



ACTION PLAN

HUMAN RESOURCES STRATEGY FOR RESEARCHERS



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ORGANISATIONAL INFORMATION.

Staff & students

STAFF & STUDENTS	
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	72
Of whom are international (i.e. foreign nationality)	9
Of whom are externally funded (i.e. for whom the organisation is host organisation)	9
Of whom are women	21
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor	19
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	13
Of whom are stage R1 = in most organisations corresponding with doctoral level	40
Total number of students (if relevant)	9
Total number of staff (including management, administrative, teaching and research staff)	90

Research Funding

RESEARCH FUNDING	
Total annual organisational budget	10,776,000 €
Annual organisational direct government funding (designated for research)	0 €
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	3,745,000 €
Annual funding from private, non-government sources, designated for research	7,030,000 €

Organisational Profile

ARQUIMEA Research Center (ARC), part of **ARQUIMEA**, was born in 2019 to invent the technologies of tomorrow. We focus on Deep Tech solutions with a very high impact on the markets and/or future global challenges. Our projects arise from the convergence of exponential technologies or Deep Tech: Nanotechnology and Materials, Sensors, Drones & Robotics, Biotechnology & Genetics, Artificial Intelligence (AI), Quantum Technologies, Networks & Security, Digital Manufacturing.

STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE.

Ethical and Professional Aspects

The responses provided by the researchers demonstrate that the culture at Arquimea Research Center (as part of the Arquimea group) aligns well with the principles of this section, fostering freedom and creativity among researchers when proposing and/or guiding research.

It is also evident that the researchers understand and apply the company's mission and strategy to their work, striving for their research results to be disruptive and have a significant societal impact.

Additionally, Arquimea has an ethics and conduct policy that serves as a framework for ethical and responsible research, thus committing to the principles of transparency and integrity.

At ARC, there is a tangible effort to ensure that researchers are aware of the terms affecting data protection and confidentiality in their work, as well as the preventive measures they must adopt in their roles, through the documentation provided upon hiring.

Finally, ARC encourages researchers to attend national and international conferences and workshops to disseminate and communicate the work done at the center.

However, some researchers' responses have indicated that despite ARC's efforts to ensure and guarantee an environment of equality and non-discrimination of any kind, we must continue to work on this aspect.

Moreover, although ARC has an implemented performance evaluation procedure and a defined OKR system, concrete measures will be proposed to improve researchers' knowledge and understanding of these processes.

Recruitment and Hiring

The responses provided by the researchers indicate that ARC is well aligned with the principles outlined in the European Charter for Researchers and the Code of Conduct for recruitment and hiring processes, with a compliance rate of 90-100%.

As a private entity, ARC is not subject to any general hiring legislation, as is the case with public institutions. Therefore, the general principles governing these processes at ARC are equal opportunities, a commitment to integrating young people into the labor market, merit-based selection, international publicity and dissemination of job offers, and, ultimately, clear and open selection processes.

However, despite satisfactory compliance levels, there are two aspects in this section where ARC needs to focus its efforts. First, some researchers perceive that a leave of absence (e.g., sabbatical) would be detrimental to their careers. Therefore, in addition to informing the entire staff about the OTM-R policy, which addresses this aspect in personnel selection, ARC will train the Selection Committee in good practices to eliminate this perception from the moment of recruitment and selection of a new researcher.

Interruptions or chronological variations in CVs, as established by the European Charter for Researchers and the Code of Conduct, should be considered as potentially valuable contributions to the professional development of researchers.

Second, some researchers' responses indicate that their contract category and tasks do not align with their academic level. This may have occurred in cases where researchers were hired, e.g., as Predoctoral Researchers and later obtained their doctorate without a change in their job title. Therefore, concrete measures will be proposed for periodic review of researchers' categories.

Working Conditions and Security

In this section, it is evident that ARC is highly aligned with the principles established in the European Charter for Researchers and the Code of Conduct. ARC adheres to current legislation, which sets very clear and strict standards for working conditions and social protection. Moreover, ARC's working hours policy (including flexible working hours, telecommuting, etc.) and the social benefits it offers provide researchers with attractive working conditions.

