

Action Plan



December 2017

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1 CONTACT DETAILS

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2 ORGANIZATIONAL INFORMATION

2.1 Organizational profile

Agrotecnio is an international center of excellence that develops frontier research intended to have a major scientific and economic impact and to improve the wellbeing of societies and individuals. It belongs to the CERCA institutes network, and it is located at the heart of the 1700-student and 200-teacher School of Agrifood and Forestry Science and Engineering (ETSEA) Campus of the University of Lleida (UdL). Its mission is to carry out top-level fundamental and strategic scientific research focused on well-defined translational objectives in the crop, environmental, animal, food and nutrition sciences, and to disseminate the outputs of this research to the society and the private industrial sector.

Agrotecnio was founded in December 2012, bringing together 14 of UdL's research groups specialized in different areas of agrotechnology, due to the effort of the Generalitat de Catalunya and Lleida University for fostering scientific research in Catalonia. It includes the board of trustees of the UdL, represented by the UdL Chancellor, and officers of the Generalitat de Catalunya.

Agrotecnio is, therefore, a novel center with outstanding international vocation, a clear research strategy, and goals that transitorily share most of its administrative duties with the University of Lleida (UdL). Also, due to this transitory situation, most of Agrotecnio research staff is considered UdL staff as they are permanent UdL researchers, or have been recruited under the UdL procedures. Exceptions to this circumstance are a recently incorporated R1 and one administrative staff member.

Agrotecnio's goal is to incorporate its own administrative structures and procedures in the next years, basing its HR development strategy in the application of the Charter and Code (C&C) and Open Transparent and Merit-based recruitment principles (OTM-R). UdL, which was awarded with the HRS4R accreditation in 2016, is assisting Agrotecnio during this transitory time, by helping to design Agrotecnio's own HR policies.

Agrotecnio occupies one full three-story building with a total of 3,000M2 on the ETSEA campus. The ground floor is comprised of the reception, administration and services, and offices and laboratories, including a general-purpose laboratory with communal equipment. The two other floors contain offices, laboratories and communal spaces, including a meeting room with a capacity for 100 people. Agrotecnio also incorporates 154 researchers from 14 units, grouped in three areas of research:

- Plant sciences
- Animal sciences
- Food sciences.

2.2 Key figures for the organization

Table 1 shows the main indicators regarding human resources and main research funding sources. The scope of the application of Agrotecnio HR policy is focused on the researchers hired by the institution, and on the Principal Investigator (PI) in charge of these researchers.

Table 1. Key Figures of Agrotecnio

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD students either full-time or part-time involved in research	154
Of whom are international (i.e. foreign nationality)	29
Of whom are externally funded (i.e. for whom the organization is host organization)	All externally funded (except for two people)
Of whom are women	74
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	83
Of whom are stage R2 = in most organizations corresponding to postdoctoral level	20
Of whom are stage R1 = in most organizations corresponding to doctoral level	52
Total number of students (if relevant)	
Total number of staff (including management, administrative, teaching and research staff)	1
Estimated FTE provided by the UdL for administration assistance	4,14
Research Funding (figures for most recent fiscal year)	3,862,648€
Total annual organizational budget	4,287,367€
Annual organizational direct government funding (designated for research)	274,719€
Annual competitive government-sourced funding (designated for research obtained in competition with other organizations – including EU funding)	3,171,574€
Annual funding from private, non-government sources, designated for research	691,074€

3 NARRATIVE

Table 2 synthesizes the diagnostic, identifying main strengths and weaknesses and the degree of implementation of the 40 C&C principles.

Table 2: SWOT analysis and the degree of implementation of the 40 C&C principles in Agrotecnio.

