



COMILLAS

UNIVERSIDAD PONTIFICIA

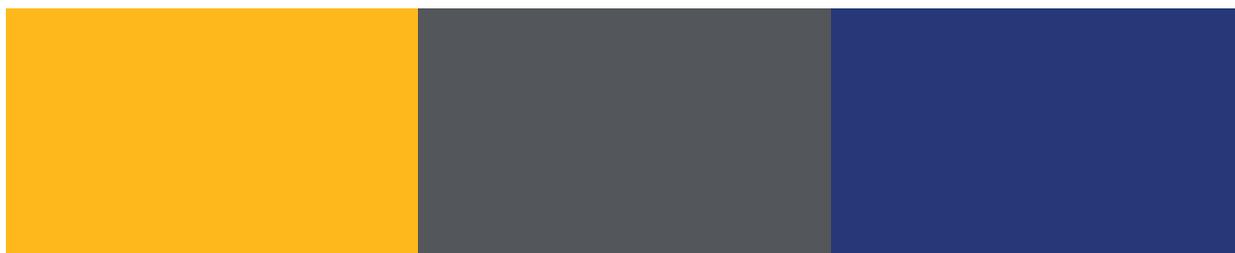
ICAI

ICADE

CIHS

HUMAN RESOURCES STRATEGY FOR RESERACHERS

Madrid, July 2020



INDEX

1. ORGANISATIONAL INFORMATION.....	3
2. ACTIONS.....	4
3. IMPLEMENTATION	16



1. Organisational Information

STAFF & STUDENTS	FTE
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	376
<i>Of whom are international (i.e. foreign nationality)</i>	41
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	0
<i>Of whom are women</i>	143
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	165
<i>Of whom are stage R2 = in most organisations corresponding with post-doctoral level</i>	130
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	61
<i>Total number of students (if relevant)</i>	9659
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	800
RESEARCH FUNDING (figures for most recent fiscal year)	€
<i>Total annual organisational budget</i>	108M€
<i>Annual organisational direct government funding (designated for research)</i>	0
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	3,2M€
<i>Annual funding from private, non-government sources, designated for research</i>	3,3M€
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>Universidad Pontificia Comillas is a Catholic private university located in Madrid that offers degrees, masters, doctoral programs, permanent training, and specialised courses, covering many societal and strategic areas. At Universidad Pontificia Comillas, research is geared towards innovation and social return, with an interdisciplinary nature, undertaken with our own resources, but also with national and international public tenders and collaboration with the business sector. Our researchers undertake their work in institutes, chairs and research groups, and research training is promoted by the International Doctorate School. The University Institutes are specialized research Centers with teaching duties that could be integrated into a Faculty or Higher Technical School or have an inter-faculty nature. Full time researchers mainly work at the institutes</p>	

2. 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 organisation's HR Strategy dedicated webpage(s):

<https://www.comillas.edu/es/investigacion/servicios-a-empresas-e-instituciones/transferencia-cientifica/carta-de-los-investigadores-europeos-y-codigo-de-conducta-para-la-contratacion-de-investigadores>

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

Proposed ACTIONS	GAP Principle(s)	Timing	Responsible Unit	Indicator(s) / Target(s)
<p>ACTION 1. UPDATE RECRUITMENT PROCEDURES IN COMPLIANCE WITH HRS4R - OTM-R CRITERIA.</p> <ul style="list-style-type: none"> • Update the recruitment norm and procedure, make it comply with all the OTM-R and C&C criteria containing: <ul style="list-style-type: none"> ○ Homogenised templates of job advertising for all the faculties using electronic platforms. ○ Specific recruitment norms for collaborating professors and for the incorporation and promotion of researchers or professors. ○ Consider the figure of TENURE TRACK for new PhDs. ○ Include in the scale's indications to favour access to vulnerable groups. ○ Advertise job offers on international portals (EURAXESS). ○ Provide feedback to selected and unselected candidates. • Publish English and Spanish online versions of COMILLAS's OTM-R policy and recruiting processes. • Continue updating information on selection procedures in all the faculties. • Provide training to the staff involved in the selection and promotion processes to avoid bias. • Update relevant information in the welcome manual and on the web. 	<p>12. Recruitment</p> <p>14. Selection (Code)</p> <p>15. Transparency (Code)</p> <p>17. Variations in the chronological order of CVs (Code)</p>	<p>1Q 2021 & 2Q 2021</p>	<p>Head of Human Resources</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. • 100% of job offers published online and on EURAXESS. • All job offers include additional information on job prospects and employment rights. • All recruitment procedures are supported by the electronic platform. • 100% of candidates receive feedback. • 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.