Some researchers' responses indicate that ARC needs to continue improving aspects related to researcher mentorship, career development, and training in intellectual property.

Training and Development

ARC offers training and learning opportunities throughout the researchers' professional lives through a Training Plan based on needs identified in a prior performance evaluation process, attendance at conferences and seminars, workshops, internal training sessions, etc. However, ARC must continue its efforts in this area.

PROPOSED ACTIONS.

Action 1:

Informative talk on "Inequality in the Workplace" by Lydia González Orta *, focusing on workplace discrimination and its comparison to other types of discrimination such as social discrimination and gender bias in science. Lydia González Orta is an expert on Gender Equality in R&D&I International Projects at the International Department of the Spanish Foundation for Science and Technology (FECYT).

GAP Principle:

- 10. Non-Discrimination.

Timing: Completed on April 5th, 2024.

Responsible Unit: HR

Indicators: The session has been recorded for future reference.

Action 2:

HR Presentation on Reporting Channels: HR to present three different channels for inquiries or complaints at ARC, which are also detailed in HR processes on our intranet.

GAP Principles:

- 10. Non-Discrimination.
- 34. Complains/appeals.

Timing: Completed on April 5th, 2024.

Responsible Unit: HR.

Indicators: This informative talk has been recorded for future reference.

Action 3:

An informational talk will be given to all employees to identify workplace discrimination, as opposed to other types of discrimination, how the law and the company's management protect them, and what the different reporting channels are in case this occurs. Following that, a questionnaire will be distributed to identify whether discrimination actually exists.

GAP Principle:

- 10. Non-Discrimination.

Timing: First Semester of 2026.

Responsible Unit: HR.

Indicators: The informative talk will be recorded for future reference, and we will compile a report based on the survey results. These findings will be shared with the Working Group and the Steering Committee for any necessary actions.

Action 4:

HR will review and include relevant information in the onboarding training provided to each new employee.

GAP Principles:

- 10. Non-Discrimination.
- 11. Evaluation/appraisal systems.
- 17. Variations in the chronological order of CVs (Code).
- 34. Complaints/ appeals.

Timing: First Semester of 2025.

Responsible Unit: HR.

Indicators: The indicator will be the information added to onboarding guidelines.

Action 5:

Training for the Recruitment Team on OTM- R and Non-Discrimination Policies will be conducted by HR.

GAP Principles:

- 10. Non-Discrimination.
- 14. Selection (code).
- 17. Variations in the chronological order of CVs (Code).
- 27. Gender balance.

Timing: Second Semester of 2025.

Responsible Unit: HR.

Indicators: The training sessions will be recorded for future references.

Action 6:

Survey at the end of 2026. We will also categorize scientists from R1 to R4 and interns to better understand which segment contains the most dissatisfied researchers. We will change the scoring system from a scale of 1 to 4, where 1 means "strongly disagree" and 4 means "strongly agree," to polarize the results, as a score of 3 is not very meaningful.

GAP Principles:

- 10. Non-Discrimination.
- 11. Evaluation/appraisal systems.
- 17. Variations in the chronological order of CVs (Code).
- 19. Recognition of qualifications (Code).
- 22. Recognition of the profession.
- 26. Funding and salaries.

- 28. Career development.
- 39. Access to research training and continuous development.

Timing: End of 2026.

Responsible Unit: HR/WG/SC/Stakeholders

Indicators: The survey will be kept, and the results will be shared with the Working Group, Steering Committee and Stakeholders for discussion.

Action 7:

We will ask student supervisors to send us the internship objectives before the student joins, so the students know their objectives from the beginning. Also, we will keep student 's evaluations for a better understanding,

GAP Principle:

- 11. Evaluation/ Appraisal systems

Timing: To start on January 2025.

Responsible Unit: HR.

Indicators: The update in the contracts will be reflected in our ERP System.