STRENGTHS	WEAKNESSES
Ethical and Professional Aspect	
<ul style="list-style-type: none"> • UdL provides Agrotecnio with policies regarding ethics, recruiting, R1 scientist evaluation, IP, contractual obligations, etc. • Agrotecnio is assisted in this transitory phase by the administration staff of the UdL for most of its administrative task. As mentioned, UdL has been awarded with the HRS4R accreditation in 2016. • UdL provides Technology Transfer advice, training, risk assessment, and basic Information Technology security. • New facilities designed as laboratory space, accomplishing all the ergonomic and risk protection obligations. The usual preventive maintenance is accomplished by external contractors. • Agrotecnio scientific activities do not demand the use and management of sensitive personal data. • Research papers and other publications were systematically published on the web. • There is no evidence of discrimination based on sex, age, ethnicity, national or social origin, religion or beliefs, sexual orientation, language, disability, political opinions, and social or economic status. • Evaluation of the center and its R2, R3 and R4 researchers is performed externally. • Project Audits are performed by external professional auditors on a regular basis. 	<ul style="list-style-type: none"> • In this transition time, Agrotecnio is presently very dependent on UdL. • Agrotecnio does not presently have possibilities of hiring R3 or R4 researchers due to funding limitations. • Information Technology data security is not fully implemented. • There is not a clear dissemination strategy or plan in the Institution. Only a few actions are undertaken, but can be potentiated. • A guide for merit evaluation does not currently exist.
The working group considers 8 principles fully implemented and 3 principles almost but not fully implemented	
Recruitment and Selection	
<ul style="list-style-type: none"> • Agrotecnio planned to start direct recruitment of researchers soon. In addition, the organization is participating in the H2020 MSCA COFUND with CERCA centers for 	<ul style="list-style-type: none"> • Agrotecnio does not have its own standard procedure for recruiting researchers, nor a code for the recognition of mobility experience, nor a code for the recognition of qualifications, nor a code for the variations in the chronological order

<p>recruiting R2 scientists. A norm for recruiting researchers is needed.</p> <ul style="list-style-type: none"> • Agrotecnio already uses national or international digital platforms to publish its job offers, including EURAXESS. • Evaluation of R2, R3 and R4 researchers is performed by external evaluators. • Agrotecnio promotes mobility experiences for research stays in international institutions. 	<p>of CVs, nor a code of transparency, nor a guide for staff recruiting and selection, nor a code for judging merits. These codes depend on the UdL.</p> <ul style="list-style-type: none"> • At present, Agrotecnio does not have possibilities of hiring R3 or R4 researchers or stabilizing R2 scientists because of funding limitations. • No selection committees were used in the recruitment process of researchers funded by research projects; the senior researchers select the candidates to be recruited using the UdL guidelines. • Agrotecnio does not have its own standard procedure for the evaluation of researchers, nor a code for seniority, nor a code for postdoctoral appointments, although it does follow UdL norms.
<p>The working group considers 8 principles almost but not fully implemented and 2 principles partially implemented</p>	
<p>Working Conditions and Social Security</p>	
<ul style="list-style-type: none"> • The Institution participates in several national and international research networks. • Agrotecnio is presently a member of CERCA Centers, implementing its access to research infrastructures. • The whole Institution provides the flexibility deemed for successful research performance in accordance with the existing legislation. • Agrotecnio will soon launch its first funded calls for R2 researchers, in which the salary offer will be higher than equivalent contracts provided by UdL. • There is not a major concern about gender inequalities at the Institution. • The mentorship responsibility of the PI is accepted by both student and supervisor, and works well at the organization. • UdL's Doctorate School organizes workshops about professional development and professional orientation courses in collaboration with the Education Sciences Institute (ICE). • Industrial doctorates are highly valued in Agrotecnio. • The Institution offers information about UdL funding for mobility. • The administrative instruments for the portability of grants and social security provisions are implemented by the Institution and it is regulated by The Law of science 14/2011. • UdL provides Industrial Property (IP) courses to Agrotecnio Staff. • The Legal Department of the UdL assesses Agrotecnio's researchers in issues and demands concerning IP rights. 	<ul style="list-style-type: none"> • Agrotecnio is a research Center devoted exclusively to research. Nevertheless, researchers under contractual agreement with UdL are obliged to accomplish teaching activities. • Both the SAB (Scientific Advisory Board) and Agrotecnio staff are gender balanced, although for historical and demographic reasons, Agrotecnio senior R4 positions are gender-unbalanced. (M/F 75/25). • Flexible work schedule exists in all the Areas and Units of Agrotecnio, although the explicit details are not concisely written. • Salaries were dependent upon the economic conditions of the grants, and there is not an extra salary complement. • The composition of the Agrotecnio Board only includes senior researchers, leaving the remaining researchers unrepresented. • The Institution has not implemented a formal mentorship program for the support and guidance of the personal and professional development of researchers. This responsibility falls upon the senior researcher supervising the researcher. • The PI doesn't always consider mobility in an industrial environment as an important action in the training plans for junior scientists. • The staff is not aware of the available professional career advice courses, or complaint mechanisms. • There is limited mobility between academy and industry for researchers working in some of Agrotecnio's research areas, due to the absence of a research-driven industrial network in Lleida.

