Important message to institutions:

Due to exceptional circumstances linked to COVID19, processing of HRS4R applications on the European Commission (EC) side might suffer additional delays. Moreover, in the context of extraordinary measures taken at national level (e.g. universities or other institutions closed), all self-assessment deadlines between 15 March and 30 April can be extended by one or two months, depending on your needs. You only need to apply for an extension electronically in your dashboard or, if you need more than one month extension, send an email to the functional mailbox: RTD-CHARTER@ec.europa.eu.

Site Visits: All in house audits planned for April (and possibly May – depending on how the pandemic situation evolves) are cancelled. HRS4R experts and/or EC will contact you in due course to arrange additional dates. No other site visits dates will be set before the situation both at EU and national level stabilises. Meanwhile, you can continue using the HR Excellence in research award.

Remote assessments: We will continue processing remote evaluations within the limits of HRS4R experts' availability and the special circumstances of EC staff being on mandatory teleworking. Please note that evaluation and communication of outcome might incur further delays.

Action Plan

Case number: 2019PT418976
Name Organisation under review: Champalimaud Foundation
Organisation's contact details: Champalimaud Centre for the Unknown, Lisboa, 1400-038

1. Organisational Information

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

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	312
Of whom are international (i.e. foreign nationality) *	127
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	47
Of whom are women *	177

STAFF & STUDENTS	FTE
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	26
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	105
Of whom are stage R1 = in most organisations corresponding with doctoral level *	181
Total number of students (if relevant) *	123
Total number of staff (including management, administrative, teaching and research staff) *	402

RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	23498762
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)	6412592
Annual funding from private, non-government sources, designated for research	1210813

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

Champalimaud Research began in 2007 with Champalimaud Neuroscience Programme, a basic research team aiming to understand brain function through integrative biological approaches. In 2014, the Physiology and Cancer and Experimental Clinical Research programmes were established to interrogate the cellular and molecular networks underlying tissue health, disease and oncogenesis. CR is composed of 26 research groups and 6 research associate/adjunct groups. The common leadership works to provide the environment and resources that will enable the achievement of CR's vision - to help scientists reach their full creative potential and promote collective achievements beyond those reachable by individual scientists or laboratory groups.

2. Strengths and weaknesses of the current practice

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Note: Click on the name of each of the four thematic headings of the Charter and Code to open the editor and provide your answer.

Ethical and professional aspects* ⌄

Strengths and Weaknesses (max. 800 words)

Strengths

A key strength at CR is **Research freedom**, assisted by flexible internal funding mechanisms including intramural annual lab running costs provided to all Principal Investigators (R4) and competitive funding for novel inter-lab projects available to all researchers, R1-R4). There is a deeply rooted institutional culture for excellence in biomedical research allied with clinical practice.

Since its initiation, CR has seeded a strong **Public Engagement** culture. Researcher awareness of the need for outreach and the level of engagement is generally high.

CR researchers adhere to appropriate **Ethical principles** and practices, through review procedures implemented at the highest level, in line with current European and national legislation and guided by the Singapore Statement on Research Integrity.

Weaknesses

A key priority is the implementation of formal **Evaluation/appraisal systems** for researchers at all levels.

Researcher familiarity with **Contractual and legal obligations**, including Intellectual Property rights and regulations, will be improved via development of policies and guidelines and improved visibility of the Technology Transfer Office.

Good practice in research (research data management) will be improved via creation of an institution-wide policy for non-human research data backup, made available for researcher reference. A GDPR policy is available and published on the institute website, primarily geared towards clinical data.

Whilst **Dissemination, exploitation of results** at the level of the individual researchers is conducted successfully, CR will benefit from an improved centralised curation of research output data to increase the efficiency of institutional-level reporting and more easily showcase achievements.

Recruitment and selection* ⌄

Strengths and Weaknesses (max. 800 words)

Strengths

A recruitment strategy is in place for attracting and retaining talented R3/R4 independent researchers (Principal Investigators), including substantial start-up packages.