Action 8:

ARC will ensure that all researcher contracts reflect their experience gained in the company or any progress in their education, if applicable.

GAP Principle:

- 22. Recognition of the profession.

Timing: Every year, starting on January 2025.

Responsible Unit: HR.

Indicators: The update in the contracts will be reflected in our ERP System.

Action 9:

Gender-Balanced Recruitment Committees.

GAP Principle:

- 10. Non-Discrimination.

Timing: Ongoing - With every recruitment process.

Responsible Unit: Recruitment Committee.

Indicators: The recruitment process will be documented in our Recruitment platform (Team Tailor) and kept for future references

OTM-R (OPEN, TRANSPARENT AND MERIT-BASED RECRUITMENT).

Our organization is committed to fostering a diverse, inclusive, and meritocratic work environment. The Open, Transparent, and Merit-Based Recruitment (OTM-R) toolkit is pivotal to this commitment. It ensures that our recruitment processes are fair, equitable, and designed to attract the best talent. This implementation will be carried out considering the following principles:

1. **Development of Comprehensive Recruitment Policies:** We have developed and codified recruitment policies that align with the OTM-R principles. These policies ensure that all recruitment activities are conducted transparently, meritocratically, and without bias. Our policies cover the entire recruitment process, from job advertisement to final selection, ensuring that every step is open and fair.
2. **Training and Awareness Programs:** To ensure effective implementation, we provide extensive training for all staff involved in recruitment. This includes training on unconscious bias, the importance of diversity, and how to apply OTM-R principles. Regular workshops and seminars are conducted to keep everyone updated on best practices and any changes in policies.
3. **Transparent Job Advertisements:** All job vacancies are advertised widely using multiple platforms to reach a diverse audience. Job descriptions are clear, detailed, and include the specific qualifications and skills required. This transparency ensures that potential applicants understand the role and can assess their suitability accurately.
4. **Standardized Application Process:** We have implemented a standardized application process that is easy to navigate. Applicants are required to submit standardized documents, such as CVs and cover letters, ensuring consistency in the evaluation process. We use online platforms to facilitate applications, making the process accessible and efficient.
5. **Merit-Based Selection:** Our selection process is strictly merit-based. We use objective criteria to evaluate candidates, ensuring that decisions are based on qualifications, experience, and potential. All selection criteria are predefined and made available to applicants, ensuring transparency.
6. **Gender-Balanced Recruitment Committees (outlined in GAP Principle 10 of the Action Plan):** To promote gender equality, we ensure that all recruitment committees are sufficiently gender-balanced. This balance helps mitigate biases and ensures diverse perspectives during the selection process. We strive for a minimum of 40% representation of each gender on every committee.
7. **Gender Sensitivity Training:** Committee members undergo gender sensitivity training to understand the importance of gender balance and to recognize and counteract any unconscious biases. This training ensures that all members are aware of the impact of gender on decision-making and are equipped to make fair assessments.

8. **Gender Equity Policies:** Our organization has established policies that promote gender equity. These policies ensure that all employees, regardless of gender, have equal opportunities for recruitment, promotion, and professional development.

Additionally:

1. **Clear Complaints Procedures (outlined in GAP Principle 34 of the Action Plan):** We have established clear and accessible procedures for lodging complaints related to the recruitment process. These procedures are communicated to all applicants and employees, ensuring that everyone is aware of how to raise concerns.
2. **Confidentiality and Anonymity:** To protect the privacy of complainants, we handle all complaints with the utmost confidentiality. Applicants and employees have the option to submit complaints anonymously if they prefer, ensuring that fear of retaliation does not deter them from reporting issues.
3. **Independent Review:** All complaints are reviewed by an independent body to ensure impartiality. This body is separate from the recruitment committee and has the authority to investigate complaints thoroughly and recommend appropriate actions.
4. **Timely Resolution:** We are committed to resolving complaints in a timely manner. Our procedures specify clear timelines for the review and resolution of complaints, ensuring that issues are addressed promptly and effectively.
5. **Feedback Mechanisms:** After a complaint is resolved, we seek feedback from the complainant to ensure they are satisfied with the process and to identify areas for improvement in our complaint procedures.