<ul style="list-style-type: none"> • The authorship protocols were clearly established in each group. • An Ombudsman (Sindic de greuges) mediates in the case of authorship conflicts. • There is an agreement between Agrotecnio and UdL to reduce the teaching hours assigned to each group per year to a total of 60 hours. 	
The working group considers 7 principles fully implemented, 2 principles almost but not fully implemented, 3 principles partially implemented, and 2 principles insufficiently implemented	
Training and Development	
<ul style="list-style-type: none"> • Junior researchers (R1 and R2) have frequent meetings with their supervisors. • Research notebooks were compulsory for R1 researchers. R2 researchers must describe their findings in the grant justification reports. • R2 researchers involved in projects in collaboration with industry fill research notebooks. • In-house seminars provided by outstanding visitor researchers were announced to all the research staff on the mailing list. • Training courses for researchers are available: UdL, Mediterranean Agronomic Institute of Zaragoza (CIHEAM-IAMZ), Scientific societies etc.). Calls for these courses are disseminated to all the Agrotecnio staff by mailing list. 	<ul style="list-style-type: none"> • There is no written recommendation for the management of scientific results or human resources management for the senior researchers. • R1's supervisor usually coincides with their PhD thesis director.
The working group considers 3 principles fully implemented and 2 principles almost but not fully implemented	

4 ACTIONS

4.1 Actions to be undertaken in this HR strategy

The detected Gaps were grouped into 4 areas of improvement that were the basis for the subsequent design of the Action Plan; these **areas of improvement** are:

1. Definition of the **Junior researcher's career plan**:
 - Design and implementation of a specific training plan for research staff in collaboration with UdL that includes relevant research management issues (such as exploitation of results, intellectual property, national and international funding, etc.).
 - Development of a guidance plan and professional support strategy for researchers at the end of the PhD and the beginning of the postdoctoral period.
 - Design and implement a mentorship support guide.
 - Recommend R1 and R2 researchers to follow continuous development courses/conferences/seminars available.
2. **Professionalize the recruitment** and adapting processes to the OTM-R in collaboration with UdL. These procedures will be applied provisionally, until Agrotecnio sets up its own Human Resources Department and differentiated recruitment, selection and evaluation procedures are written.
 - All open calls for recruitment of researchers will be published at least on EURAXESS.
 - Write a guide for staff recruiting and selection, including procedures, criteria and recruiter guidelines, in collaboration with UdL.
 - Write a guide for staff evaluation, including procedures, criteria and evaluators guidelines in agreement with the Doctoral School of the UdL (for R1 researchers).
3. **Spreading information both internally and externally**:
 - Internally.
 - Write a Welcome Manual.
 - Publish Agrotecnio-UdL's ethical code on the web.
 - Define common guidelines for the application of research notebooks at the Institution.
 - Externally.
 - Define an Outreach Action Plan to be implemented.
 - Write and send the most relevant Agrotecnio news or contributions to a mailing list including both internal and external contacts (industrial, academic, etc.).

4. Define new roles and responsibilities of Junior scientist at Agrotecnio:

- Open the participation of Agrotecnio's Scientific Strategy and Management Committee to include R1, R2 and R3 scientists.
- Teaching will be facilitated by R1 and R2 researchers with no teaching responsibilities in their contract, and the maximum number of hours of this activity will be set.

The HRS4R processes have helped to identify and prioritise actions focused on those underdeveloped areas, according to **the consolidation of the European research environment for improving** management and development of research talent.

Table 3 presents a proposal of the actions to be developed by Agrotecnio to fill the gaps detected in the analysis of the current implementation of the C&C criteria. The table includes: i) a short description of the action, ii) the chronogram and the estimated implementation time, iii) the person in charge (in bold) and the supporting team (in parentheses), and iv) the performance indicators to monitor its application.

The people that will lead the implementation of the actions will be Vicente Sanchis (VS), R4, and Miquel Buenestado (MB), Administrative staff member, with the collaboration of the Working Group (WG) and the technical secretariat. (TS).

Table 3. Proposed actions to be developed by Agrotecnio to fill the gaps encountered in the analysis of the current implementation of the C&C criteria.