International **mobility** is highly valued at CR and **recognition of foreign qualifications** is not an issue.

The recruitment process for admission to the International Neuroscience and Physiology doctoral programme is internationally comparable and successful in recruiting high-quality applicants.

Weaknesses

A key priority within CR HR Strategy is the development of an **Open, Transparent and Merit-Based Recruitment (OTM-R) policy** using the provided toolkit, as described in more detail below. This will ensure consistency and facilitate monitoring. The policy will be published online and available for internal and external researcher reference.

Training for recruiting researchers (as **Selection Committee** members) on best evaluation practices (judging merit, CV analysis, interview techniques etc) will be provided.

CR will benefit from a streamlined and comprehensive "**Onboarding" process** for international new recruits, to support navigation of relocation requirements.

Formal maintenance of the **Alumni network** will facilitate the dissemination of new opportunities and long-term monitoring of career development.

Working conditions* ⌄

Strengths and Weaknesses (max. 800 words)

Strengths

The **Research Environment** at CR offers equipment, facilities and opportunities at a level far above the national average. The environment is highly international - CR operates in English and the institute endeavours to ensure that both grants (to the extent that the funder allows) and social security provisions are portable, facilitating mobility.

Regarding **Working Conditions**, there is a strong institutional culture supporting a flexible work-life balance, including the provision of educational and social events inclusive of all researcher levels and support staff, such as Champalimaud Research annual retreat.

R1 doctoral students and R2 Postdoctoral researchers are invited to participate in **Decision-making Bodies** through committee representatives, each of which has an open communication channel directly with the CR Direction team. CR scientific strategy decisions are made by the R3/R4 Faculty on a consensus basis.

Weaknesses

A key area for improvement is Health and Safety specifically for the research arm as part of a new **Biosafety** unit, currently under development. This unit will oversee all safety issues and ensure compliance with national regulations, provide employee inductions and annual training in biological, chemical and physical risks to all research employees, will be responsible for the development of SOPs of the CR equipment and facilities usage, risk assessment, licensing processes and chemical inventory.

A **Complaints/appeals procedure** including Ombudsman contact will be developed to ensure researchers are aware of contact points in the event of a dispute.

(Funding and) Salary scale will be clarified, grouped by function. Each group will subsequently be provided with tailored resources to build a **Career Development** strategy, including clear contacts for careers advice.

Gender Equality measures will be formalised via provision of an equal opportunities policy and proactive monitoring of gender balance at all seniority levels.

Training and development* ⌄

Strengths and Weaknesses (max. 800 words)

Strengths

Access to research training and continuous development is ensured through the highly regarded International Neuroscience and Physiology doctoral training programme, which operates in line with international best-practice (English language, mobility support, structured internal courses, access to external academic training courses) and attracts high-quality students. Researchers at all levels (R1-R4) receive frequent scientific feedback from peers and experts through invitation to present at the weekly Internal Seminar Series (CISS). This provides a platform for junior researchers to develop their oral presentation skills in front of large audiences.

The institute takes an active approach to peer-learning and development, sharing best practices at the local and international levels through joint initiatives and staff exchanges.

Weaknesses

Whilst some professional skills courses are organized by researchers, provision will be guaranteed and effectiveness is formally monitored. All researchers would benefit from a structured and predictable **Continuing Professional Development** programme, including training for senior researchers on **Supervision and managerial duties.**

Improvements in pastoral care will be considered, with each researcher ideally having access to an external mentor, in addition to their direct supervisor, available to provide support and guidance for their personal and professional development.

3. Actions

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

Please provide the web link to the organization's Action Plan/HR Strategy dedicated webpage(s):
TO COME

Please fill in the list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.