IMPLEMENTATION.

To ensure the successful implementation of the HRS4R, we will adopt a structured and systematic approach, guided by our Steering Committee and Working Group. This overview highlights the key components of our implementation process, focusing on regular oversight, stakeholder involvement, alignment with organizational policies, and effective action mechanisms.

1. Regular Oversight by the Implementation Committee and Steering Group

- **Regular Meetings:** The Working Group and Steering Committee will meet bi-weekly to review progress, tackle challenges, and plan the next steps. These meetings will be documented, with minutes and action items recorded to ensure transparency and accountability. We will also schedule

additional ad-hoc meetings as needed to address urgent issues or significant milestones.

- **Progress Reports:** We will prepare detailed progress reports periodically, summarizing ongoing activities, achievements, future tasks, and any deviations from the planned schedule. These reports will include both qualitative and quantitative data to measure our progress against key performance indicators (KPIs) and milestones outlined in the action plan.
- **Monitoring Tools:** To facilitate continuous monitoring, we will implement software that tracks all activities, deadlines, and responsibilities in real-time. A dashboard will visualize key indicators and metrics, allowing the Steering Committee to quickly assess overall progress and identify areas needing attention.
- **Stakeholder Feedback:** Regular feedback sessions will be held with researchers and other stakeholders to gather insights into the implementation process. We will conduct biannual surveys and focus groups to ensure a comprehensive understanding of the impact of HRS4R implementation on the research community.
- **Transparent Communication:** We will provide regular updates throughout the organization to keep all stakeholders informed about progress and any changes in the implementation plan. An internal newsletter and a dedicated section on the intranet will share updates, success stories, and upcoming initiatives related to HRS4R.

2. Involvement of the Research Community

To actively engage the research community—our main stakeholders—in the HRS4R implementation process, we will take the following steps:

- **Surveys:** We will organize biannual surveys to collect comprehensive feedback from the research community. These surveys will help us understand the impact of HRS4R implementation, identify practical issues, and explore opportunities for improvement from the researchers' perspective.
- **Transparent Communication:** We will maintain open lines of communication with the research community by providing regular updates on the progress of HRS4R implementation. This will be achieved through talks and a dedicated section on the intranet, where updates, success stories, and upcoming initiatives will be shared.

- **Involvement in Decision-Making:** Researchers will have representation in the Working Group and Steering Committee, ensuring their needs and concerns are considered in all key decisions related to HRS4R.
- **Workshops and Training Sessions:** We will organize workshops and training sessions to educate researchers about HRS4R and its benefits. These sessions will also serve as forums for researchers to ask questions, share experiences, and foster a collaborative environment.
- **Collaboration on Action Plans:** Researchers will be invited to collaborate on developing and refining action plans related to HRS4R, ensuring that the plans are practical, relevant, and aligned with the needs of the research community.

3. Alignment of Organizational Policies with HRS4R

To ensure that HRS4R is recognized as overarching HR policy within the organization's research strategy, we will undertake the following steps:

Policy Review and Alignment: We will conduct a comprehensive review of existing HR policies to identify areas needing modification to align with HRS4R principles. Policies will be developed or revised to promote open, transparent, and merit-based recruitment, continuous professional development, ethical responsibility, and a supportive working environment.

Integration into the Research Strategy: The principles and objectives of HRS4R will be clearly articulated within the organization's research strategy documents, highlighting how HRS4R supports the overall mission and vision of the organization.

Training and Awareness: We will organize training sessions and workshops to educate staff and researchers about HRS4R principles and policy changes. Clear guidelines and resources will be developed to help staff understand and implement the new policies.

Communication Strategy: The importance of HRS4R and its alignment with organizational policies will be communicated through various channels, such as internal newsletters and intranet announcements. We will highlight success stories that demonstrate the positive impact of HRS4R-aligned policies.