<ul style="list-style-type: none"> • Periodic evaluation on user’s satisfaction. 				
<p>ACTION 2. ESTABLISH ACTIONS TO DEVELOP THE PROFESSIONAL CAREER WITHIN COMILLAS.</p> <ul style="list-style-type: none"> • Update and communicate “COMILLAS career development plan for teachers and researchers”: <ul style="list-style-type: none"> ○ Consider the figure of TENURE TRACK for new PhDs (with very clear research objectives with deadlines and evaluation). ○ Appoint a research manager from the institutes as a contact person for career-related issues. • Provide training in professional career outside COMILLAS • Publish the plan on the website and provide information during the welcome meeting. • Update relevant information in the welcome manual and on the web. Inform during the welcome session. • Periodic evaluation on user’s satisfaction. 	<p>28. Career development</p> <p>30. Access to career advice</p>	<p>3Q 2021 & 4Q 2021</p>	<p>Vice-Rector for Research and Internationalization</p>	<ul style="list-style-type: none"> • “COMILLAS career development plan” section available on the intranet. • Research manager appointed and its contact details published. • Number of contacts to this research manager concerning 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 Research Manager help in the quality survey.
<p>ACTION 3. DESIGN AND LAUNCH A PILOT MENTORING PROGRAMME.</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). • Design, deploy and evaluate a pilot mentoring programme for R1 and R2. Starting with the selection of a network of mentors who will be trained, the programme is aimed at developing 	<p>30. Access to career advice</p>	<p>1Q 2023 & 2Q 2023</p>	<p>Head of Recognition/Research Data.</p>	<ul style="list-style-type: none"> • Mentorship programme published. • Workshops and material available for mentees. • At least 3 mentors participate in the pilot programme. • At least 15 mentees follow the

<p>the potential of young researchers by transfer of knowledge and learning through the experiences of seniority. Mentors (COMILLAS'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 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. 				<p>pilot mentorship programme.</p> <ul style="list-style-type: none"> • Report on pilot programme. • At least 70% satisfaction on the plan in the quality survey.
<p>ACTION 4. CUSTOMISE THE PERFORMANCE EVALUATION SYSTEM BY ADAPTING IT TO THE DIFFERENT AREAS OF KNOWLEDGE.</p> <ul style="list-style-type: none"> • Setting up a commission that covers all the areas of knowledge and human resources staff to prepare the different evaluation templates for each research area. • These evaluation templates, once approved by the management will be applied for the evaluation of all teachers and researchers. • Update relevant information in the welcome manual and on the web. Inform during the welcome session. • Periodic evaluation on user's satisfaction. 	<p>11. Evaluation/ appraisal systems</p>	<p>2Q 2021 & 3Q 2021. 1Q2022 1Q2023 1Q2024 1Q2025</p>	<p>Vice-Rector for Research and Internationalization</p>	<ul style="list-style-type: none"> • Set the commission to define the evaluation templates. • Approval of the evaluation templates by the management. • 100% of researchers and teachers are evaluated using these templates. • At least 70% satisfaction in the quality survey.



