementation.	Direction		Reference persona defined. Message informing about that.
13- To add the value of mobility, including variants like geographical, intersectorial, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector, as a requirement or merit to the Professional Career Plan (Research and Transfer careers).	EXTENDED	The Professional Career Plan is being implemented at present. New criteria and requirements such as the value of mobility (both at the research and transfer pathways) will be defined and implemented during the modifications period planned to happen after the first implementation period.	Professional Career Committee	2/2021	Modification done.
14- Accept and include different forms of mobility within the CTFC Collective Agreement. Eliminate current restrictions.	EXTENDED	In view of the updating of the CTFC Collective Agreement planned to be developed during the next months (action N24), arrangements to adapt working conditions to the mobility in a broad sense will be implemented to promote the value of mobility. Even if CTFC is favorable to and promotes all kinds of mobility, old Collective Agreement text does not consider such situation so that it has to be fixed and valorized.	Direction	2/2021	Modification done.
15- To design, write and implement a Training Plan on complementary skills for researchers and technicians. Evaluate staff interests regarding the subjects to be included. Study the possibility to share its management and organization with other research institutes.	EXTENDED	Even if last year's efforts has conducted to new training activities, the complete achievement of this action has been extended mainly due to economic concerns derived from the current institutional context. Progress has been made with the provision of new specialized training sessions and new achievements including regular administrative support for courses management and courses coordination with external training programs (i.e. 19 training courses were attended during 2018). Based on that experience, the written document to be implemented outlining the Training Plan for CTFC, will develop the need to be annually implemented by the Human Resources Dept. on the basis of the feedback from researchers and other staff regarding past training activities and future needs. Specific training actions on scientific dissemination, groups leadership or OTM-R policy for RRHH staff and PIs will be programmed. Also, within the updating of the whole CTFC Collective Agreement (action N24), the Training Chapter defining different kinds of training activities and its conditions, will be adapted to the new Training Plan.	Direction & HHRR	3/2021	Existence of the Training Plan document and the annual reports and programs for subsequent years.
16- Design, write and implement an Annual Communication Plan. New Plan writing should incorporate the previous Plan evaluation, so positive actions	COMPLETED (continuous implementation)	Guidelines concerning Communication Plan for researchers have been established and disseminated to the staff on May 15th, 2019 (http://intranet.ctfc.es/comunicacio.html). Information on communication activities is annually collected and evaluated to design next year actions.	Direction & Communication Dept.		Existence of the Annual Communication Plan document.

ACTION	CURRENT STATUS	CURRENT SITUATION	RESPONSIBLE	CALENDAR (only for active and new actions)	INDICATOR
remain, non-success actions are eliminated and new actions are included.					
17- Design a new Annual Report and implement it.	COMPLETED	The new version of the Annual Report was implemented in 2018. New minor improvements will be implemented during the coming years.	Direction & Communication Dept.		Existence of the new Annual Report.
18- Design, write and implement a "Human Resources Strategy" including whole aspects concerning recruitment at the C&C. It should be started by establishing a chronologic list of actions defined.	COMPLETED (continuous implementation)	<p>The current "Selection and Recruitment Policy" outlines in detail the whole list of steps for the selection and recruitment process at CTFC (further development will result on the new OTM-R Policy planned by the action N26).</p> <p>Next aspects were taken into account when it was developed:</p> <ul style="list-style-type: none"> - Ensuring entry and admission standards for researchers clearly specified. - Facilitating access for disadvantaged groups. - Establishing recruitment procedures which are open, efficient, transparent, supportive and internationally comparable. - Looking out for the appointment of selection committees bringing together diverse expertise and competences, having an adequate gender balance, including members from public and private sectors and different disciplines and with relevant experience to assess the candidate. - Requiring the need to inform the candidates prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects, and also, after the selection process, about the strengths and weaknesses of their applications. - Establishing selection criteria that take into consideration the whole range of experience of the candidates, while focusing on their overall potential as researchers, their creativity and level of independence. - Looking out for that career breaks or variations in the chronological order of CVs are not penalized. - Providing for appropriate assessment and evaluation of the academic and professional qualifications, including no formal qualification like international and professional mobility. - Considering that the levels of qualifications required are in line with the needs of the position, the recognition and evaluation of qualifications focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained, and that the pattern of lifelong professional development are recognized. 	Direction & Human Resources Dept.		Availability of the document & following of its implementation
19- Define a strategy to face up to the requirement of broad using of the Digital Archive, possibly linked to the Annual Report elaboration together with other information needs. Implement it during the following years.	COMPLETED	A new ERP (Enterprise Resource Planning) system has been implemented at CTFC from 2018 onwards to accomplish with urgent accounting and financial requirements. Accordingly, the information management system concerning active projects has been redefined and implemented to the ERP instead of the previous Digital Archive, greatly improving its management capabilities.	Direction & Research Support Dept.		Annual Report elaboration using the Digital Archive as major source of information
20- To modify the Scientific Advisory Board Regulation to let researchers pose questions and complains concerning research freedom.	COMPLETED	The target of this is action has been completed by the compliance of action 21 which considers the figure of an Ombudsperson as a mediator at the final step of the complains mechanism established by the Ethics Code.	Direction		Modification done.