Monitoring and Evaluation: A monitoring system will be established to regularly assess the implementation and impact of HRS4R-aligned policies, including setting up KPIs and milestones. Periodic reviews and audits will ensure ongoing compliance with HRS4R principles.

Reporting and Accountability: We will develop a reporting framework to keep all stakeholders informed about the progress of HRS4R implementation and policy alignment. Regular updates and reports will be published on the organization's website and internal communication platforms.

Continuous Improvement: We will foster a culture of continuous improvement by encouraging feedback from researchers and stakeholders on the effectiveness of HRS4R-aligned policies. This feedback will be used to make iterative improvements, ensuring policies remain relevant and effective.

4. Ensuring Implementation of Proposed Actions

To ensure that the proposed actions for the implementation of HRS4R are effectively carried out, we will take the following steps:

Implementation Committees: The Working Group and Steering Committee dedicated to overseeing HRS4R implementation will include representatives from various departments. This diverse representation will ensure that all perspectives are considered in the decision-making process.

Action Plans: We will develop clear action plans outlining specific tasks, responsibilities, and timelines for each initiative. These plans will be regularly reviewed and updated based on progress and feedback.

Resource Allocation: Adequate resources, including funding and personnel, will be allocated to support the implementation of HRS4R initiatives. This will ensure that all actions can be carried out effectively and efficiently.

Training and Capacity Building: Ongoing training and capacity-building initiatives will be provided to staff and researchers to equip them with the necessary skills and knowledge to implement HRS4R principles effectively.

How will the implementation committee and/or the steering group regularly oversee progress?

To ensure the successful implementation of the HRS4R, our Implementation Committee / Steering Group will adopt a structured and systematic approach to regularly monitor progress. The following measures will be implemented to ensure we stay on track and achieve our goals:

Regular Meetings:

- The Working Group (WG) and the Steering Committee will convene bi-weekly meetings to review progress, discuss challenges, and plan next steps. These meetings will be documented, with minutes and actions recorded to ensure transparency and accountability.
- Additional ad-hoc meetings will be scheduled as needed to address urgent matters or significant milestones.

Progress Reports:

- Detailed progress reports will be prepared periodically, providing updates on all ongoing activities, achievements, future tasks, and any deviations from the planned schedule.
- The reports will include both qualitative and quantitative data to measure progress against key performance indicators (KPIs) and milestones set forth in the action plan.

Monitoring Tools:

- We have implemented project management software to track all activities, deadlines, and responsibilities in real-time. This tool will facilitate continuous monitoring and provide a centralized platform for all team members to update their progress.
- A dashboard has been developed to visualize key indicators and metrics, enabling the Steering Committee to quickly assess overall progress and identify areas requiring attention.

Stakeholder Feedback:

- Regular feedback sessions will be conducted with researchers and other stakeholders to gather insights into the implementation process. This feedback will be critical in identifying practical issues and opportunities for improvement.
- Biannual surveys and focus groups will be organized to ensure a comprehensive understanding of the impact of HRS4R implementation on the research community.

Transparent Communication:

- Regular communication updates will be disseminated throughout the organization, ensuring transparency and keeping all stakeholders informed about progress and any changes in the implementation plan.
- An internal newsletter and a dedicated section on the intranet will be utilized to share updates, success stories, and upcoming initiatives related to HRS4R.

By adopting these comprehensive measures, the Implementation Committee and the Steering Group will ensure diligent oversight of the HRS4R implementation, fostering a culture of continuous improvement and commitment to excellence in our human resources strategy for researchers.

How do you intend to involve the research community, your main stakeholders, in the implementation process?

