



ACTION PLAN

2021-2025

MARCH 2021

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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	950
Of whom are international (i.e. foreign nationality)	2
Of whom are externally funded (i.e. for whom the organisation is host organisation)	74
Of whom are women	350
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	759
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	62
Of whom are stage R1 = in most organisations corresponding with doctoral level	128
Total number of students (if relevant)	20.356
Total number of staff (including management, administrative, teaching and research staff)	1.845
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	147.709.667,86 €
Annual organisational direct government funding (designated for research)	24.848.118,94 €
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	9.610.350,92 €
Annual funding from private, non-government sources, designated for research	5.382.437,97 €
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>The University of Las Palmas de Gran Canaria (ULPGC), created in 1989, has 11 University Institutes covering all fields of knowledge, made up of nearly 1000 researchers and around 640 PhD students. It also has a Scientific and Technological Park to help make more dynamic the transfer of R&D+i results to society in the Canary Islands and among our neighbours, as well as helping to launch technology-based companies.</p>	

2. Actions

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

<https://www.research.ulpgc.es/node/1309>

Proposed ACTIONS	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)
<p>ACTION 1. DESIGN ULPGC OTMR POLICY BY UPDATING RECRUITING PROCEDURES TO HRS4R AND OTMR CRITERIA</p> <ul style="list-style-type: none"> • Modify and translate into English the regulations corresponding to the recruitment of researchers, including all the aspects mentioned in OTM-R, such as • Favours the recruitment of disadvantaged groups, for example by adding a section in the job offers to allow the identification of researchers belonging to these groups and include them in the assessment criteria. • Requirement of mobility experiences • Reference the ULPGC norms in the corresponding job offers. • Use more frequently other international employment platforms such as EURAXESS to achieve greater dissemination of job offers for contracts of more than one year. • Draft rules to define common criteria for recruitment including the constitution of selection committees, including for example that there must be gender parity, and make instructions for the members of the evaluation committees. • Include relevant information in the welcome manual and on the website. • Train and inform PIs and PAS of the different campuses. 	<p>12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code) 17. Variations in the chronological order of CVs (Code)</p>	<p>Q4 2021 to Q1 2022</p>	<p>Vice-Rectorate for Research, Development and Technology Transfer (ULPGC)</p>	<ul style="list-style-type: none"> • Publish OTM-R Policy in Spanish and English online: Selection and recruiting guide and templates. • Publish detailed scoring ranges. • Favours the recruitment of researchers from disadvantaged groups. • 100% of job offers with a length over 1 year published online and on EURAXESS. • OTM-R and C&C material and training courses available. • 100% of selection staff trained in OTM-R. • At least 70% satisfaction in the quality survey.
<p>ACTION 2 MODIFY AND TRANSLATE INTO ENGLISH THE REGULATIONS CORRESPONDING TO THE HIRING OF IMPROVING R2'S EMPLOYABILITY OPTIONS (POST DOC DEVELOPMENT HUB)</p> <ul style="list-style-type: none"> • Design the "Post Doc Development Hub" initiative: Offer tools to improve employability (CV Clinics, interview preparation, Professional Development courses, Career pathways, enhancing your track record, Building breadth and depth in your career strategy, Increasing your public profile, Contributing to the development of the discipline (including peer review), Monitoring your development and success, etc.) • Review the program for incorporating postdoctoral positions! 	<p>28. Career development 33. Teaching</p>	<p>Q3, Q4 2022</p>	<p>Vice-Rectorate for Research, Development and Technology Transfer (ULPGC)</p>	<ul style="list-style-type: none"> • Number of postdocs engaged at the Post doc development hub. • Number of post docs incorporated after the incorporation program is reviewed. • Number of certifications emitted. • Number of R2 forum meetings held.