ACTION	CURRENT STATUS	CURRENT SITUATION	RESPONSIBLE	CALENDAR (only for active and new actions)	INDICATOR
21- To design, write and implement an internal Code of Ethics adapted to the characteristics of the institution.	IN PROGRESS	<p>The CTFC has adopted the Code of Ethics as a CERCA institution center by means of the endorsement of its Board (November 8th, 2019). This document considers interesting actions concerning C&C principles, as the availability of an Ombudsperson from CERCA institution to deal with complaints of researchers (Principle 34) or the need for policies and practices regulating the benefits of the exploitation of researchers R+D results through legal protection (Principle 31, in this sense, CTFC has developed and informed about an Internal Guide on Industrial and Intellectual Property Rights, available at http://intranet.ctfc.es/docs/Normativa%20interna%20PRI.pdf).</p> <p>As intended by the document, implementation of improving measures should be developed during the year following endorsement. In that sense, this regulation will be adapted to particular circumstances of CTFC and subsidiary guidelines will be elaborated and communicated to CTFC members to let them know and implement.</p>	Direction	4/2020	Communication of the document existence and subsidiary guidelines to CTFC members.
22- Design, write and implement a new document concerning gender balance and non-discrimination.	COMPLETED	Early 2017, our institution became a public sector entity. In that legal form, regulation on gender equality concerning the whole public administration of Catalonia (https://portaljuridic.gencat.cat/eli/es-ct/l/2015/07/21/17) is also concerning us as an institution linked to the Catalan Government. During this period, last 2015 Equality Plan and Sexual Harassment Protocol were extended. New documents planned by action N23 will represent the update and completion of the present action having in mind researchers specificities.	Direction & Human Resources Dept.		Availability of the document & following of its implementation.
N23- A new Equality Plan is being developed to strengthen gender policies at CTFC adapted to the researchers specificities.	NEW	At present, diagnosis of the situation is analyzed and a set of improving actions will be proposed to be implemented during the next years. The implementation of the new Equality Plan will further strengthen equality policies during the selection and recruitment process.	Direction & Human Resources Dept.	2/2021	Availability of the document & following of its implementation.
N24- Update of the CTFC Collective Agreement	NEW		Direction	2/2021	Availability of the document and full implementation.
N25- English translation of the updated OTM-R Policy	NEW	Action resulting from OTM-R Checklist evaluation.	Direction & Human Resources Dept.	3/2022	English version available online.
N26- Update current Selection and Recruitment Policy to become the new OTM-R Policy, mainly improving next aspects: a) Adapt it to different type of positions (following Professional Career Plan implementation) and establish the corresponding procedures, b) Go further with the implementation of action 18 related principles, c) Implement OTM-R requirements corresponding to entries 8, 11, 12, 16, and 4 from OTM-R checklist and d) Check for the coherence of the document with the new Equality Plan (action N23).	NEW	Action resulting from OTM-R Checklist evaluation.	Direction & Human Resources Dept.	2/2022	Updated document available online and being communicated to CTFC members.
N27- Follow with the organization of training programs on OTM-R policies	NEW	Action resulting from OTM-R Checklist evaluation.	Direction & Human Resources Dept.	2/2023	Number of participants following the trainings