Nº	C&C	TITLE ACTION	DESCRIPTION	CHRONOGRAM	RESPONSIBLE UNIT*	– INDICATORS / TARGET
A0		Coordination with UdL working group.	<ul style="list-style-type: none"> – Coordination with UdL working group to simultaneously develop actions that can be shared between both organizations. – Cooperation between both working groups. 	Q1 2018	VS WG	– Coordination meeting performed.
A1	ALL	Strengthen awareness, commitment and implementation of the Charter & Code (C&C) criteria.	<ul style="list-style-type: none"> – The goal of this action is to attain increasing involvement of the C&C criteria in the research community and in everyday research practices. – Maintain an active Working Group in charge of the continuous awareness of C&C code. – Prepare online material explaining the advantages of the application of the C&C principles and updates of the HRS4R web page, distribute it among all the researchers and incorporate this information into the Welcome Manual for newcomers. – Incorporation of new researchers that wish to join the Working Group (WG) and to become “Delegates for HRS4R”. 	Q1 2018 - Q4 2021	VS WG	<ul style="list-style-type: none"> – Online documents, available on: HRS4R web page and Welcome Manual. – New members in the Working Group.
A2	35	Open the membership of Agrotecnio’s Scientific Strategy and Management Committee (SSMC) to include R1, R2 and R3 scientists.	<ul style="list-style-type: none"> – Redefine the composition of the SSMC committee, including in its composition the members of all the scientific scales of researchers. – This committee will eventually mediate and solve conflicts of interest, co-authorship related conflicts, and good scientific practices issues that could not be solved by the “Sindic de greuges” of the UdL. – Occasionally it will oversee the elaboration of any new policy that would be needed. – Write a Guide for the new Research Committee attributions. 	Q1 2018	VS WG	<ul style="list-style-type: none"> – Research Committee reformed with new responsibilities. – Research committee Guide defined and published.
A3	2	Publish Agrotecnio -UdL ethical code on the website.	<ul style="list-style-type: none"> – Although no ethical issues arose in Agrotecnio’s history, the working group considers it key that researchers must be informed about the ethical code that should drive the research in the institution. – CERCA Foundation, in addition to UdL, is writing its own ethical code. These codes could be analyzed as bases of the Agrotecnio Ethical code. 	Q1 2018	MB	– Publish the ethical code on Agrotecnio website.

A4	12, 13, 14, 15,17, 18, 19, 20, 21, 29	Write a guide for staff recruiting and selection process, including procedures, criteria and recruiter guidelines, in collaboration with a certain level of coordination with UdL.	<ul style="list-style-type: none"> – This procedure will be applied provisionally until Agrotecnio sets up its own Human Resources Department and differentiated recruitment and selection procedures are written, also including topics such as mobility criteria. – Creation of the “OTM-R Implementation working team” with the task of adapting the UdL recruitment and selection regulations to meet Agrotecnio’s current needs. – Development of a protocol and a guide for implementation of the OTM-R system in the recruitment of researchers that will be available on the Website. – For hiring researchers funded through research projects, clear procedures and scoring scales for the qualification required for each call will be defined. The calls will be published in EURAXESS and other online platforms. – A recruitment committee will be set up ad hoc to oversee the evaluation of the candidates. – Agrotecnio’s job offers published in EURAXESS will include both job offers and a link to a web page with information on selection and recruitment procedures. – If necessary, specific training will be provided to the researchers involved in recruiting processes. 	Q2- 2018	Q3	MB TS WG	<ul style="list-style-type: none"> – OTM-R working team selected. – OTM-R protocol defined and published online. – OTM-R Guide defined and published online. – Number of calls published at EURAXESS. – Number of Recruitment committees selected.
A5	13	All open calls for recruitment of researchers will be published at least on EURAXESS.	<ul style="list-style-type: none"> – Include all of Agrotecnio’s calls for researchers on EURAXESS, in addition to other local and international platforms (UdL). 	Q3 2020		VS MB	<ul style="list-style-type: none"> – Number of calls that appear in EURAXESS. – Number of CVs received from EURAXESS. – Number of EURAXESS candidates recruited.