<ul style="list-style-type: none"> • Design an evaluation process for researchers hired for research projects, providing them with a certification of positive evaluation. • Creation of an R2 forum to encourage the exchange of information. • Update Venia Docendi's regulations to promote R2's accreditations. • Disseminate R2 profiles to increase their employability. • Include relevant information in the welcome manual and on the website. 			<ul style="list-style-type: none"> • Number of participants in the forums. • Number of Venia Docendi's gathered after norm's update. • At least 70% satisfaction in the quality survey.
<p>ACTION 3. PROVIDE INFORMATION ON CAREER DEVELOPMENT OPTIONS.</p> <ul style="list-style-type: none"> • Develop guides and materials to explore career options, (including a document on career options, Individual Aid Guide, etc.) and publish them in an online space. • Offer training to researchers on career options, either from group coordinators, centralized in the centres or from ULPGC. • Include relevant information in the welcome manual and on the website 	28. Career development	Q4 2021 to Q2 2022	<p>Vice-Rectorate for Research, Development and Technology Transfer (ULPGC)</p> <ul style="list-style-type: none"> • ULPGC career development plan section available on the net. • At least 5 training events in professional career development. • Number of visits to career development section. • 100% of welcome meetings provide information on career development plan. • At least 70% satisfaction on the plan in the quality survey. • At least 70% satisfaction on the in the quality survey.
<p>ACTION 4. DESIGN A PILOT MENTORING PROGRAMME TO SUPPORT CAREER DEVELOPMENT FOR RESEARCHERS.</p> <ul style="list-style-type: none"> • Mentorship's benchmark of international good practices will be followed. It could be inspired by the REBECA programme (EURAXESS). Use platforms like JOBTEASER to find mentors from the private sector. • Design, deploy and evaluate a pilot mentoring programme for R2 researchers. In this pilot version, the members of the research or teaching commissions could be the candidates for mentoring and will receive specific training. A selection of 	28. Career development 30. Access to career advice	Q3, Q4 2022	<p>Vice-Rectorate for Research, Development and Technology Transfer (ULPGC)</p> <ul style="list-style-type: none"> • Mentorship programme published. • Workshops and material available for mentees. • At least 5 mentors participate in the pilot programme. • At least 15 mentees follow the pilot mentorship programme. • Report on pilot programme.

<p>R2 researchers from different knowledge areas will be mentored. The programme is aimed at developing the potential of young researchers by transfer of knowledge and learning through the experiences of seniority. Mentors (ULPGC's researchers) will help and guide the mentees to develop their research career, as well as other aspects in their personal and professional life.</p> <ul style="list-style-type: none"> • Training workshops and materials will be available for mentees. • Write the pilot programme evaluation report, update the programme and make it available to research community. • Update relevant information in the welcome manual and on the web. Inform during the welcome session. • Periodic evaluation on user's satisfaction. 			<ul style="list-style-type: none"> • At least 70% satisfaction on the plan in the quality survey. 	
<p>ACTION 5. OPTIMIZATION OF ACCESS TO THE EQUIPMENT AVAILABLE AT THE ULPGC</p> <ul style="list-style-type: none"> • Disseminate ULPGC's equipment catalogues including those available at the institutes. • Carry out a plan of reimbursement for the use of equipment, for its maintenance. • Include relevant information in the welcome manual and on the website. • Improve fundraising in infrastructure with European Next Generation funds 	<p>23. Research environment 24. Working conditions</p>	<p>Q2 2023</p>	<p>Vice-Rectorate for Research, Development and Technology Transfer (ULPGC)</p>	<ul style="list-style-type: none"> • Number of visits to the equipment catalogue's webpage • Number of transactions for use of equipment done. • At least 70% satisfaction the quality survey.
<p>ACTION 6. WRITE AND APPROVE A TELEWORKING NORM.</p> <ul style="list-style-type: none"> • Draft and approve a regulation for working hours flexibility and study initiatives for a better reconciliation with teleworking tools, etc. • Include relevant information in the welcome manual and on the web. 	<p>24. Working conditions</p>	<p>Q4 2022</p>	<p>Rector</p>	<ul style="list-style-type: none"> • Teleworking manual published on the website. • 100% compliance of the conciliation measures adopted. • 70% satisfaction in the quality survey.
<p>ACTION 7. PROMOTE THE TRANSFER OF KNOWLEDGE AND TECHNOLOGIES.</p>	<p>8. Dissemination, exploitation of results</p>	<p>Q2 2022</p>	<p>Vice-Rectorate for</p>	<ul style="list-style-type: none"> • IP information campaign, IP recommendations guide and recommendations of open