To involve the research community, our main stakeholders, in the HRS4R implementation process, we plan to take the following steps:

- **Surveys:** Surveys will be organized biannually to collect comprehensive feedback from the research community. These tools will help us understand the impact of HRS4R implementation, identify practical issues, and explore opportunities for improvement from the researchers' perspective.
- **Transparent Communication.** We will maintain transparent communication with the research community by providing regular updates on the progress of HRS4R implementation. This will be achieved through talks and a dedicated section on the intranet, where updates, success stories, and upcoming initiatives will be shared.
- **Involvement in Decision-Making:** Researchers will be involved in the decision-making process through representation in the Working Group and Steering Committee. Their participation will ensure that the needs and concerns of the research community are considered in all key decisions related to HRS4R.
- **Workshops and Training Sessions:** Workshops and training sessions will be organized to educate researchers about HRS4R and its benefits. These sessions will also serve as a forum for researchers to ask questions, share their experiences, and learn from each other, fostering a collaborative environment. will encourage open dialogue and ensure that researchers feel heard and valued.
- **Collaboration on Action Plans:** Researchers will be invited to collaborate on developing and refining action plans related to HRS4R. Their participation will ensure that the plans are practical, relevant, and aligned with the needs and expectations of the research community.

By incorporating these measures, our goal is to ensure that the research community is actively involved in the HRS4R implementation process, fostering a sense of ownership and commitment to achieving our shared goals.

How do you proceed with the alignment of organisational policies with the HRS4R?

To align organizational policies with the HRS4R and ensure it is recognized as the overarching HR policy within the organization's research strategy, we will undertake the following steps:

Policy Review and Alignment:

- Conduct a comprehensive review of existing HR policies to identify areas that need modification or enhancement to align with HRS4R principles.
- Develop or revise policies to ensure they promote open, transparent, and merit-based recruitment, continuous professional development, ethical and professional responsibility, and a supportive working environment.

Integration into the Research Strategy:

- Clearly articulate the principles and objectives of HRS4R within the organization's research strategy documents. This includes highlighting how HRS4R supports the overall mission and vision of the organization.
- Ensure that all strategic plans and documents reference HRS4R as the guiding framework for HR policies related to researchers.

Training and Awareness:

- Organize training sessions and workshops to educate staff and researchers about the HRS4R principles and the changes in policies.
- Develop and disseminate clear guidelines and resources to help staff understand and implement the new policies.

Communication Strategy:

- Communicate the importance of HRS4R and its alignment with organizational policies through various channels, such as internal newsletters, intranet announcements, and town hall meetings.
- Highlight success stories and case studies that demonstrate the positive impact of HRS4R-aligned policies on the research environment and outcomes.

Monitoring and Evaluation:

- Establish a monitoring system to regularly assess the implementation and impact of HRS4R-aligned policies. This includes setting up key performance indicators (KPIs) and milestones.
- Conduct periodic reviews and audits to ensure ongoing compliance with HRS4R principles and make necessary adjustments based on feedback and evaluation results.

Reporting and Accountability:

- Develop a reporting framework to keep all stakeholders informed about the progress of HRS4R implementation and policy alignment.
- Ensure transparency by publishing regular updates and reports on the organization's website and internal communication platforms.

Continuous Improvement:

- Foster a culture of continuous improvement by encouraging feedback from researchers and other stakeholders on the effectiveness of HRS4R-aligned policies.
- Use the feedback to make iterative improvements to policies and practices, ensuring they remain relevant and effective in promoting a supportive and productive research environment.

How will you ensure that the proposed actions are implemented?

To ensure that the proposed actions for the implementation of HRS4R are effectively carried out, we will take the following steps:

Implementation Committees:

- The Working Group and Steering committee specifically dedicated to overseeing the implementation of HRS4R has been formed. Those groups include representatives from various departments, such as HR, research, and senior management, to ensure a comprehensive approach.

Detailed Action Plan:

- A detailed action plan has been developed outlining specific tasks, responsibilities, deadlines, and resources required for each proposed action. The action plan will be regularly updated and reviewed to stay aligned with organizational goals and timelines.

Regular Monitoring and Progress Reviews:

- Regular monitoring and progress review meetings are held to track the implementation of each action. These reviews help identify issues early and allow for timely adjustments to the plan.