ACTION	CURRENT STATUS	CURRENT SITUATION	RESPONSIBLE	CALENDAR (only for active and new actions)	INDICATOR
N28- CTFC is committed to design a site on the corporative web to advert job offers and publish all related information.	NEW	Action resulting from OTM-R Checklist evaluation.	Direction & Human Resources Dept.	3/2021	Availability and activity of the site.
N29- Transparency institutional web site will be updated, completed and organized to let people find basic information about CTFC easily	NEW	Action resulting from OTM-R Checklist evaluation.	Direction	2/2021	Available web site
N30- To publish all research position in Euraxess Jobs and to translate calls for research positions to English. Monitoring the percentage of foreign candidates to all positions offers.	NEW	Action resulting from OTM-R Checklist evaluation.	Direction & Human Resources Dept.	4/2020	Ratio of English translated calls for positions.
N31- English translation of the web sites developed by actions N28 and N29.	NEW	Action resulting from OTM-R Checklist evaluation.	Direction	4/2021	Available translated web sites

Additionally, as CTFC didn't make its self-assessment against the OTM-R checklist at the Initial Phase (per the strengthened HRS4R in force since January 2017), it has had to perform its check during the recent Interim Assessment period.

Next table shows the OTM-R checklist analysis for CTFC. Answers' key: **+/+** is **Yes completely**, **+/-** is **Yes substantially**, **-/+** is **Yes partially** and **-/-** is **No**.

OTM-R system	Answer	Suggested indicators
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	+/-	CTFC Selection and Recruitment Policy current version was published internally at http://intranet.ctfc.es/docs/Politica%20de%20contractacio.pdf in the national language. Last update on November 2019. New action N25: English translation of the updated OTM-R Policy. Indicator: English version available online.
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	-/+	There is no single internal document or policy collecting all available procedures. Instead, they are described in different documents/calls/rules that are implemented specifically on the basis of the general OTM-R policy. New action N26: Update current Selection and Recruitment Policy to become the new OTM-R Policy, mainly improving next aspects: a) Adapt it to different type of positions (following Professional Career Plan implementation) and establish the corresponding procedures, b) Go further with the implementation of action 18 related principles, c) Implement OTM-R requirements corresponding to entries 8, 11, 12, 16, and 4 from OTM-R checklist and d) Check for the coherence of the document with the new Equality Plan (action N23). Indicator: Updated document available online.
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	+/-	Ongoing training and updating on research topics and OTM-R policies is regularly supplied for both administrative and management teams, and researchers. New action N27: Follow with the organization of training programs on OTM-R policies. Indicator: Number of participants following the trainings.
4. Do we make (sufficient) use of e-recruitment tools?	+/+	Although CTFC does not use a web-based tool for the recruitment management, the whole process is via e-mail, so replicable.
5. Do we have a quality control system for OTM-R in place?	+/+	There are different control systems regarding quality of the OTM-R policies implementation at CTFC: regular assessment of CERCA institute board (CERCA is the institution coordinating research centers in Catalonia, www.cerca.cat), regular audits from the standard for quality management system ISO 9001 and public administration requirements for audits of their own quality systems implementation (linked to specific calls, services or contracts).
6. Does our current OTM-R policy encourage external candidates to apply?	-/+	Very few of our applicants are internal, except with calls for an improvement of contract or fellowship conditions, as long as the applicant is eligible. New action N28: CTFC is committed to design a site on the corporative web to advert job offers and publish all related information. Indicator: Availability and activity of the site. New action N29: Transparency institutional web site will be updated, completed and organized to let people find the basic information about CTFC easily.
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	-/+	Research positions are not systematically posted on EURAXESS. The most frequent system for advertising is via e-mail to researchers and institutions. New action N30: CTFC is committed to systematically publish all research positions in Euraxess Jobs and, consequently, to translate them to English. Indicator: Trend on the ratio of announcements posted in EURAXESS. New action N31: English translation of the web sites developed by actions N28 and N29. Indicator: Available translated web sites.