<ul style="list-style-type: none"> • Design an information campaign on intellectual and industrial property and technology and knowledge transfer. • Offer training for the development of transversal skills for transfer: training seminars for research staff on <ul style="list-style-type: none"> ○ protection, dissemination of results and transfer of knowledge (IP license agreements, MTA, NDA, contracts art. 83) ○ Relationship with the industry ○ Competitive calls for transfer • Elaborate a Guide of recommendations for the protection and dissemination of knowledge, open science, open data. • Optimize the publication of technological offerings and explore technologies and knowledge assets with potential for transfer or creation of companies. • Include relevant information in the welcome manual and on the web 	31. Intellectual Property Rights		Research, Development and Technology Transfer (ULPGC)	<p>access are published on the website.</p> <ul style="list-style-type: none"> • Technological offering website is improved. • Information about IP norm in ULPGC is provided to all newcomers. • 80% of the researchers are familiar with the existence of an IP norm. • Ratio of number of IP norm downloads per number of researchers higher than 0.2. • 70% satisfaction in the quality survey.
<p>ACTION 8. PROMOTE DISSEMINATION FROM ULPGC</p> <ul style="list-style-type: none"> • Disseminate through multimedia material the research results being generated within the University. • Hold presentation sessions (online offline) of capacities by areas of knowledge to promote synergies, identify opportunities (European projects, technology transfer). • Offer training for the development of skills for dissemination: specific courses. • Include relevant information in the welcome manual and on the website. 	9. Public engagement 28. Career development	Q1, Q2 2023	Vice-Rectorate for Research, Development and Technology Transfer	<ul style="list-style-type: none"> • Number of visits to the webpages. • Increase at least 60% in the number of dissemination activities organised for society (seminars, open doors day, etc.). • Increase at least 60% in the participation of researchers in dissemination activities. • At least 30 researchers attend training sessions. • 70% satisfaction in the quality survey.
<p>ACTION 9. IMPROVE THE PERFORMANCE OF SUPERVISORS.</p> <ul style="list-style-type: none"> • Develop a "Thesis Supervision Guide" to be distributed among IPs. • Provide specific training to IPs on the management of junior researchers. 	37. Supervision and managerial duties 40. Supervision	Q1 2022 to Q3 2022	Vice-Rectorate for Research, Development	<ul style="list-style-type: none"> • Supervision guide published on ULPGC's website. • 100% of new IPs receive training in HR management.

<ul style="list-style-type: none"> • Include relevant information in the welcome manual and on the web. 			nt and Technology Transfer	<ul style="list-style-type: none"> • 100% of researchers are familiar with the existence of this guide. • 70% satisfaction of the supervised researchers in the quality survey.
<p>ACTION 10. IMPROVE THE MANAGEMENT OF RESEARCH BY EMPHASISING THE TRAINING OF RESEARCHERS.</p> <ul style="list-style-type: none"> • CatLog the currently available training offer for the researchers. • Perform a survey to detect the management training needs for researchers. • Elaborate guides and offer courses for researchers on: <ul style="list-style-type: none"> ○ Project management ○ Human resource management ○ Dissemination of science to society ○ Data management ○ RRI ○ Gender. • Include relevant information in the welcome manual and on the website. 	<p>4. Professional attitude 9. Public engagement 37. Supervision and managerial duties 40. Supervision</p>	Q1 2022 to Q3 2022	Vice-Rectorate for Research, Development and Technology Transfer	<ul style="list-style-type: none"> • Guidelines for training supervisors written and published on the web. • 70% completion of the survey. • 90% of the R3 and R4 researchers have attended a training course. • 70% satisfaction in the quality survey.
<p>ACTION 11. MAKE ULPGC'S COMPLAINTS MECHANISMS VISIBLE.</p> <ul style="list-style-type: none"> • Make visible the existence of the ombudsman as a mediator in the conflicts between researchers and explain its functions. • Include relevant information in the welcome manual and on the web. • Communicate the procedure in the welcome meeting, receiving an accordance of the reception of the information. • Periodic evaluation on user's satisfaction. 	34. Complaints/ appeals	Q1 2023	Vice-Rectorate for Research, Development and Technology Transfer	<ul style="list-style-type: none"> • Complaint's procedure published clearly on the website. • Number of complaints received. • Number of complaints mediated. • Number of complaints resolved. • 70% satisfaction in the quality survey.
<p>ACTION 12 IMPROVE PROFESSIONAL STABILITY</p> <ul style="list-style-type: none"> • Designing initiatives to promote stability (employment's opportunity projects offering website within the university). 	25. Stability and permanence of employment	Q1 2022	Rector	<ul style="list-style-type: none"> • Number of visits to the website

