

ACTION PLAN

Case number:	2022ES865532
Name Organization under review:	CENTRO NACIONAL DE INVESTIGACIÓN SOBRE LA EVOLUCIÓN HUMANA, CENIEH
Organization's contact details:	Carmen Gutiérrez (rrhh@cenieh.es / carmen.gutierrez@cenieh.es)
Date endorsement charter and code:	29/11/2022
SUBMISSION DATE:	1ST: 27/11/2023 2nd: 03/05/2024

1. ORGANISATIONAL INFORMATION

Key figures for CENIEH at 03/01/2023

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	26
Of whom are international (i.e. foreign nationality)	8
Of whom are externally funded (i.e. for whom the organisation is host organisation)	13
Of whom are women	10
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	16
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	5
Of whom are stage R1 = in most organisations corresponding with doctoral level	5
Total number of students (if relevant)	0
Total number of staff (including management, administrative, teaching and research staff)	72 = 26 + 46
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	10.816.971
Annual organisational direct government funding (designated for research)	4.305.000
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	6.337.539
Annual funding from private, non-government sources, designated for research	174.432
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
The CENIEH is a research centre belonging to the national network of Unique Scientific & Technical Infrastructures (ICTS) . It is open to scientific and technological use by the international scientific	

and technological community. Its research activities are mainly focused on human evolution during the Late Neogene and Quaternary, and include collaborative projects at excavations and deposits of these periods worldwide. Special attention is given to reaching society by awareness raising and knowledge transfer. In addition, the CENIEH is responsible for the conservation, restoration, management and the recording of archaeological and paleontological collections, in particular from the Atapuerca Site (Spain). The CENIEH is managed by a consortium composed of the Central Government through the Ministry of Science, Innovation and Universities, and the Region of Castile and Leon, through its department of Education.

As Unique Scientific & Technical Infrastructure, its laboratories have all been equipped to ensure that research into Human Evolution in Burgos is a global point of reference, a goal that has been achieved thanks to the attraction of talent, the holding of international scientific conferences and meetings and the application of innovative techniques, not only for fundamental research, but also to provide services to the scientific and business community.

Their **72 workers at 1st March 2023**, are distributed in 3 Functional Areas:

- Research Area (*26 researches*),
- Technical Area (*28 technicians*)
- Management Area (*18 staff*).

Regarding its nature, the number of workers of each functional area and the fact that almost 48% of the contracts are temporary which implies a **high turnover**, Direction decided that the implementation of the HR4SR involves and applies to the 3 Functional Areas, **all CENIEH**.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

An overview of CENIEH in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code is shown below:

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	<p>STRENGTHS:</p> <ul style="list-style-type: none"> • CENIEH clearly allows freedom of research. Annual reports CENIEH • CENIEH encourages adherence to ethical principles. • The CENIEH Strategic Plan 2021 – 2024 is the road map that accompanies its strategy. CENIEH Strategic Plan 2021-2024.pdf ANNUAL ACTION AND PROJECT PLAN 2023.pdf (cenieh.es) • CENIEH complies with all legal obligations regarding yearly financial audits, transparency, and funding reports, as part of the public administration. Transparency portal CENIEH Anti-fraud plan CENIEH • Researchers received support in the application, financial