Proposed ACTIONS

Action 1

(Open) Research Data Management Policy developed and implemented. Detailing institutional versus individual accountability (auditing data, processes leading to output release), archiving, retention time(s), solution for offsite long-term backup, disaster recovery, accessible internal contact point for data protection queries, guidelines on constructing Data Management Plans (DMPs).	**GAP Principle(s)**	**Timing (at least by year's quarter/semester)**
	(+/-) 2. Ethical principles (-/+) 7. Good practice in research	2021, Q2

Responsible Unit	**Indicator(s) / Target(s)**
Scientific Software Platform, Direction	Research Data Policy (document). Contact point details (and description of role) available on internal website.

Proposed ACTIONS

Action 2

Systemized curation of research output data reviewed and optimised. 1. Current workflows reviewed (by unit) re: data collection, storage, curation, access levels and monitoring 2. Information management system optimised (to showcase research outputs, consistent international/external profile).

GAP Principle(s)

(+/-) 8. Dissemination, exploitation of results

Timing (at least by year's quarter/semester)

2020, Q3 (reviewed), 2022 Q2 (optimised)

Responsible Unit	Indicator(s) / Target(s)
CRSU Support Units, Project Management	Review of information management (document), Improved information management system and curation process implemented (date, named responsible persons).

Proposed ACTIONS

Action 3

Research Project Management Policy developed. To clarify support unit and researcher responsibilities, streamline processes, clarify communication channels. Support staff training exchanges to build to knowledge base of international best practices.

GAP Principle(s)

(+/-) 4. Professional attitude

(+/-) 6. Accountability

(--) 22. Recognition of the profession

Timing (at least by year's quarter/semester)

2021, Q1

Responsible Unit	Indicator(s) / Target(s)
Director of Research Support	Adoption of policy as standard, Number of staff training exchanges in relevant units.

Proposed ACTIONS

Action 4

Direction-researcher communication channel formalized. CR Direction strategy meeting reports shared with all researchers on a bi-annual basis (via internal site and newsletter). Formalisation of regular process to gather researcher feedback (e.g. annual survey).

GAP Principle(s)

(+/-) 4. Professional attitude

(+/-) 35. Participation in decision-making bodies

Timing (at least by year's quarter/semester)

2020, Q3

Responsible Unit	Indicator(s) / Target(s)
Executive Coordinator (Direction Support)	Strategy meeting reports (documents) available on internal site, Design of researcher survey.

Proposed ACTIONS

Action 5

Tech Transfer Unit Strategy defined, Intellectual Property policy developed, together with legal department. Visibility of Tech Transfer office improved, proactive system to pre-screen and identify research outputs for protection. IP policy developed and made available to researchers.

GAP Principle(s)

(-/+) 3. Professional responsibility

(-/+) 5. Contractual and legal obligations

(+/-) 8. Dissemination, exploitation of results

(--) 31. Intellectual Property Rights

Timing (at least by year's quarter/semester)

2022, Q2

Responsible Unit	Indicator(s) / Target(s)
Innovation Advisor (Post-award, Tech Transfer Unit)	Tech Transfer Strategy (document), IP Policy (document).

Proposed ACTIONS

Action 6

CR Biosafety Unit established. CR Biosafety Unit implemented to oversee all safety issues and ensure compliance with national regulations. The unit will provide employee inductions in safety to new researchers and annual training in biological, chemical and physical risks to all research employees, will be responsible for the development of SOPs of the CR equipment and facilities usage, risk assessment, licensing processes and chemical inventory.

GAP Principle(s)

(-/+) 7. Good practice in research

(-/+) 23. Research environment

Timing (at least by year's quarter/semester)

2022, Q2

Responsible Unit	Indicator(s) / Target(s)
Direction	Formalisation of Biosafety unit.