Clear Accountability and Reporting:

- Clear responsibilities for each action have been assigned to specific teams. A reporting structure has been implemented where these individuals or

teams provide regular updates on their progress to the Implementation Committee.

- A reporting framework has been developed to keep all stakeholders informed about the progress of HRS4R implementation. This includes regular updates to senior management and the research community in general.

Use of Project Management Tools:

- A Software will be used to track activities, deadlines, and responsibilities in real-time. This tool will enable continuous monitoring and provide a centralized platform for all team members to update their progress.

Transparent Communication:

- Transparent communication with all stakeholders will be maintained throughout the implementation process. Regular updates, success stories, and challenges will be shared through internal newsletters, intranet, and public meetings.

Training and Capacity Building:

- Training sessions and workshops will be provided to ensure all stakeholders understand the HRS4R principles and the specific actions being implemented. This will also help build the necessary skills and knowledge for successful implementation.

Feedback Mechanisms:

- A biannual survey will be established to gather feedback from researchers and other stakeholders on the implementation process. This feedback will be crucial for making necessary adjustments and improvements.

Resource Allocation:

- Sufficient resources (financial, human, and technical) will be allocated by the Steering Committee to support the implementation of the proposed actions. This includes securing funding and providing access to necessary tools and training.

Incorporation into Organizational Policies:

- The principles and actions of HRS4R will be integrated into the organization's formal policies and procedures. This will ensure that the commitment to HRS4R is embedded in the organizational culture and practices.

Regular Reporting and Evaluation:

- A framework for regular reporting and evaluation of the implementation process has been developed. This includes setting up key performance indicators (KPIs) and milestones to measure progress and impact.
- Periodic reviews and evaluations will be conducted to assess the effectiveness of the actions and make necessary adjustments based on the findings.

How will you monitor progress (timeline)?

Monitoring progress in the implementation of HRS4R involves several key steps and considerations to ensure that deadlines are met, and objectives are achieved. Here's how we plan to monitor progress (as stated in the detailed Action Plan).

Establishment of Milestones and Timelines:

Through a detailed implementation Action Plan that includes specific milestones and timelines for each action and phase of the HRS4R implementation process. These milestones will serve as checkpoints to track progress over time.

Regular Progress Reviews:

- We have scheduled regular review meetings every two weeks with the Steering Committee to assess progress against the established milestones and timelines.
- During these reviews, we will evaluate whether each action is ongoing, identify any delays or challenges encountered, and discuss necessary adjustments or corrective actions.

Use of an ERP tool:

- We use a software to track and monitor activities, deadlines, and responsibilities in real-time.

Documentation and Reports:

- We will maintain comprehensive documentation of progress made on each action, including updates on completed tasks, milestones achieved, and any deviations from the planned timeline.

Stakeholder Communication:

- We will maintain open and transparent communication with stakeholders, including senior management, members of the implementation committee, and staff involved in the process.
- We will provide regular updates on progress, achievements, and challenges through meetings, emails, reports, and other communication channels to ensure alignment and support.

Feedback and Continuous Improvement:

- We will seek feedback from stakeholders, including researchers and other key personnel, on the implementation process.
- We will use this feedback to identify areas needing improvement, adjust strategies or timelines as necessary, and ensure that the implementation responds to evolving needs and challenges.

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

To measure progress towards the next assessment of HRS4R implementation, we will use the following indicators and methods:

- **Completion of Action Plan Milestones:** We will track and evaluate the completion of specific milestones outlined in the Action Plan. These milestones will correspond to key activities and timelines established in the plan.
- **Training and Development Metrics:** We will measure participation rates and completion of training sessions and workshops related to HRS4R principles among researchers and relevant staff. This will help evaluate the level of awareness and understanding of HRS4R within the organization.
- **Feedback and Stakeholder Satisfaction:** We will gather feedback from researchers and evaluate whether their needs and expectations are being met.
- **Adherence to Timelines and Budget:** We will monitor adherence to project for HRS4R implementation. We will evaluate if activities are progressing as planned.