	<p>management, and justification in the different projects granted in competitive calls.</p> <ul style="list-style-type: none"> • CENIEH counts on the support of an external risk prevention company. Personnel is very aware of work safety conditions. Quality and Preventive Health Policy CENIEH • Researchers and technicians are supported to disseminate and exploit their research activity. In addition, CENIEH owns an institutional repository where works are in full text, in digital format, and in open access. Library CENIEH CIR (CENIEH Institutional Repository): Página de inicio • CENIEH counts on a Scientific Culture and Innovation Unit which is part of the Scientific Culture and Innovation Unit Network (UCC+I). This unit is very active with the public and in disseminating science and receives funding projects from the FECYT (<i>Fundación Española para la Ciencia y la Tecnología</i>). Unit of Scientific Culture and Innovation CENIEH • An internal annual and five-year evaluation system is established for all its staff. In addition, researchers have an external five-year evaluation by the ANECA (<i>National Agency for Quality Assessment and Accreditation of Spain</i>), available in the Intranet (Attach doc.) • The gender equality plan is being implemented. FirstEqualityPlan.pdf (cenieh.es) <p>WEAKNESSES:</p> <ul style="list-style-type: none"> • Lack of a Code of Good Practices for Research. The CENIEH has implemented several measures to ensure good practices in research, although it lacks an official document describing these measures and including additional measures that are currently missing. Aspects related to research freedom, ethical principles, professional responsibility and attitude, dissemination and exploitation of results will be included. • The Strategic Plan is not discussed with all the areas of the centre (research, technical, and management). • There might not be enough information among workers about national and institutional regulations governing training and/ or working conditions. • The internal annual evaluation could be improved as it does not reach the main objective for which it was designed: being an instrument of motivation and improvement in the individual development.
<p>Recruitment and selection</p>	<p>STRENGTHS:</p> <ul style="list-style-type: none"> • CENIEH, as a public institution, complies with all national and EU transferred legislation regarding all aspects of recruitment, including covering the minimum legal quota for disadvantaged and underrepresented collectives, measures for gender equality, and avoiding penalization of maternity leaves and CV

	<p>gaps.</p> <ul style="list-style-type: none"> • Recruitment procedures that are open, transparent, and based on merits. Anti-fraud plan CENIEH • Selection committees have an adequate gender balance. Appointment of members 052023 TASA RESP ECONOMICO signed.pdf (cenieh.es) • Evaluation criteria and assessment methods are defined and published in all calls, both in Spanish and English. Vacancies CENIEH • CENIEH evaluates merits qualitatively as well as quantitatively. • CENIEH applies the Spanish Science Law (article 21) and, subsequently, the selection committees take into consideration the variation in the chronological order of the CV of the applications without any penalization. • CENIEH complies with national legislation regarding the drafting and publication of staff calls. • For foreigner's qualification, the validation process and the time required to achieve it are explained in the calls. • The level of qualifications required is in line with the needs of the positions and overqualifications are not penalized. <p>WEAKNESSES:</p> <ul style="list-style-type: none"> • Lack of a Code of Good Practices for Research that promotes the access for disadvantaged groups in all areas and includes the C&C and HRS4R criteria and recommendations for selection committees. • Sometimes the requirements of job advertisements are too specific, to the point that they discourage suitable applicants, so it would be necessary to reduce the specifications. • Lack of an official OTMR policy. • CENIEH does not provide a specific training for the selection committee. • Lack of participation of the private and external sector in the selection committees. • Lack of diverse expertise and competences of the selection committees. • There are no homogeneous criteria for the selection and merit judgment. The criteria depend on each project needs and PI requirements. • Candidates are not informed about the strengths and weaknesses of their applications. • Variations in CVs are taken into account and are not penalized,
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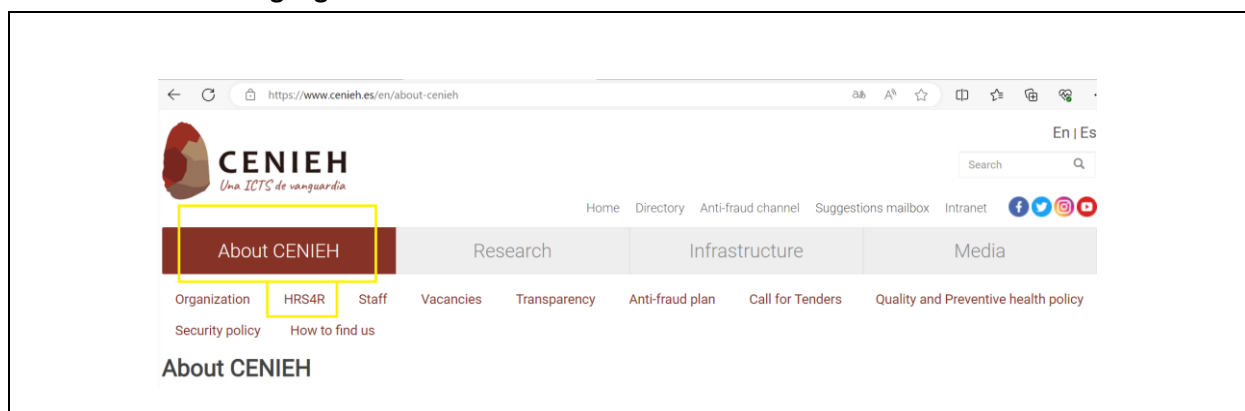
	<p>but this is not explicitly stated in the application calls.</p> <ul style="list-style-type: none"> • CENIEH recruitment system has not standardized geographical and interdisciplinary mobility as general selection criteria. • CENIEH should respect the transitory nature of the postdoctoral positions.
<p>Working conditions</p>	<p>STRENGTHS:</p> <ul style="list-style-type: none"> • All staff at the CENIEH are recognized as professionals and treated accordingly. There are job descriptions (DPT) for each position where the requirements and obligations are detailed. They are available in the Intranet. • CENIEH is recognized within the national network of Unique Scientific & Technical Infrastructures (ICTS). Infrastructure CENIEH • Working from home is implemented according to current regulations. All this regulation is available in the Intranet. Attach doc. • Flexible working conditions have been added to our Collective Agreement. All this regulation is available in the Intranet. Attach doc. • The gender equality plan is being implemented. FirstEqualityPlan.pdf (cenieh.es) • Salaries are established by national legislation and collective agreements, being applied equally to all employees regardless of their nationality and gender. FirstEqualityPlan.pdf (cenieh.es) • Professional career is published on the Intranet. All this regulation is available in the Intranet. Attach doc. • CENIEH has both a protocol to deal with complaints and an anti-fraud plan. Anti-fraud plan CENIEH <p>WEAKNESSES:</p> <ul style="list-style-type: none"> • No harmonised criteria within the same research category. • Personnel are not completely aware of the CENIEH nature as Scientific & Technical Infrastructure, and its internal procedures. • National legislation for the public employment compromises the permanence of the employment and a real professional career at CENIEH. • Lack of an official OTMR policy. • Lack of a Mentoring programme and career advice. • Lack of a Good Practices Guide/Manual that covers all aspects