Proposed ACTIONS

Action 7

		Timing (at least by year's quarter/semester)
Open, Transparent and Merit-based (OTM-R) Recruitment Policy developed and Recruitment Platform updated. Internationally comparable policy to include call rules (templates, advertising, admission standards, job descriptions) and recruitment procedure inc. clear implementation of OTM-R principles and gender equality principles (as identified in Equal Opportunities policy). Published online on updated Careers site. Will include mandatory use of updated online recruitment system tracking procedure from i) initial proposal to ii) approval to ii) call template to iii) log of applications to iv) log of evaluations to vi) selected candidate offer (consistency and record-keeping).	**GAP Principle(s)**	
	(-/+) 12. Recruitment	
	(-/+) 13. Recruitment (Code)	
	(--) 14. Selection (Code)	2021, Q2 (policy), 2022, Q1 (platform updated)
	(-/+) 15. Transparency (Code)	
	(-/+) 16. Judging merit (Code)	
	(+/-) 19. Recognition of qualifications (Code)	

Responsible Unit	Indicator(s) / Target(s)
HR Unit	Policy published online (date), platform updated (date), analysis of applicant survey feedback.

Action 8

	Timing (at least by year's quarter/semester)
Selection committee training designed and provided. Recruitment training for all researchers involved in recruitment/selection committee members offered.	**GAP Principle(s)**

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)
(-/+) 13. Recruitment (Code)	
(--) 14. Selection (Code)	
(-/+) 15. Transparency (Code)	2021, Q3
(-/+) 16. Judging merit (Code)	
(-/+) 17. Variations in the chronological order of CVs (Code)	
(-/+) 18. Recognition of mobility experience (Code)	
(+/-) 19. Recognition of qualifications (Code)	
(+/-) 20. Seniority (Code)	

Responsible Unit	Indicator(s) / Target(s)
Education and Courses	Trend in number of trained selection committee members.

Proposed ACTIONS

Action 9

Onboarding support package developed. Support package to be provided upon recruitment to assist with relocation and integration of international new recruits.

GAP Principle(s)

(-/+) 12. Recruitment

(-/+) 18. Recognition of mobility experience (Code)

(+/-) 29. Value of mobility

Timing (at least by year's quarter/semester)

2020, Q3

Responsible Unit	Indicator(s) / Target(s)
Executive Coordinator, (Direction Support)	Onboarding package developed (doc, electronic + physical).

Proposed ACTIONS

Action 10

Alumni network formally curated. Network of all previously associated R1-R4 researchers formally curated to serve as a part of output monitoring and showcasing (good training provision) and recruitment strategy.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(-/+) 28. Career development	2023, Q1

Responsible Unit	Indicator(s) / Target(s)
HR Unit, Education and Courses	Network expansion (number of alumni members), publication date of first alumni story on website.

Action 11

Career Development Plan/Paths defined. Specify all positions at CR by function groups (explicit job descriptions/responsibilities, accountability, career track/life cycle, minimum/maximum terms). Provide tailored resources to build professional development plans (which value mobility) regardless of contractual situation. Disseminate to the research community.

GAP Principle(s)	Timing (at least by year's quarter/semester)

Proposed ACTIONS

GAP Principle(s)	Timing (at least by year's quarter/semester)
(-/+) 5. Contractual and legal obligations	
(+/-) 6. Accountability	
(-/+) 11. Evaluation/ appraisal systems	
(--) 21. Postdoctoral appointments (Code)	
(-/+) 25. Stability and permanence of employment	
(+/-) 26. Funding and salaries	
(-/+) 28. Career development	2023, Q4 (professional development plan disseminated)
(+/-) 29. Value of mobility	
(+/-) 32. Co-authorship	
(+/-) 36. Relation with supervisors	
(+/-) 37. Supervision and managerial duties	
(-/+) 38. Continuing Professional Development	
(--) 39. Access to research training and continuous development	

Responsible Unit	Indicator(s) / Target(s)

Proposed ACTIONS

	Responsible Unit	Indicator(s) / Target(s)
	Executive Coordinator (Direction Support), Director of Research Support	Careers system (document, published internally), Career development plan templates defined, Dissemination of information to researchers (email date).