8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	+/-	<p>Current policies ensure no gender or nationality access restrictions or other underrepresented groups during the selection and recruitment process. Also, and according to Article 42.2 of Royal Legislative Decree 1/2013, of November 29, which approves the revised text of the General Law on the Rights of Persons with Disabilities and their Social Inclusion in relation to Article 59 of Royal Legislative Decree 5/2015, of October 30, approving the revised text of the Law on the Basic Statute of the Public Employee, the CTFC is obliged to reserve a quota of more than 7% in the public employment offers to be covered by people with disabilities, so eventually this group reaches 2% of the staff. Likewise, it is mandatory for people with disabilities to implement the necessary measures to establish reasonable time adjustments and specific means in the selective process and, after the process is over, the corresponding adaptations in the workplace.</p> <p>New action N26 already described.</p>
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	+/-	<p>As stated by new actions planned within the present document, together with other new actions considered by the 2020-2022 Action Plan, improvements will be implemented to better providing attractive working conditions for researchers at CTFC.</p>
10. Do we have means to monitor whether the most suitable researchers apply?	+/-	<p>Even though CTFC does not have any specific protocol to monitor whether the most suitable researchers apply, CTFC research positions are advertised within the institution network of most influential and relevant contacts and partners for a given subject so that they help to spread the opportunity. So far, new future actions consisting on gathering information on background of applicants as well as on how they heard about our call, will help us to improve reaching our target audience for each job opportunity.</p>
Advertising and application phase		
11. Do we have clear guidelines or templates (e.g. EURAXESS) for advertising positions?	+/-	<p>Required templates are established by the current Selection and Recruitment Policy, consisting on different forms that researchers have to fill when offering a vacancy, as well as in EURAXESS advertisements. Update and coherence of such documents is needed.</p> <p>New action N26 already described.</p>
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? [see Chapter 4.4.1 a)]	+/-	<p>References to the elements cited on the job advertisement are generally included.</p> <p>New action N26 already described.</p>
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	+/-	<p>Not always.</p> <p>New action N30: CTFC is committed to systematically publish all research positions in Euraxess Jobs and, consequently, to translate them to English. Indicator: Proportion of announcements posted in EURAXESS.</p>
14. Do we make use of other job advertising tools?	+/-	<p>Other job advertising actions are done in addition to the use of EURAXESS (i.e. SOCC - regional administration tool -, mailing lists from the target sector, specific platforms and communication channels from specific research fields, etc.).</p> <p>New action N28: CTFC is committed to design a site on the corporative web to advert job offers and publish all related information. Indicator: Availability and activity of the site.</p>
15. Do we keep the administrative burden to a minimum for the candidate? [see Chapter 4.4.1 b)]	+/+	<p>Job advertisement specifies the supporting documents required in the selection process and when they need to be submitted. The process aims at requiring the minimum necessary information for a fair, transparent and merit-based procedure. When possible, the process will ask only for data at the CVs evaluation stage informing which support documentation will be required in case of the candidate being selected.</p>

Selection and evaluation phase		
16. Do we have clear rules governing the appointment of selection committees? [see Chapter 4.4.2 a)]	+/-	Rules governing the selection committee are established at the Selection and Recruitment Policy of the institution. However, it is required to write the document describing more detailed steps for the appointment process of such structure. New action N26 already described.
17. Do we have clear rules concerning the composition of selection committees?	+/+	Rules concerning the composition of selection committees are well described at the Selection and Recruitment Policy of the institution.
18. Are the committees sufficiently gender-balanced?	+/+	Rules concerning the composition of selection committees establishes a minimum of 33% of different gender members.
19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected?	+/-	Criteria for the selection of research staff supported by calls are well defined by the national and regional rules. Institutional post offers are based on the guidelines outlined by the current Selection and Recruitment Policy, which establishes objective and relevant evaluation criteria to help committees to judge merits. As planned by action N26, an updated OTM-R Policy is envisaged to be implemented with the aim to improve 'merit' judgement and select the best candidates. New action N26 , already described.
Appointment phase		
20. Do we inform all applicants at the end of the selection process?	+/+	Yes, via e-mail, from the Personnel Dept. or Direction.
21. Do we provide adequate feedback to interviewees?	+/+	Selection and Recruitment Policy outlines that within one month from the selection of the final candidate, the result must be communicated to all candidates. The chosen candidate will be informed on the steps to be followed and the conditions applicable to his contract. The rest of the candidates must be informed in writing of their strengths and weaknesses and should be provided a contact to communicate possible complaints.
22. Do we have an appropriate complaints mechanism in place?	+/+	There is a complaints mechanism in place for frequent questions and complaints concerning recruitment processes within the Selection and Recruitment Policy (http://intranet.ctfc.es/docs/Politica%20de%20contractacio.pdf). An appropriate mechanism to address long-term claims is outlined by the Ethics Code of CERCA, a document concerning all research centers of Catalonia which considers the services of an Ombudsperson for conflict resolution matters.
Overall assessment		
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?	+/+	Not a specific one. Regular monitoring of the implementation of the particular HRS4R actions referring to the recruitment process will be assessed by means of reporting and evaluation the corresponding indicators.