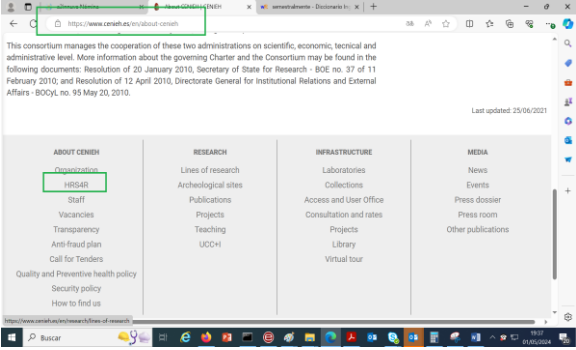
	<p>related to both Intellectual Property Rights and co-authorship and independent publishing.</p> <ul style="list-style-type: none"> • Teaching duties are not taken into account in the annual evaluation system in the technical area. • Lack of a Code of Good Practices related to participation in decision-making bodies with representatives of all areas.
<p>Training and development</p>	<p>STRENGTHS:</p> <ul style="list-style-type: none"> • Highly qualified personnel in the three Areas with high expertise in training colleagues and providing supervision of students at all levels. They are very capable of designing and implementing effectively training and mentoring programmes. <p>Annual reports CENIEH</p> <p>WEAKNESSES:</p> <ul style="list-style-type: none"> • Lack of a Code of Good Practices that includes a section related to “Training and supervising” including the obligations of directors, supervisors and trainees. • Lack of a Mentoring programme. There is no institutional policy or practices regarding supervision.