<ul style="list-style-type: none"> • Include relevant information in the welcome manual and on the web. 				<ul style="list-style-type: none"> • Number of applicants to the projects offering website. • Number of contracts signed. • 70% satisfaction on the quality survey.
<p>ACTION 13. UPDATE THE WELCOME MANUAL.</p> <ul style="list-style-type: none"> • Write and update the welcome manual annually (in digital version), available in Spanish and English. • Present its content in the welcome sessions for new researchers. 	All	Q2 2022	Vice-Rectorate for Research, Development and Technology Transfer	<ul style="list-style-type: none"> • Welcome manual is published on the website. • 100% of researchers knew the existence of a welcome manual. • 70% satisfaction in the quality survey.
<p>ACTION 14. PROMOTE MEASURES TO ATTRACT AND RETAIN TALENT.</p> <ul style="list-style-type: none"> • Elaborate a proposal to attract and retain foreign researchers (financed with competitive calls) making visible the advantages of working at ULPGC, living in the Canary Islands, researching in Spain, etc. • Design a procedure for reallocating space to provide research facilities for researchers funded by competitive programmes (FPI, FPU, RyC, MSC ERA). • Design a set of measures for the attraction and retention researchers granted by international competitive calls. • Foster the figure of Visiting professors • Write the contracts in English • Explore options to improve the salary tables of researchers (CRUE, MUniversities, Gob Canarias) • Include relevant information in the welcome manual and on the web. 	23. Research environment 24. Working conditions 33. Teaching	Q2 2023	Vice-Rectorate for Research, Development and Technology Transfer	<ul style="list-style-type: none"> • Proposal of talent attraction approved by ULPGC's authorities. • Number of researchers funded by competitive programmes with teaching duties. • 6 Visiting professors incorporated. • 30% increase of talent researchers funded by competitive grants incorporated. • 5% of the total laboratory space release for the incorporation of researchers. • 70% satisfaction in the quality survey.
<p>ACTION 15. AWARENESS & COMMUNICATION; LAUNCH AND MONITORING OF HRS4R AND OTM-R.</p> <ul style="list-style-type: none"> • An implementation working group will be appointed with the task of defining and overseeing most of the actions, made up of people in charge of each topic, representatives of the 	All	Q2 2022 Q2 2023 Q2 2024 Q2 2025 Q2 2026	Vice-Rectorate for Research, Development	<ul style="list-style-type: none"> • WG HRS4R constituted. • WG OTM-R constituted. • At least 50% of researchers attend C&C training sessions.

<p>different specific areas and services, and R1 to R4 researchers. It will insist on the awareness to attain an increasing application of the C&C criteria in the research community and in everyday research practices, by organising seminars or briefings for departments to influence the dissemination of the C&C key lessons to research staff. Awareness-raising seminar for researchers and managers (e.g. within the framework of the annual research summit).</p> <ul style="list-style-type: none"> • Training sessions on OTM-R for HR personnel, and C&C criteria for PI researchers and HR personnel will also be held. • New contents on OTM-R and HRS4R will be available in Spanish and English on the website. • New survey on HRS4R will be sent to researchers before the intermediate review (2 years). • Monitoring of the action plan: a continuous supervision and monitoring of the plan will be established, holding quarterly meetings to review the development of the implementation of the tasks according to the plan's schedule. • Update relevant information in the welcome manual and on the web. Inform during the welcome session. • Periodic evaluation on user's satisfaction. 			<p>nt and Technolog y Transfer</p> <ul style="list-style-type: none"> • At least 50% of HR staff attendees at C&C training sessions. • Survey on HRS4R to address the awareness. • Survey on quality satisfaction. • Zero deviation in chronogram of the Action Plan.
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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.