5. 2020-2022 Revised Action Plan and next steps

Following the implementation of the 2015 Action Plan and its internal review by the Interim Assessment procedure described by this document, future efforts will be focused on continuing the implementation of the resulting 2020-2022 Revised Action Plan for the second half of the Implementation Period.

The aim of the HRS4R working team is to continue assessing the implementation of the new 2020-2022 Revised Action Plan and supporting the principles of the C&C to improve the working conditions of the whole CTFC members. They will follow on the previously executed methodology, that is by means of biannual coordination meetings of the HRS4R working team to follow overall development of the plan by means of the contributions of people in charge of actions implementation.

Preparation for the external review after 36 months' period during the implementation of the 2020-2022 Revised Action Plan will suppose the next relevant issue to achieve. The aim of the HRS4R working team is to continue considering it as a continuous process to identify aspects where improvement is needed, design solutions and implement them into the organization. The next few years will be critical to stabilize and embed the HRS4R into the CTFC, in preparation for the external review.

Next table summarizes the 2020-2022 Revised Action Plan (original actions number being maintained) to be implemented by CTFC during next 36 months.

ACTION	CURRENT SITUATION	RESPONSIBLE	CALENDAR	INDICATOR
1- Specific economical models design for senior researchers (R3 and R4). Protocol for their implementation and following.	<p>A new Professional Career Plan was approved by the CTFC Board last 2019 to incentives the advance on the professional career consolidation by means of</p> <ul style="list-style-type: none"> - salarial and working conditions improvements and the recognition of the researchers as professionals, - a more transparent and independent evaluation of researcher's performance, and - the definition of new categories for senior researchers (R3 and R4) together with new specific economic measures designed accordingly to promote their stabilization at CTFC. <p>Such improvements will come into effect at the end of the Professional Career Plan implementation, planned to happen at the end of 2020.</p>	Direction & Economics Dept.	4/2020	Document availability & communication. Number of researchers subscribed to the specific research pathways.
2- Reinforcements of career advice actions. These actions aim at favoring qualified, skilled, and informed researchers. Planned actions include providing information and support to apply for research labels and certificates at personal level, and further advice on external career development options.	<p>Information on external career development options and permanent jobs is delivered to researchers when available. This means an average of 12-15 delivers per year of interesting posts, calls and programs aiming at reinforce researchers professional career at pre-doc, post-doc or senior positions, even when this would represent their mobility.</p> <p>Another important tool developed during the last two years, will greatly improve the stability of employment conditions for researchers: a new JRU-AGROTECNIO has been developed together with a research structure depending on a university, which let researchers from CTFC to promote themselves within the framework of a wider research institution. The previously existing JRU-InForest, from 2014, with another research structure from a different university, has also been updated and reinforced in the last years.</p>	Research Support Dept.	(continuous implementation)	Number of researchers having applied to research labels.