3. ACTIONS

The Action Plan and HRS4R Strategy is published in an easily accessible location in the CENIEH website. As HR4SR Strategy involves and applies to all of CENIEH (Research Area, Technical Area and Management Area), it appears in the main section **ABOUT CENIEH**.

Our Website is in English and Spanish, thus all the information and the documentation are available in both languages.





*URL (English version): <https://www.cenieh.es/en/about-cenieh/hrs4r>

[HRS4R | CENIEH](https://www.cenieh.es/en/about-cenieh/hrs4r)

*URL (Spanish version): <https://www.cenieh.es/sobre-el-cenieh/hrs4r>

The next table shows a list of six individual actions to be undertaken at CENIEH HRS4R to address the weaknesses and strengths identified in the Gap-Analysis. Each one of them includes a large number of tasks or sub-actions (40 in total) that must be carried out in order to achieve the main principle.

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter / semester)	Responsible Unit	Indicator(s) / Target(s)
<p>Develop a Code of Good Practices for Research</p>	<p>(1) Research Freedom (2) Ethical Principles (3) Professional responsibility (8) Dissemination, exploitation of results (12) Recruitment (13) Recruitment (code) (15) Transparency (16) Judging merit (code) (35) Participation in decision-making bodies (36) Relation with supervisors (37) Supervision and managerial duties</p>	<p>Q4 2024 – Q4 2025</p>	<p><u>1 member of the Steering committee</u></p>	<p>T1: Constitute the specific working group for the implementation (IWG). We aim at securing the participation and representation of all areas of the centre and all career stages of the research area (R1 to R4). T2: Train the Working Group at a more detailed level with regard to the Charter & Code principles, the HRS4R strategy, the Action Plan and the specific Actions and Targets in which they are going to be involved. T3: Compile a document with the policies, internal documents developed by the CENIEH, and other good practices in research that have been implemented or that exist at an informal level, in order to integrate it in the Code of Good Practices and incorporate the missing principles and practices. T4: Design the road map of this process: establish the scope of the document and distribute the different parts of the document (or principles) to the different working subgroups. T5: Organise a work routine for each subgroup (discussions, surveys, etc.). T6: Develop the Code of Good Practices including the identified GAP principles, and submit it to the direction of the centre for approval. The CENIEH has implemented several good practices in research, although it lacks a document that describes them and that incorporates the missing principles and practices. T7: Distribute the Code internally for the awareness of the entire staff and publish it in the CENIEH website and the intranet.</p>

				<p>T8: Provide specific training sessions on the Code to all staff. T9: Obtain explicit individual adhesion to the Code of Good Practices from all personnel. T10: Include the Code in the welcome guide and new recruitment checklist in order to obtain explicit adhesion at the start of the contract.</p> <p>I1: Proceedings of the working group. I2: Training done (Y/N). I3: Report that collects the documents implemented at the CENIEH, including the principles that they define, as well as the principles that are missing and need to be developed. I4: Definition of the scope, the time frame and objectives. I5: Report with the results of each working subgroup I6: Approval of the Code of Good Practices. I7: Organisation of a seminar. Verify if it is uploaded to the mentioned platforms. I8: Training session done (Y/N). I9: Report about the adhesion of the staff. I10: Included/not included.</p>
<p>Involve Research, Technical, and Management areas in the development of the next strategic plan 2025 - 2028.</p>	<p>(4) Professional attitude (35) Participation in decision-making bodies 36) Relation with supervisors (37) Supervision and managerial duties</p>	<p>Q1 2024 – Q4 2024</p>	<p>Direction, <u>Steering committee</u></p>	<p>T1: Constitute the specific working group through an application process open to all staff, in order to promote voluntary participation to the Action, besides the person responsible of each Area. T2: Keep regular meetings to involve all personnel in the decision making of the Strategic Plan. T3: Write the document including the Strategic Plan and submit it to the attention of the Governing Council of the CENIEH for approval.</p> <p>I1: Publication of the application procedure and number of</p>