In the Action Plan described above there are several actions that deal with specific elements of the principles of open, transparent, and merit-based recruitment.

Actions 1 and 15 address the provision and dissemination of guidelines that establish clear contracting procedures and practices.

With the publication of scientific employment announcements on EURAXESS and in other international academic platforms, ULPGC will guarantee the dissemination of job offers to a wider audience by increasing the internationalisation of researchers. In addition, a special effort will be performed to attract researchers that belong to underrepresented groups.

The main actions that will be carried out to address the principles of the OTM-R will be: 1. Define an OTM-R recruitment policy: include in the quality manual the criteria described in C&C AND OTM-R» and «15. Launch, awareness and communication on HRS4R and OTM-R» The strengthening of researchers' knowledge about the principles of the C&C in ULPGC will include the dissemination of these principles in all of the institution, and the inclusion of the procedures in the Welcome meeting. These tasks will be implemented by OTMR IWG.

To assure the OTM-R principles, ULPGC will update its recruiting procedure including the C&C principles.

Based on the results of the OTM-R checklist, ULPGC will update the following actions:

1. Advertising and application phase:

- Update the recruitment regulations. Publish it online in English and Spanish.
- Write and publish on the web, in English and Spanish, the norms for the recruitment of collaborating professors and the regulations for the incorporation and promotion of researchers or professors.
- Make offers more accessible to staff outside ULPGC by publishing offers on international portals.
- To inform about the selection procedures in all the faculties of the University.

2. Evaluation and selection phase:

- Provide training to the staff involved in the selection and promotion processes to avoid bias.
- Include in the scale's indications to favour access to vulnerable groups
- Provide feedback to selected and unselected candidates.

3. Appointment phase:

- Improve and communicate career development for teachers and researchers by: Publishing information in the website and at the welcome meeting,
- Monitor and assess whether the OTM-R system is being implemented. ULPGC will also adopt a quality control system that will check (internally) the whole recruitment process.

At the end, the OTM-R system will implement the following principles:

1. REVIEW CURRENT OTM-R POLICY, PRACTICES AND PROCEDURES

ULPGC will carry out an initial review of the current system.

2. DEVELOP AND PUT IN PLACE A REVISED OTM-R POLICY

The OTM-R policy will encourage external applicants by:

- a) Providing clear and transparent information on the whole selection process, including selection criteria and an indicative timetable.
- b) Posting a clear and concise job advertisement with links to detailed information.
- c) Ensuring that the levels of qualifications and competencies required are in line with the needs of the position.

3. PUBLISHING THE OTM-R POLICY

The OTM-R policy will be published on the ULPGC website. The OTM-R policy will be complemented with templates for the process.

4. QUALITY CONTROL SYSTEM

As mentioned, the whole recruitment process is administered by the **Vice-Rectorate for Research, Development and Technology Transfer** and the IWG and OTM-R-IWG will oversee the quality control system (review of indicators and level of implementation of each proposed action).

5. ESTABLISH OR ADAPT AN INTERNAL OTM-R GUIDE

As mentioned, an internal guide setting out clear and explicit rules and procedures for the recruitment of all researcher positions, and their templates, scales, etc. will be available on the website following the European Framework for Research Careers, which identifies four broad career profiles for researchers (R1-R4).

The guide will address all the issues in the toolkit which sets out, in chronological order, the whole recruitment process, from the job advertising/application phase through to the appointment phase.

6. TRAINING AND AWARENESS-RAISING WITHIN THE INSTITUTION

Training sessions will be provided to all those who are involved in the recruitment process. Communication meetings will include updates regarding the use of the OTM-R guide.

3Implementation

General overview of the expected implementation process:

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

Therefore, regardless of the duration of the evaluation process to obtain the HR Award, the implementation of the plan will begin in the third quarter of 2021.

The implementation process will be carried out through four different levels of responsibility:

1. The Steering Committee of HRS4R (SC) will be the maximum responsible and will supervise the implementation process on a regular basis. It will be integrated by the university government body.