Action 12

International Postdoctoral programme established. To attract high-quality international Postdocs through integration into unified programme to include training, mobility options, clarification on career development, help with preliminary data for subsequently setting up own lab, family support policy.	GAP Principle(s)	Timing (at least by year's quarter/semester)
	(--) 21. Postdoctoral appointments (Code)	
	(-/+) 23. Research environment	2022, Q1
	(-/+) 25. Stability and permanence of employment	

	Responsible Unit	Indicator(s) / Target(s)
	Direction, Education and Courses	Nomination of a Faculty member "Postdoc champion" to lead unified Postdoc programme.

Proposed ACTIONS

Action 13

Equal Opportunities and Non-discrimination Policy developed. Implementation from point of recruitment (policy accessible externally) through to working environment of employees.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(-/+) 10. Non discrimination	
(-/+) 27. Gender balance	2020, Q4

Responsible Unit	Indicator(s) / Target(s)
HR unit	Equal opportunities policy (document, align with Code of Conduct), Annual monitoring of gender-disaggregated data (report).

Action 14

Reimbursement system streamlined.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(-/+) 24. Working conditions	2021, Q4

Responsible Unit	Indicator(s) / Target(s)
Director of Research Support	New process implemented (date)

Proposed ACTIONS

Action 15

Synergized Skills Training Programme developed. Regular provision of tailored training courses for research and continued professional development/soft skills. Calendar available for advanced planning. Minimal consistent internal funding should be guaranteed. to include mandatory management (leadership, supervision, duty of care) course for new PIs and mandatory public engagement and science communication module for new doctoral students. Online tools employed where possible.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(-/+) 28. Career development	
(--) 30. Access to career advice	
(+/-) 33. Teaching	
(-/+) 38. Continuing Professional Development	2023, Q1
(--) 39. Access to research training and continuous development	
(-/+) 40. Supervision	

Responsible Unit	Indicator(s) / Target(s)
Education and Courses, Science Communication Unit	Calendar of training, Feedback forms, Number of training courses provided disaggregated by researcher level, Number of attendees, Inclusion of module in student evaluation.

Proposed ACTIONS

Action 16

Complaints Procedure with external Ombudsman established. Formal control mechanism for complaints to include named first point of contact responsible for directing necessary procedure (link to personal/psychological support, conflict resolution support, legal advice etc, as necessary). Align with provision of Code of Conduct.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(--) 34. Complains/ appeals	2021, Q4

Responsible Unit	Indicator(s) / Target(s)
CR Council (PhD student/PostDoc/Faculty), CRSU Support Units	Announcement of procedure, Process and contact information published on internal site.

Action 17

External Pastoral Care/Mentoring Scheme established. Named external mentor available to all R1-R3 researchers to ensure pastoral care (issue prevention). Due to the small size of CR (difficulty with impartiality), this may be outsourced, potentially to collaborating institution(s).

GAP Principle(s)	Timing (at least by year's quarter/semester)
(--) 30. Access to career advice	2021, Q4
(-/+) 40. Supervision	

Responsible Unit	Indicator(s) / Target(s)
Education and Courses	Scheme formalised (date), Number of mentors and mentees participating.

Proposed ACTIONS

Action 18

Limitation on lab size announced and implemented. Directorial mandate to limit the number of early-stage researchers per senior researcher ratio to a manageable level to ensure sufficient availability for supervision and resources.

GAP Principle(s)

(-/+) 23. Research environment

(-/+) 40. Supervision

Timing (at least by year's quarter/semester)

2020, Q2 (announced), 2023, Q2 (fully implemented)

Responsible Unit	Indicator(s) / Target(s)
CR Direction Team	Announcement of mandate. Implementation of mandate.

Proposed ACTIONS

Action 19

Salary table for all function groups defined.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(+/-) 26. Funding and salaries	2021, Q1

Responsible Unit	Indicator(s) / Target(s)
HR Unit, Executive Coordinator (Direction Support), Director of Research Support	Salary table (doc) approved by the Board, Dissemination to researchers (date).