				<p>volunteers.</p> <p>I2: nº of meetings that took place.</p> <p>I3. Document approval and number of objectives set in the strategic plan derived from the working groups meetings.</p>
Implementations of the Gender Equality Plan	<p>(2) Ethical Principles</p> <p>(10) Non discrimination</p> <p>(24) Working conditions</p> <p>(26) Funding and salaries</p> <p>(27) Gender balance</p>	Q1 2024 – Q4 2025	<u>Human Resources Dept.</u> Equality Committee	<p>T1: Train at a more detailed level the Equality Committee on the Charter & Code principles, the HRS4R strategy, the Action Plan and the specific Actions and Targets in which they are going to be involved.</p> <p>T2: Implementation of equality plan actions: sexual and sex-based harassment, and protocol against sexual harassment.</p> <p>T3: Create a salary record and periodic review plan to ensure equal pay.</p> <p>T4: Prepare a guide to correct language usage for both internal and external communications and post it on the website and intranet.</p> <p>T5: Develop a continuous training plan on preventing harassment of any kind.</p> <p>I1: Annual report about the actions developed and implemented.</p> <p>I2: Registry created (Y/N). Revision plan done (Y/N). Reports sent to Equality Commission in time (Y/N).</p> <p>I3: Guide published and disseminated (Y/N). Specific training plan about inclusive communication for all the personnel (Y/N).</p> <p>I4: Training schedule sent and approved by the Equality Commission.</p>
Internal program for Mentoring and Career Advice	<p>(23) Research environment</p> <p>(25) Stability and permanence of</p>	Q1 2025 – Q1 2026	<u>1 member of the Steering committee</u> Human Resources	<p>T1: Create a specific WG for mentoring programmes, and train the Working Group at a more detailed level about the Charter & Code principles, the HRS4R strategy, the Action Plan and the specific Action and Targets in which they are going to be</p>