ACTION	CURRENT SITUATION	RESPONSIBLE	CALENDAR	INDICATOR
3- Update and assessment of the implementation of the Professional Career Plan aimed to clarify and develop researcher's professional development. Next steps include a) researchers assignment to research pathways, b) streamlining of salary and working conditions, c) implementation to the CTFC Collective Agreement, d) approval by the CTFC board and e) full implementation of the rule and its consequences.	<p>A new Professional Career Plan has been developed during the last 2 years and it is currently under implementation. After approval by the CTFC board and publication at the official journal for Catalan legislation, implementation of such regulation consists of 1) researcher's assignment to research pathways and streamlining of salary, 2) revision and modification of the Plan, and 3) full implementation to the CTFC Collective Agreement. At present we are at the end of step 1 and the whole procedure is planned to be finished at the end of 2020.</p> <p>The Professional Career Plan represents new forms of regulations for the following matters concerning researchers:</p> <ul style="list-style-type: none"> - Evaluation systems for assessing the professional performance of researchers on a regular basis and in a transparent manner. - Researchers recognition and treatment as professionals, including all levels for their careers. - Specific career development pathways for researchers, regardless of their contractual situation. 	Direction & Human Resources Dept.	4/2020	Full implementation of the rule to the CTFC Collective Agreement and approval by the CTFC board.
10- To implement a new rule: a 1% of the overhead generated by a research groups will finance a common budget to be used for the preparation of common international projects participated by more than two CTFC research groups.	In a near future, new Professional Career Plan implementation will represent new results-based economic incentives at program or whole CTFC level, which will be used as cross budgeted for the preparation of common international projects participated by several research groups from CTFC.	Direction & Economical Dept.	4/2021	Number of research groups adhering the rule.
13- To add the value of mobility, including variants like geographical, intersectorial, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector, as a requirement or merit to the Professional Career Plan (Research and Transfer careers).	The Professional Career Plan is being implemented at present. New criteria and requirements such as the value of mobility (both at the research and transfer pathways) will be defined and implemented during the modifications period planned to happen after the first implementation period.	Professional Career Committee	2/2021	Modification done.
14- Accept and include different forms of mobility within the CTFC Collective Agreement. Eliminate current restrictions.	In view of the updating of the CTFC Collective Agreement planned to be developed during the next months (action N24), arrangements to adapt working conditions to the mobility in a broad sense will be implemented to promote the value of mobility. Even if CTFC is favorable to and promotes all kinds of mobility, old Collective Agreement text does not consider such situation so that it has to be fixed and valorized.	Direction	2/2021	Modification done.
15- To design, write and implement a Training Plan on complementary skills for researchers and technicians. Evaluate staff interests regarding the subjects to be included. Study the possibility to share its management and organization with other research institutes.	<p>Even if last year's efforts has conducted to new training activities, the complete achievement of this action has been extended mainly due to economic concerns derived from the current institutional context. Progress has been made with the provision of new specialized training sessions and new achievements including regular administrative support for courses management and courses coordination with external training programs (i.e. 19 training courses were attended during 2018).</p> <p>Based on that experience, the written document to be implemented outlining the Training Plan for CTFC, will develop the need to be annually implemented by the Human Resources Dept. on the basis of the feedback from researchers and other staff regarding past training activities and future needs.</p> <p>Specific training actions on scientific dissemination, groups leadership or OTM-R policy for RRHH staff and PIs will be programmed.</p> <p>Also, within the updating of the whole CTFC Collective Agreement (action N24), the Training Chapter defining different kinds of training activities and its conditions, will be adapted to the new Training Plan.</p>	Direction & HHRR	3/2021	Existence of the Training Plan document and the annual reports and programs for subsequent years.