A6	30, 38, 39	Facilitate R1 and R2 researchers to follow continuous development courses available.	<ul style="list-style-type: none"> – Perform bi-monthly searches on different platforms of related institutions or Massive Online Open Courses (MOOCs) for searching for in-person or online courses. – Send the lists of courses to the R1 and R2 distribution lists. – Insist to the IP that they should encourage their students to participate in these continuous development courses. 	Q4 2018	MB VS	<ul style="list-style-type: none"> – Number of courses identified. – Number of participants of these courses.
A7	28	Design and implement a mentorship support guide.	<ul style="list-style-type: none"> – The SSMC will write a mentorship norm to provide R1 and R2 researchers with additional insight about his/her research or career and his/her PI vision. – Mentors will be assigned to each student from Agrotecnio’s senior staff. 	Q1 2019	VS TS WG	<ul style="list-style-type: none"> – Mentorship norm written. – Number of mentors assigned. – Satisfaction survey by researchers mentored.
A8	2, 3, 4, 5, 7, 8, 9, 10, 24, 27, 28, 30, 31, 32, 34, 36, 37, 38, 39, 40	Write a Welcome Manual.	<p>The Welcome Manual will include, among other issues, descriptions and summaries about Agrotecnio’s norms including:</p> <ul style="list-style-type: none"> – Professional issues: working conditions, contractual and legal obligations, professional responsibility, authorship recommendations, complaint/appraisal mechanisms, supervision and mentorship support. – Ethical issues: ethical code policy, non-discrimination principles and gender balance. – IP: research notebook writing guidelines, IP regulation, technology transfer mechanisms and support from UdL department. – Security: risk-protection and good practices in IT security and electronic data storage. – Career: career advice, recommendation of pursuing professional development courses, guidelines for the presentation of research results to internal or external funding organisms. – Outreach: Agrotecnio’s Outreach Action Plan. – The information provided will be updated periodically. – The Welcome Manual will be available online to all newcomers and present research staff via a website. 	Q1- Q2 2019	MB VS TS WG	<ul style="list-style-type: none"> – Agrotecnio Welcome Manual finished and published.

A9	38, 39	Design and implementation of a specific training plan for research staff in collaboration with UdL that includes relevant research management issues (such as exploitation of results, intellectual property, national and international funding, etc.)	<ul style="list-style-type: none"> – Profiling the professional qualifications and skills for each of the categories of the R scale in the Researchers’ Career Plan. The profiling will be used as a tool for identifying training needs for each category. – Perform a survey to identify the training needs. Include in the survey topics like: IP, technology transfer, prevention of labor risks, data protection policy, and soft or transversal skills. – Define a training plan and organize these courses. 	Q3 2019	Q4	VS TS WG	<ul style="list-style-type: none"> – Survey performed and analyzed. – Training Plan defined. – Number of training courses performed. – Number of training courses finished with a positive evaluation and number of certifications by scientists. – Training Plan available online and in the Welcome Manual.
A10	9	Define an Outreach Action Plan to be implemented.	<ul style="list-style-type: none"> – Improvement of the present outreach activity by defining, preparing and implementing an “Outreach Plan” to coordinate and improve all the outreach activities of the institution. – Assign the outreach competencies to a designated officer (from the list of most active science disseminators) who will centralize and keep track of outreach activities performed by Agrotecnio staff. 	Q1 2020		MB WG	<ul style="list-style-type: none"> – Agrotecnio Outreach Plan defined. – Outreach leader assigned. – Number of outreach activities performed.
A11	11	Design and then implement a scientific merits evaluation guide, in agreement with the Doctoral School of the UdL, (for R1).	<ul style="list-style-type: none"> – The SSMC will draft a R1 and R2 evaluation guide for researchers funded by Agrotecnio or a research project. – The list of merits considered will include mobility issues and outreach activities, as well as other research related issues. – These merit evaluation criteria will also be applied to R3 and R4 researchers as soon as Agrotecnio has the possibility of hiring senior researchers. 	Q2 2020	Q3	VS TS WG	<ul style="list-style-type: none"> – Creation of a merits evaluation guide for R1 and R2. – Distribution of the guidelines among researchers not funded by external sources. – Implementation of the guide. – Number of evaluations performed based on these guidelines.