	<p>employment (28) Career development (29) Value of mobility (30) Access to career advice (33) Teaching (36) Relation with supervisors (37) Supervision and managerial duties (38) Continuing professional development (39) Access to research training and continuous development (40) Supervision</p>		<p>Dept.</p>	<p>involved. T2: Gather information, consult the mentoring programmes of other institutions, and invite experts in the field to present their models and experiences. T3: Launch an online survey to all CENIEH staff to gather ideas about this action. T4: Identify a pool of mentors and tutors. Provide training to selected people. T5: Develop an institutional plan for mentoring and career advice that includes all the gap principles detected and submit it to direction for approval. T6: Disseminate the document internally to CENIEH staff and post it on the website and intranet. T7: Provide specific training sessions of this mentoring programme to all the personnel. T8: Include the mentoring and career advice programme in the welcome guide.</p> <p>I1: WG created (Y/N). Training done (Y/N). I2: Report with the information collected. Number of training sessions received by experts. I3: Survey launched (Y/N). Report with the results obtained. I4: List of mentors and tutors created (Y/N). Number of training sessions. I5: Mentoring and career document approval. I6: Seminar done (Y/N). Check whether or not the mentoring programme is uploaded to the mentioned platforms. I7: Training session done (Y/N). I8: Mentoring programme included (Y/N).</p>
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<p>Align recruitment and selection procedures according to the principles of OTM-R</p>	<p>(10) Non-discrimination (12) Recruitment (13) Recruitment (Code) (14) Selection (Code) (15) Transparency (Code) (16) Judging merit (Code) (17) Variations in the chronological order of CVs (Code) (18) Recognition of mobility experience (Code) (</p>	<p>Q2 2025 – Q2 2026</p>	<p><u>Human Resources</u> <u>Dept.</u> Steering committee</p>	<p>T1: Constitute the Working Group for its implementation (IWG) and train them at a more detailed level about the Charter & Code principles, the HRS4R strategy, the OTM-R, the Action Plan and the specific Actions and Targets in which they are going to be involved. T2: Publish online a guide of the CENIEH OTM-R Policy. T3: Analyse and review the current internal processes of selection and recruitment, for their progressive adaptation to the OTM-R principles, such as including a short paragraph in the job offers on how the chronological variations as well as leave periods will be evaluated. T4: Include a protocol to inform the candidates about their strengths and weaknesses. T5: Standardise the mobility experience criterion and include it in all selection processes. T6: Appoint multidisciplinary selection committees that include members from different fields. Ensure the inclusion of members with diverse backgrounds and expertise. T7: Specific training for the members of the selection committee about the OTM-R principles. A Recruitment Guide will be made available to them. T8: Require all selection committee members to provide explicit adherence to the OTM-R policy of the CENIEH before the start of the selection process. T9: Include in all section processes a paragraph stating that the CENIEH will promote the access for disadvantaged groups. T10: Ensure that selection committees comply with the requirements established in the Collective Agreement. T11: Establish basic criteria for positions within the same category.</p>
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				<p>I1: Proceedings of the working group. I2: Publish the OTM-R policy on the intranet, both in Spanish and English. I3: Verification of the inclusion of these statements in the calls. I4: Create a candidate evaluation process template that captures the candidate's strengths and weaknesses. I5: Number of selection processes including this criterion. I6: Number of committee appointment proceedings that comply with the criterion. I7: Number of training sessions. I8: Report including the information collected. I9: Yes/No. I10: Yes/ No. I11: Template for each professional category.</p>
Review Internal evaluation system	<p>11) Evaluation / Appraisal systems (22) Recognition of the profession (18) Recognition of mobility experience (29) Value of mobility (33) Teaching</p>	Q2 2025 - Q4 2025	<p>Direction, <u>Human Resources Dept.</u>, <u>1 member of the Steering Committee</u></p>	<p>T1: Inform the Assessment Committee on the implementation of this Action and its Targets. An Assessment Committee including the Director, Executive Manager, Head of Human Resources, and one external member (the Manager of the Centre of Pulsed Lasers - CLPU) participates in a major way to the evaluation process. T2: Training the evaluators at a more detailed level about the Charter & Code principles, the HRS4R strategy, the Action Plan and the specific Actions and Targets in which they are going to be involved. The aim is to boost the enforcement of the evaluation system to ensure that this process serves as an instrument of motivation and improvement in the individual development of each person and in the achievement of the objectives of the Centre. T3: Require the Assessment Committee to revise the objectives and evaluation criteria in order to guarantee consistency within the same professional category (for</p>

				<p>instance, same criteria applied to all R1, R2, R3, etc.), given that it is one of its tasks.</p> <p>T4: Include a specific objective about teaching in the evaluation of researchers and technicians for the promotion and recognition of this activity.</p> <p>T5: Include an objective and criteria in the evaluation of researchers and technicians for the promotion of mobility as merit and added value in their professional career.</p> <p>I1: Document with order of business of the Assessment Committee.</p> <p>I2: Number of training sessions.</p> <p>I3: Document with order of business and decisions that were taken by the Assessment Committee.</p> <p>I4: Objective included (Y/N).</p> <p>I5: Objective included (Y/N).</p>
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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.

After a careful assessment of recruitment practices and procedures at the CENIEH, according to the OTM-R checklist, the CENIEH aims at establishing a fully OTM-R compliant Recruitment Policy by addressing the weaknesses identified.

All selection and recruitment processes at CENIEH will be based on the criteria of equality, objectivity and confidentiality, on the assessment of professional skills and experience, and on the suitability of the candidate to the vacant post in terms of aptitude, abilities and qualifications objectively assessed. The processes will be transparent and ensure equal opportunities, without taking into account reasons of gender, ideology, beliefs, ethnicity, religion or other forms of direct or indirect discrimination.