The SC will be responsible for coordinating the implementation and monitoring of the measures derived from HRS4R.

2. The Implementation Working Group (IWG) will consist of 6-8 members of the Working Group and will include other members of the administrative and research staff (R1 to R4) to participate. It will coordinate the deployment of the HRS4R Action Plan and will also oversee quality control.

3. The OTM-R Implementation Working Group (IWG OTM-R) will be composed of the ULPGC's Human Resources officers. Other members of the administrative staff and researchers involved in recruitment processes, will be invited to participate. It will coordinate the deployment of specific actions related to OTM-R of the HRS4R Action Plan and will also oversee quality control and monitoring of the indicators.

4. The Project Leader (PL), will be the **Vice-Rectorate for Research, Development and Technology Transfer**, that will report to the SC, will support both the IWG and the IWG OTM-R for deliverables development and progress and will support the SC in their control and follow-up of indicators. The PL will also be responsible for the workflow of the Plan: an easy-to-access tool for information, regular meetings, ad-hoc subcommittees with key people for specific issues, quality control and international reference perspective will be developed.

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 members of the IWG and the IWG OTM-R have been selected, an initial meeting will be held with the PL to evaluate the tasks necessary for the fulfilment of the actions.</p> <p>The IWG will meet every three months with the PL to report on the progress of the tasks defined and the problems encountered.</p> <p>The PL will inform and hold semi-annual meetings with the Steering Committee.</p> <p>Progress will be analysed by monitoring the indicators defined for each action.</p>
<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>As previously seen, the research community (R1-R4) will be part of the IWG. They will be involved in the design of the actions, the pilot tests deployment and the periodic surveys developed by the PL.</p> <p>In addition, one or several directed-researchers surveys will be launched (to learn more about researcher’s awareness of HRS4R criteria, to identify training needs, etc.)</p> <p>Through ACTION 15. The launch, awareness, and communication of both the HRS4R and OTM-R, are designed with the objective of sensitising the research community about the C&C and OTM-R criteria as well as to report on its application progress. At least once a year an email will be sent to the entire research community to explain the progress in the implementation of the action plan.</p> <p>Specific working groups for the implementation of most relevant actions will also be created. e.g.: the improvement of the performance assessment tool, the mentoring programmes, training for supervisors, or the update and dissemination of Good Practices Guidelines, etc. These working groups will integrate staff from different units, representing the institutional diversity.</p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognised in the organisation’s research strategy, as the overarching HR policy.</p>	<p>Some of the actions defined in this action plan are already included in the current ULPGC Strategic Plan.</p> <p>The HRS4R strategy is totally aligned with the strategy of the centre, which establishes the need to build a team of people aligned with the organisational model, based on OTM-R policies, which implies promoting and energising the development of people and talent as well as facilitating an efficient organisational model.</p>

	<p>The IWG will also be responsible for verifying that ULPGC's policies are consistent with the HRS4R and the actions developed within these action plans.</p> <p>The officers responsible for Talent Selection and Development, OTRI, and the Quality & Compliance, as well as several PI and staff, are part of the HRS4R IWG, guaranteeing the alignment of the organisational policies with the HRS4R.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>The Steering Committee will alert the potential deviations from the original calendar, in order that contingency measures can be adopted to solve the problems and to accelerate the process.</p> <p>Finally, an internal audit will be carried out in the fourth year of implementation.</p>
<p>How will you monitor progress (timeline)?</p>	<p>A continuous supervision and monitoring of the plan will be established, as one of the main roles of the PL. In this sense, the IWG will hold quarterly meetings with the PL to review the development of the implementation of the tasks according to the Plan schedule.</p>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>All previously detailed indicators will be included in the ULPGC's scorecard and will be checked at least biannually to find evidence of any deviation from the HRS4R or the internal policies.</p> <p>Close to the end of the second year, it will be sent a new survey to all the employees, to assess again their satisfaction and awareness on HRS4R policies and actions implemented. The results of said survey will be analysed and considered for further actions. After 24 months, the final report will be submitted for formal interim assessment. The evaluation templates available in EURAXESS will be used for these reports. These reports will be approved by the Steering Committee.</p>

Technical support by Effectia.es