A12	9	Write and send the most relevant Agrotecnio news or contributions to a mailing list, including both internal and external contacts (industrial, academic, etc.).	<ul style="list-style-type: none"> – The newsletter systems of several excellency-level research centers will be benchmarked to identify the best practices to apply in Agrotecnio’s concept of news distribution lists. – The SSMC and the administration staff will meet to analyze the benchmark and brainstorm the most convenient strategy to be followed. – Develop a subscription webpage for Agrotecnio’s News. 	Q3 2020	MB	<ul style="list-style-type: none"> – Benchmark analysis document presented. – Brainstorming session done. – Amount of news distributed. – Number of new subscribers.
A13	21, 25	Development of a guidance plan and professional support strategy for researchers at the end of the PhD and the beginning of the postdoctoral period	<ul style="list-style-type: none"> – Agrotecnio will customize a career guidance plan, originally made by UdL, for R1 and R2 researchers, including actions defined specifically for the needs of Agrotecnio’s researchers. – With this aim, the SSCM committee will brainstorm other aspects not included in the UdL plan, finding aspects not covered, and providing additional information or actions to this plan. 	Q4 2020 Q1 2021	TS MB WG	<ul style="list-style-type: none"> – Brainstorming session performed. – Number of unaddressed issues identified. – Actions provided to fulfill the gaps.
A14	36	Define basic guidelines for the writing of research notebooks at the Institution.	<ul style="list-style-type: none"> – The SSMC will write a guide of basic recommendations for best practices in notebook-filling for preserving the generated research data gathered in the Institution. – The guide will be reviewed by all the PI and their recommendations will be incorporated. – The final document will be distributed to newcomers in the Welcome Manual, and will be incorporated in the first pages of any notebook being accepted by the user. 	Q2 2021	VS TS WG	<ul style="list-style-type: none"> – Writing of the basic recommendations for best practices in notebook-filling. – Distribution of the draft to the PIs. – Incorporate the document in a web repository until the Welcome Manual is ready. – Acceptance of the guidelines in each notebook.
A15	33	Teaching will be facilitated to R1 and R2 researchers, setting, in addition, the maximum number of hours of this activity.	<ul style="list-style-type: none"> – Agrotecnio is a research center that does not have a proper academic program, and whose staff has no regular and defined teaching responsibilities within the Institute. A clear majority of Agrotecnio researchers are presently contracted as Professors of the UdL, or include lecturing for a given number of hours in their grant obligations. Agrotecnio allows and supports the teaching responsibilities of its staff, although it has no responsibilities in the assignation of the lecturing hours to its staff. Agrotecnio will be committed to mediate with the corresponding Academic Department of the UdL in order to facilitate the possibility of R1 and R2 researchers having to teach in academic studies for a given amount of time. 	Q2 2021	VS WG	<ul style="list-style-type: none"> – Agreement Agrotecnio-UdL to allow young researchers to lecture at UdL for a determined number of hours. – Number of lecturing hours.

A16	16, 18, 19, 20, 21, 26	Write a guide for staff evaluation, including procedures, criteria and evaluator guidelines in agreement with the Doctoral School of the UdL (for R1 researchers). This procedure will be applied provisionally, until Agrotecnio sets up its own Human Resources Department and differentiated recruitment and selection procedures are written.	<ul style="list-style-type: none"> – This process will be aligned with the Research Career Plan and should clearly establish and measure the impact of positive criteria for the performance evaluation, such as: performance of training courses, mobility, direction of Ph.D. theses, mentorship or junior scientist training, etc. – In addition, it should define the guidelines for the selection of independent evaluation committees. If necessary, the researchers will be assisted by the UdL HR Department. – The Career Evaluation Process should be written in a guide and disseminated in the Welcome Manual. 	Q3 2021	Q4	VS TS WG	<ul style="list-style-type: none"> – Career Evaluation Process protocols defined. – Guidelines for the selection of independent evaluation committees written. – Career Evaluation Process available online and in the Welcome Manual.
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* The people that will lead the implementation of the actions will be Vicente Sanchis (VS), R4, and Miquel Buenestado (MB), Administrative staff member, with the collaboration of the Working Group (WG) and the technical secretariat. (TS).

Table 4 presents the planned schedule of the implementation of the designed actions in the Agrotecnio center.

Table 4 Chronogram of the implementation of the designed actions in the Agrotecnio center.