ACTION	CURRENT SITUATION	RESPONSIBLE	CALENDAR	INDICATOR
16- Design, write and implement an Annual Communication Plan. New Plan writing should incorporate the previous Plan evaluation, so positive actions remain, non-success actions are eliminated and new actions are included.	Guidelines concerning Communication Plan for researchers have been established and disseminated to the staff on May 15th, 2019 (http://intranet.ctfc.es/comunicacio.html). Information on communication activities is annually collected and evaluated to design next year actions.	Direction & Communication Dept.	(continuous implementation)	Existence of the Annual Communication Plan document.
18- Design, write and implement a "Human Resources Strategy" including whole aspects concerning recruitment at the C&C. It should be started by establishing a chronologic list of actions defined.	<p>The current "Selection and Recruitment Policy" outlines in detail the whole list of steps for the selection and recruitment process at CTFC (further development will result on the new OTM-R Policy planned by the action N26).</p> <p>Next aspects were taken into account when it was developed:</p> <ul style="list-style-type: none"> - Ensuring entry and admission standards for researchers clearly specified. - Facilitating access for disadvantaged groups. - Establishing recruitment procedures which are open, efficient, transparent, supportive and internationally comparable. - Looking out for the appointment of selection committees bringing together diverse expertise and competences, having an adequate gender balance, including members from public and private sectors and different disciplines and with relevant experience to assess the candidate. - Requiring the need to inform the candidates prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects, and also, after the selection process, about the strengths and weaknesses of their applications. - Establishing selection criteria that take into consideration the whole range of experience of the candidates, while focusing on their overall potential as researchers, their creativity and level of independence. - Looking out for that career breaks or variations in the chronological order of CVs are not penalized. - Providing for appropriate assessment and evaluation of the academic and professional qualifications, including no formal qualification like international and professional mobility. - Considering that the levels of qualifications required are in line with the needs of the position, the recognition and evaluation of qualifications focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained, and that the pattern of lifelong professional development are recognized. 	Direction & Human Resources Dept.	(continuous implementation)	Availability of the document & following of its implementation
21- To design, write and implement an internal Code of Ethics adapted to the characteristics of the institution.	<p>The CTFC has adopted the Code of Ethics as a CERCA institution center by means of the endorsement of its Board (November 8th, 2019). This document considers interesting actions concerning C&C principles, as the availability of an Ombudsperson from CERCA institution to deal with complaints of researchers (Principle 34) or the the need for policies and practices regulating the benefits of the exploitation of researchers R+D results through legal protection (Principle 31, in this sense, CTFC has developed and informed about an Internal Guide on Industrial and Intellectual Property Rights, available at http://intranet.ctfc.es/docs/Normativa%20interna%20OPRI.pdf).</p> <p>As intended by the document, implementation of improving measures should be developed during the year following endorsement. In that sense, this regulation will be adapted to particular circumstances of CTFC and subsidiary guidelines will be elaborated and communicated to CTFC members to let them know and implement.</p>	Direction	4/2020	Communication of the document and subsidiary guidelines to CTFC members.

ACTION	CURRENT SITUATION	RESPONSIBLE	CALENDAR	INDICATOR
N23- A new Equality Plan is being developed to strengthen gender policies at CTFC adapted to the researchers specificities.	At present, diagnosis of the situation is analyzed and a set of improving actions will be proposed to be implemented during the next years. The implementation of the new Equality Plan will further strengthen equality policies during the selection and recruitment process.	Direction & Human Resources Dept.	2/2021	Availability of the document & following of its implementation.
N24- Update of the CTFC Collective Agreement		Direction	2/2021	Availability of the document and full implementation.
N25- English translation of the updated OTM-R Policy	Action derived from OTM-R Checklist evaluation.	Direction & Human Resources Dept.	3/2022	English version available online.
N26- Update current Selection and Recruitment Policy to become the new OTM-R Policy, mainly improving next aspects: a) Adapt it to different type of positions (following Professional Career Plan implementation) and establish the corresponding procedures, b) Go further with the implementation of action 18 related principles, c) Implement OTM-R requirements corresponding to entries 8, 11, 12, 16, and 4 from OTM-R checklist and d) Check for the coherence of the document with the new Equality Plan (action N23).	Action derived from OTM-R Checklist evaluation.	Direction & Human Resources Dept.	2/2022	Updated document available online and being communicated to CTFC members.
N27- Follow with the organization of training programs on OTM-R policies	Action derived from OTM-R Checklist evaluation.	Direction & Human Resources Dept.	2/2023	Number of participants following the trainings
N28- CTFC is committed to design a site on the corporative web to advert job offers and publish all related information. Indicator: Availability and activity of the site.	Action derived from OTM-R Checklist evaluation.	Direction & Human Resources Dept.	3/2021	Availability and activity of the site.
N29- Transparency institutional web site will be updated, completed and organized to let people find basic information about CTFC easily	Action derived from OTM-R Checklist evaluation.	Direction	2/2021	Available web site
N30- To publish all research position in Euraxess Jobs and to translate calls for research positions to English. Monitoring the percentage of foreign candidates to all positions offers.	Action derived from OTM-R Checklist evaluation.	Direction & Human Resources Dept.	4/2020	Ratio of English translated calls for positions.
N31- English translation of the web sites developed by actions N28 and N29.	Action derived from OTM-R Checklist evaluation.	Direction	4/2021	Available translated web sites

CTFC
CIÈNCIA I TECNOLOGIA
FORESTAL A CATALUNYA



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