- a) We will publish online a guide of the **CENIEH OTM-R Policy in English and Spanish.**
- b) We will **review the internal procedure of selection and recruitment** for the progressive adaptation to the OTM-R principles.
- c) We will provide **specific training** to the members of the selection committee on the OTM-R principles and they will be required to **explicitly adhere to the CENIEH OTM-R policy before each selection process.**

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: Currently CENIEH does not have a recruitment strategy in order to implement the principles of Open, Transparent and Merit-Based Recruitment. Therefore, no web link is available.

4. IMPLEMENTATION

General overview of the expected implementation process:

The implementation of the HR4SR Action Plan will begin in the Q4 2024, **once CENIEH has received the official acknowledgment by the European Commission.**

The HRS4R commitment is explicitly envisaged in the current **CENIEH Strategic Plan (2021-2024)** and its implementation will be also included in the next one, 2025-2028, so it will be approved by the CENIEH Governing Council.

The implementation process will be performed **through 3 different levels of responsibility, according to our small size:**

1. **The Director** will coordinate and distribute the development of the main related actions from the HR4SR Action Plan. She will invite other research, technical and administrative staff members to participate in the different Implementation Working Groups (IWG). She will appoint the member of the Steering Committee. She will communicate semesterly the advances to the Governing Council of the CENIEH. She will approve the final documents and results.
2. The **Steering Committee** will play the essential role of regularly monitoring and overseeing on a regular basis the progresses of the different implementation Working Groups and the OTM-R strategy implementation. They will control the quality and follow up on indicators. They will communicate quarterly the advances to the CENIEH Director. They will be appointed by the Director and it will be composed of 6 members, among them: the Managing Director, the Human Resources Manager and 2 representatives of Research Area (Programme Coordinator, IP of ERC...). Each member will lead an Implementation Working Group.
3. **Implementation Working Group for each main proposed action (IWG)**: they will be appointed by the Steering Committee. It will be composed of 4-6 members. They will work and develop their specific action and follow up on its indicators. Their work and their opinion will be assessed by focus meetings and internal surveys and taken into account during the whole plan. OTMR-R WG will be led by Human Resources Department.

Taking into consideration that CENIEH has an average staff of 65 people, more than half of its staff will be directly involved in the implementation of the Action Plan.

In order to make sure that all the actions listed in the Action Plan are truly implemented, all actions have also specific departments and persons that will be assigned as responsible and in charge of implementation or coordination of implementation. Therefore, all of the actions intended to be implemented are tangible and, consequently, they will leave deliverables which will become evidence of completing particular tasks in the future. Finally, as **our CENIEH Annual Actions Plan** [ANNUAL ACTION AND PROJECT PLAN 2023.pdf \(cenieh.es\)](#) sets out the main objectives and lines of action of the year and directed at further overall compliance with the **CENIEH Strategic Plan**, these actions will be included as institutional goals to our annual evaluation system for each member involved in WG.

Given the small size of the CENIEH, supervision and monitoring of the planned tasks will be easily achieved, also considering that there are few levels of supervision. For instance, the Human Resources Department includes only 2 full-time people and a part-time support.

The internal review of HRS4R implementation will be performed by the **Steering Committee**. After the 24 months of HRS4R Action Plan implementation, the interim assessment will come up and the report will be prepared by the Working Group for external evaluation. Justifications will be given for altered actions and revised timelines, taking into account external circumstances that were not known at the time of establishing the initial action plan. Within three years, CENIEH will implement and monitor the proposed actions according to the revised action plan incorporating feedback from the interim assessment.