Nº	TITLE ACTION	2018				2019				2020				2021			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
A0	Strengthen awareness, commitment and implementation of the Charter & Code criteria.	■															
A1	Open the representation of Agrotecnio's Scientific Strategy and Management Committee to include R1, R2 and R3 scientists.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
A2	Publish Agrotecnio -UdL/CERCA institutes' ethical code on the web.	■															
A3	Write a guide for staff recruiting and selection process, with a certain level of coordination with UdL.	■															
A4	All open calls for recruitment of researchers will be published at least on EURAXESS.		■	■													
A5	Facilitate R1 and R2 researchers to follow continuous development courses available.				■												
A6	Design and implement a mentorship support guide.				■												
A7	Write a Welcome Manual.					■											
A8	Design and implementation of a specific training plan for research staff in collaboration with UdL.					■	■										
A9	Define an Outreach Action Plan to be implemented.							■	■								
A10	Design and then implement a scientific merits evaluation guide, in cooperation with the Doctoral School of the UdL, (for R1).									■							
A11	Write and send the most relevant Agrotecnio news or contributions to a mailing list.										■	■					
A12	Development of a guidance plan and professional support strategy for researchers at the end of the PhD and the beginning of the postdoctoral period.											■					
A13	Define basic guidelines for the writing of research notebooks at the Institution.												■	■			
A14	Teaching will be facilitated to R1 and R2 researchers.														■		
A15	Write a guide for staff evaluation.														■		
A16	Strengthen awareness, commitment and implementation of the Charter & Code criteria.															■	■

4.2 Summary of the Gap Analysis and actions undertaken to implement the C&C criteria at Agrotecnio.

Table 5 presents the summary of the diagnosis of the criteria and the number of actions designed for the implementation in Agrotecnio.

Table 5. Summary of the diagnosis of the criteria and the number of actions designed for their implementation in Agrotecnio.

Principle	Degree of implementation	Actions to fulfill the implementation	Nº of actions
1. Research Freedom	Fully implemented	A1	1
2. Ethical Principles	Fully implemented	A1, A3, A8	3
3. Professional Responsibility	Fully implemented	A1, A8	2
4. Professional Attitude	Fully implemented	A1, A8	2
5. Contractual and Legal Obligations	Fully implemented	A1, A8	2
6. Accountability	Fully implemented	A1	1
7. Good Practice in Research	Almost but not fully implemented	A1, A8	2
8. Dissemination, Exploitation of Results	Fully implemented	A1, A8	2
9. Public Engagement	Almost but not fully implemented	A1, A8, A10, A12	4
10. Non-discrimination	Fully implemented	A1, A8	2
11. Evaluation/ Appraisal Systems	Almost but not fully implemented	A1, A11	2
12. Recruitment	Almost but not fully implemented	A1, A4	2
13. Recruitment (Code)	Almost but not fully implemented	A1, A4, A5	3
14. Selection (Code)	Almost but not fully implemented	A1, A4	2
15. Transparency (Code)	Almost but not fully implemented	A1, A4	2
16. Judging Merit (Code)	Almost but not fully implemented	A1, A16	2
17. Variations in the Chronological Order of CVs (Code)	Partially implemented	A1, A4	2
18. Recognition of Mobility Experience (Code)	Almost but not fully implemented	A1, A4, A16	3
19. Recognition of Qualifications (Code)	Almost but not fully implemented	A1, A4, A16	3
20. Seniority (Code)	Almost but not fully implemented	A1, A4, A16	3
21. Postdoctoral Appointments (Code)	Partially implemented	A1, A4, A13	3
22. Recognition of the Profession	Fully implemented	A1	1
23. Research Environment	Fully implemented	A1	1
24. Working Conditions	Fully implemented	A1, A8	2
25. Stability and Permanence of Employment	Insufficiently implemented	A1, A13	2
26. Funding and Salaries	Partially implemented	A1, A16	2
27. Gender Balance	Fully implemented	A1, A8	2
28. Career Development	Partially implemented	A1, A7, A8	3
29. Value of Mobility	Almost but not fully implemented	A1, A4	2
30. Access to Career Advice	Insufficiently implemented	A1, A6, A8	3
31. Intellectual Property Rights	Fully implemented	A1, A8	2
32. Co-authorship	Fully implemented	A1, A8	2
33. Teaching	Partially implemented	A1, A15	2
34. Complaints/ Appeals	Fully implemented	A1, A8	2
35. Participation in Decision-making Bodies	Almost but not fully implemented	A1, A2	2
36. Relation with Supervisors	Almost but not fully implemented	A1, A8, A14	3
37. Supervision and Managerial Duties	Fully implemented	A1, A8	2
38. Continuing Professional Development	Fully implemented	A1, A6, A8	3
39. Access to Research Training and Continuous Development	Almost but not fully implemented	A1, A6, A8, A9	4
40. Supervision	Fully implemented	A1, A8, A9	3

In this transitory phase, with the assistance of UdL, Agrotecnio's researchers consider most of the principles fully implemented or almost but not fully implemented. The present economic and organizational circumstances make it difficult for there to be improvement in the short term of the implementation of principles like "25. Stability and Permanence of Employment" or "17. Variations in the Chronological Order of CVs (Code)." Other principles such as "28. Career Development," "33. Teaching" or "30. Access to Career Advice" will be implemented with the application of some specific actions.