Proposed ACTIONS

Action 20

Evaluation/appraisal process designed and implemented. 1. Design and establish simple formal evaluation/appraisal system with tailored metrics, to include comprehensive assessment criteria ("soft" indicators, inc. leadership, management and supervision where appropriate) and link to (simple) professional development plan. Constitutes a separate process to the SAB unit evaluations, evaluating R3/R4 (PIs) at the individual level. 2. Disseminate and Implement.

GAP Principle(s)	Timing (at least by year's quarter/semester)
(-/+) 11. Evaluation/ appraisal systems	2021, Q1

Responsible Unit	Indicator(s) / Target(s)
Executive Coordinator, Director of Research Support (Direction Support)	Process launched on internal server (date), Number of researchers evaluated through new process.

Action 21

Researcher Code of Conduct developed. Provision to all new researchers upon recruitment and dissemination to current researchers.

GAP Principle(s)	Timing (at least by year's quarter/semester)

Proposed ACTIONS

	GAP Principle(s)	Timing (at least by year's quarter/semester)
	(++) 1. Research freedom	
	(+/-) 2. Ethical principles	
	(-/+) 3. Professional responsibility	
	(+/-) 4. Professional attitude	
	(-/+) 5. Contractual and legal obligations	
	(+/-) 6. Accountability	2021, Q4
	(-/+) 7. Good practice in research	
	(+/-) 8. Dissemination, exploitation of results	
	(+/-) 9. Public engagement	
	(+/-) 37. Supervision and managerial duties	

Responsible Unit	Indicator(s) / Target(s)
CR Council, CRSU Support Units	Code of Conduct (doc).

Unselected principles:

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan. (max. 1000 words) *

Additional to national regulations, the need to develop a specific internal OTM-R policy was identified as a critical action (Action 7). No formal policy is currently published and thus, The European Charter for Researchers, Code of Condict for the Recruitment of Researchers (C&C) and the OTM-R Toolkit will be employed directly as a base for policy development. For example, the OTM-R toolkit will ensure inclusion of recommended principles, such as keeping administrative burden to the candidate to a minimum, provision of transparent information on expectations of the whole selection process (selection criteria, timings), inclusion of links to institutional policies (recruitment policy, equal opportunities policy - once developed) to ensure adverts are concise, ensuring that no undue barriers to entry exist (i.e. qualifications requested are in line with the needs of the position). The recruitment policy will be published online.

We aim to accompany the recruitment process with a centralised system to track the whole recruitment process (from call launch to signed contract) and thus close monitoring of policy effectiveness and recruitment trends by researcher level will be possible. This monitoring will be piloted by the HRS4R contact/Project Manager in the short-term (first 6 months of system implementation) and by CR HR Unit in the longer term.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL:
NA

4. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

Following the GAP analysis, matching actions were defined to address each identified gap, in turn. Progress in the implementation phase will be monitored using the pre-defined indicators from the Action Plan (both quantitative and qualitative assessment measures). Policy development will constitute significant initial tasks and for this reason, realistic delivery dates have been set for all actions and confirmed as feasible by the Responsible internal units.

The implementation process will involve collaboration between several separate units and will thus be coordinated by the Working Group. The Steering Committee will continue into the implementation phase, with the same structure. The primary Working Group, established to prepare the Gap Analysis and the Action Plan, will continue with the same structure, plus inclusion of one representative researcher from each R level. The top-level institute management (CF Board of Directors) and research unit management (CR Direction) intend to implement the proposed HR Strategy into the institute's standard procedures, as permanent changes at the operational level. The implementation strategy will be communicated to middle management (support unit coordinators) by CR Direction and the Director of Research Support.

Reporting from the Working Group to the Steering Committee will be conducted bi-annually. The Steering committee already includes the highest level management and so no further escalation is required for progress monitoring. HR Strategy implementation monitoring will also form part of the QuantOCancer continuous and periodic reporting to the European Commission and so these reports will be combined, for efficiency. CR Faculty (Principal Investigators) will also be required to participate in implementing new policies and other changes at an operational level and thus HR Strategy implementation will be reported quarterly at Faculty meetings. Updated Information on HR Strategy implementation will also be published on the website.