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

Checklist	*Detailed description and duly justification
<p>How will the implementation committee and/or steering group regularly oversee progress?</p>	<p>Once the different IWG members are chosen, a kick-off meeting will be held with the Steering Committee to assess the different tasks needed for the fulfilment of each action.</p> <p>The IWG will report about the progress in the tasks defined and problems encountered on a bi-monthly basis.</p> <p><u>The Steering Committee will hold at least quarterly meetings</u> in order to monitor action plan progresses and achievements, as well as to identify any risk, important problem or delay. The Steering Committee <u>will report the minutes to the Director.</u></p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>The CENIEH research community is represented in the Steering Committee and it will be actively part of the IWG (researchers at all career development stages are involved). They will be highly involved in the design of the actions, the development and the testing. These representatives will organize regular meetings with their corresponding colleagues in the same career stage. It will not be the only form of their participation in the implementation process, as their opinion will be considered by focus meetings and surveys and taken into account during the whole plan. Moreover, in several actions, training sessions and meetings with the research community are foreseen. Given the small size of the CENIEH, supervision and monitoring of the planned tasks will be easily achieved, also considering that there are few levels of supervision.</p>
<p>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.</p>	<p>The Steering Committee explicitly envisaged in the current CENIEH Strategic Plan (2021-2024) CENIEH Strategic Plan 2021-2024.pdf and its implementation will be also included in the next one, 2025-2028, so it will be approved by the CENIEH Governing Council. The Steering Committee explicitly envisaged in the current Annual Action and Project Plan 2023 and 2024 ANNUAL ACTION AND PROJECT PLAN 2023.pdf (cenieh.es)</p> <p>The Head of Human Resources is involved both in the Steering Committee and OTMR WG, so CENIEH HR policy and actions will be aligned.</p>

<p>How will you ensure that the proposed actions are implemented?</p>	<p>For each action, tangible indicators and/or deliverables are clearly identified.</p> <p>Their implementation will be monitored by the Steering Committee, they will assess the abovementioned indicators and/or deliverables and, if necessary, will propose contingency measures. The Steering Committee will report to the Director.</p> <p>Specific references to the HRS4R Action Plan will be included in the different CENIEH Annual Plans, as currently CENIEH is doing.</p> <p>These actions will be included as institutional targets to our annual evaluation system to ensure that they are developed and implemented by the person assigned.</p>
<p>How will you monitor progress (timeline)?</p>	<p>The timeline of each action is clearly identified.</p> <p>The monitoring and the follow-up of the HRS4R Plan will be continuous, being one of the main functions of the Steering Committee.</p> <p>The IWG will report about the progress in the tasks defined and problems encountered on a bi-monthly basis.</p> <p>Any delay will be discussed by the Steering Committee, and reported in the minutes sent to the Director, which will propose contingency measures and update the action plan accordingly.</p> <p>Given the small size of the CENIEH, supervision and monitoring of the planned tasks will be easily achieved, also considering that there are few levels of supervision.</p>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>Each action has a responsible unit or an IWG, whose leader will be one member of the Steering Committee. This leader will measure progress by means of checking the production of deliverables and/or providing updated data (indicators). Such information will be reported to the Steering Committee who will verify quarterly any deviation.</p> <p>These actions will be included as institutional targets to <u>our annual evaluation system</u> to ensure that they are developed and implemented by the person assigned.</p>

Additional remarks/comments about the proposed implementation process:

As a small centre, 38 permanent and 34 temporary staff, CENIEH has made a reasonable and realistic proposal taking into account their own limited resources in terms of availability of personnel, time, and fundin, to implement this HRS4R Action Plan. No additional staff will be hired to implement it and no budgetary allocation has been made. Therefore, the implementation of the HRS4R represents for us a huge challenge and effort at both levels that we hope you will appreciate and value.

After receiving the first evaluation report, this Working Group acknowledges that there was a huge margin for the improvement of the main documents, the GAP Analysis and Action Plan. We have wondered if HRS4R strategy is appropriate or not to a research centre like the CENIEH, with an average staff (including researchers, technicians, and administrative personnel) of 65 people and 48% of temporary contracts, and a very limited budget. We hope so and for that reason we have focused our efforts on 6 actions. Each one of them includes a large number of tasks or “sub-actions” (40 in total) that must be carried out in order to achieve the main principle. We consider to be the most important and necessary actions for our Centre, according to our means in terms of availability of personnel, time, and funding. We are aware that many more actions need to be identified and they will be planned and developed over time, considering that the HRS4R strategy is a project of ongoing improvement. To carry out successfully this strategy we proposed a plan tailored to our means, which we hope it will be considered sufficient.