Agrotecnio has the potentiality and excellency to become an important player in the international arena of agronomical and food technology sciences. The commitment of its researchers with the evolution and improvement of their institution is expressed by their outstanding participation in the GAP analysis survey. The HRS4R award could push the definition of the new structure and norms for becoming a fully autonomous research center with its own economic, human resources and IP regulations.

4.3 Actions addressing the implementation of Open, Transparent, and Merit-Based Recruitment principles:

In the present transition phase, Agrotecnio is assisted in recruitment activities by the UdL, which has been already awarded with HRS4R accreditation and has incorporated the OTM-R code in its recruitment policies.

Agrotecnio's intention is to incorporate staff members specialized in the management of human resources into its administrative department. At that point, Agrotecnio will write its own Human Resources policy incorporating the OTM-R practices of recruiting.

5 IMPLEMENTATION

5.1 Implementation and control boards.

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

For the above reasons, and regardless of the duration of the evaluation process to obtain the seal, the implementation of the plan will begin in the Q1 2018, in **coordination with the Udl working group**.

The implementation process will be performed on four different levels of responsibility:

1) Scientific Strategy and Management Committee (SSMC), chaired by the Director of Agrotecnio, **will be the maximum office and will oversee the implementation process on a regular basis**. It will be composed of members of the Working Group that monitored the Gap Analysis and Action Plan for this proposal. It will coordinate the implementation and the follow-up of the HRS4R-derived measures.

2) Working Group (WG) will include members of the Working Group and will invite other research and administrative staff to create specific working teams. It will **coordinate the deployment of the HRS4R Action Plan** and will also control the quality and follow up on indicators.

3) Technical Secretariat (TS), reporting to the Steering Committee will give support to the WG for the preparation of deliverables and to the SC by following up on indicators. It will also be responsible for a dynamic workflow articulated along the plan: a cloud tool of information access, regular meetings, ad-hoc subcommittees with key people for specific matters depending on the evolution of the process, quality control and international benchmark.

5.2 To involve the research community in the implementation process.

As seen above, the research community **(R1-R4) will be a part of the SSCM and WG**. They will be involved mainly in the development of the Action Plan.

5.3 Control mechanisms; to test the implementation of the C&C criteria.

The previously detailed indicators will be included in the Institution's scorecard, and will be verified bi-monthly to find evidence of any alignment with the HRS4R with organizational policies.

Additionally, there is a strong commitment to quality seals accreditations like HRA and "Centres CERCA" (<http://cerca.cat/en/cerca-centres/>).

Agrotecnio recognises that one of the key success factors is the recruitment of talent, and at the moment do not have a system for managing human resources that would allow it to face future challenges. However, Agrotecnio emphasises the need to devise a strategy that will allow for the incorporation of new approaches in the organization, recruitment and promotion of its staff. This is the opportunity to advance in the definition of a new model for managing human resources, a model that will lead the Institution to attain a position at the same level as other internationally renowned agronomical research centres.

5.4 To monitor the progress.

Monitoring and assessment will be crucial; preparation of the internal and external assessment:

The monitoring and the follow-up of the plan will be continuous, being one of the main functions of the Technical Secretariat. In addition, the following specific mechanisms will be provided:

1. Creating a scorecard based on the indicators proposed in the plan.
2. Reporting to the Board of Trustees on a yearly basis.
3. Reporting to the Governing Committee of Agrotecnio on a bi-monthly basis.
4. Holding bi-monthly meetings with the Steering Committee.

5.5 To prepare the internal and external review.

The internal evaluation will be performed by the WG, by i) the revision of the advance of the Project after the compromises reflected in the Action Plan ii) the revision of the indicator progress reports, iii) the reports of activities, and iv) the fulfilment of road maps for each action. With this data, a progress report will be elaborated 12 months after the activity was initiated, and reported to the SSMC. A final report will be elaborated after 24 months, as it has been defined in the new procedure. For this final report, templates available in EURAXESS will be used.