As the ongoing ERA Chair project QuantOCancer includes application to and maintenance of the HR Excellence in Research Award as a formal task with associated deliverables, there will remain a strong internal argument to guarantee timely implementation with adequate involvement of management.

The implementation period of this action plan runs alongside significant national-level changes to scientific employment law and thus additional unforeseen actions may be included/existing actions updated.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Note: Click on each question of the checklist to open the editor.

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

Detailed description and duly justification (max. 500 words)

The Steering Committee will meet bi-annually to review a progress report prepared by the Working Group (=implementation committee), first meeting at month 6. The Steering Committee will subsequently feedback on any risks and recommendations for the Working Group's consideration. The Director of Research Support will form part of both committees to ensure that these recommendations and general implementation is coordinated effectively. The Working Group will meet formally quarterly and communicate as frequently as necessary in between. The HRS4R contact will keep records of all formal meeting minutes.

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

Detailed description and duly justification (max. 500 words)

The Working (implementation) Group will include one representative researcher from each level (R1 doctoral student committee representative, R2 Postdoc committee representative, R3/R4 Faculty member). The Steering Committee also involves active R3/R4 researcher (CR Direction team) and thus researcher interests are consistently represented at the highest level. The published Action Plan on the website will also be announced to researchers. Updates on the implementation process will be included in the annual report.

How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy. * ⌄

Detailed description and duly justification (max. 500 words)

We will use this HR Award application as the springboard to develop HR policies and procedures, thus HRS4R will be recognised from the outset as the key institutional HR policy.

CR is dedicated to incepting a Responsible Research and Innovation (RRI) culture and has committed to run several initiatives as part of the ongoing QuantOCancer ERA chair project. These events aim to empower the research (and research support) community with transversal skills and competencies that are key for conducting better research and innovation, in academia and beyond, in alignment with the HRS4R strategy.

How will you ensure that the proposed actions are implemented?* ⌄

Detailed description and duly justification (max. 500 words)

All timelines have already been confirmed as realistic by the respective responsible units.

Additionally, the majority of these actions were proposed by the CR Direction team independently of the HRS4R strategy as part of a new internal framework, and thus sufficient driving force exists at the highest management level. The Steering Committee involves all three members of the current CR Direction team and the Director of Research support bridges both the SC and Working Group. The Working Group will provide a progress report to the Steering Committee every 6 months, following which the Steering Committee will feedback on any risks and recommendations.

As described, researchers are already, and will continue to be, involved directly in the implementation process as elements of the Working Group and thus there is a significant vested interest to ensure the proposed actions are implemented. Standard project management monitoring e-tools will be employed by the HRS4R contact/Working Group chair. All Working Group and Steering Committee progress review meetings will be regular and minutes will be recorded.

How will you monitor progress (timeline)?* ⌄

Detailed description and duly justification (max. 500 words)

Guided by the clear proposed action deadlines, as described, standard project monitoring tools will be employed by the Working Group. Delays and risks will be reported to the Steering Committee. As integrated Steering Committee and Working Group member, the Director of Research Support will directly oversee timely implementation. Progress will be reported in the annual report.

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

Detailed description and duly justification (max. 500 words)

Internal evaluations will be conducted by the Steering Committee. In addition, yearly progress will be communicated by the Working Group chair during Faculty, PhD Committee and Postdoc committee meetings, aiming to assess interpretation of progress by key stakeholders and reveal any new gaps to be highlighted prior to the next assessment. Adapted content of the same CR-wide and Faculty focussed surveys employed for the GAP analysis will be rerun to gauge immediate implementation effects.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)

Control mechanisms for successful implementation exist at two levels: Steering Committee (including the highest level management Board of Directors and CR Direction) oversees progress, the Working Group (including Support Unit and Researcher representatives) implements proposed actions, monitors and identifies risks and any required updates/changes. All actions are subject to clear deadlines which will be closely monitored at both levels. The internal CR community and external stakeholders will stay abreast of progress on the website and in the annual reports.