<p>ACTION 5. PROMOTE THE TRANSVERSALITY OF THE INSTITUTION.</p> <ul style="list-style-type: none"> Organise annual meetings between researchers from different areas of interest, inter-group conferences, doctoral students, chairs and heads of research, in order to promote synergies and: <ul style="list-style-type: none"> 1) present common research projects, 2) promote transversal research projects, 3) elaborate a technology offer website. This action is complementary to Action 8 and 9. Update relevant information in the welcome manual and on the web. Inform during the welcome session. Periodic evaluation on user's satisfaction. 	<p>23. Research environment</p>	<p>1Q 2022, 2Q 2022, 1Q 2023, 1Q 2024 & 1Q 2025,</p>	<p>OTRI's Director</p>	<ul style="list-style-type: none"> Set a plan of quarterly meetings between institutes' stakeholders to define the context and agenda of the meeting sessions. Number of researchers that participate in the meeting. Number of transversal projects presented. Number of transversal meetings held. 70% satisfaction at the end of this meeting.
<p>ACTION 6. IMPLEMENTING A COMPLAINTS MECHANISM.</p> <ul style="list-style-type: none"> Define a complaints procedure and set up a virtual or physical complaints box. Write a complaints procedure and publish it on the intranet. Appoint a researchers' ombudsman (could be an academic or vice-rectorate figure), providing the necessary competencies for conflicts mediation and resolution. The Ombudsman will present a annual report to COMILLAS' University community Update relevant information in the welcome manual and on the web. Communicate the procedure in the welcome 	<p>34. Complaints/ appeals</p>	<p>4Q 2021 & 1Q 2022.</p>	<p>Head of Human Resources</p>	<ul style="list-style-type: none"> Complaints procedure published. Complaints box available. Ombudsman appointed. Number of complaints received. Number of complaints mediated. Number of complaints solved. 70% satisfaction in the quality survey.

<p>meeting, receiving an accordance of the reception of the information.</p> <ul style="list-style-type: none"> • Periodic evaluation on user's satisfaction. 				
<p>ACTION 7. PROMOTE THE POPULARISATION OF SCIENCE AND COMMUNICATION WITH SOCIETY.</p> <ul style="list-style-type: none"> • Create a common website for centralising COMILLAS dissemination offer. • Apoint the Chairs the role of supporting the initiatives of dissemination of the science developed within COMILLAS. • Increase the use of social networks for news dissemination • Intensify activities to popularise science through the FECYT PRECIPITA and Science in Parliament programmes. • Provide training sessions (online or offline) to researchers on science communication. • Update relevant information in the welcome manual and on the web. Inform during the welcome session. • Periodic evaluation on user's satisfaction. 	<p>9. Public engagement</p>	<p>1Q 2021 to 4Q 2025</p>	<p>OTRI'si Director</p>	<ul style="list-style-type: none"> • Number of visits to the webpage. • 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 or researchers in dissemination activities. • At least 30 researchers attend training sessions. • 70% satisfaction in the quality survey.
<p>ACTION 8. IMPROVE INTERNAL COMMUNICATION.</p> <ul style="list-style-type: none"> • Create a website with information on: <ul style="list-style-type: none"> ○ Presentation of the research groups (to make the research being carried out in the institution known). This action is complementary to Action 5. ○ Open access publication of staff research 	<p>4. Professional attitude</p> <p>23. Research environment</p> <p>29. Value of mobility</p>	<p>2Q 2022 & 3Q 2022</p>	<p>Head of Human Resources</p>	<ul style="list-style-type: none"> • 100% of groups have their webpage. • 100% Open access research contributions are centralised in a common repository. • Number of documents downloaded. • 70% satisfaction in the quality

<p>contributions (articles, books, projects).</p> <ul style="list-style-type: none"> • Improve the general awareness on a) mobility options and support, and b) general framework for reducing teaching and research activity, with specific briefings, information published on the intranet, etc. • Use online webinars to gather a broader participation in these communication events • Update relevant information in the welcome manual and on the web. Inform during the welcome session. • Periodic evaluation on user's satisfaction. 	33. Teaching			survey.
<p>ACTION 9. INCREASE PARTICIPATION IN COMPETITIVE PROJECTS.</p> <ul style="list-style-type: none"> • This action is complementary to Action 5 and 8. • Provide updated and continuous information on competitive funding calls for projects through a newsletter or a web platform. • Provide training courses (online and offline) on key success factors for grants and fellowship international competitive projects. • Provide professional support to senior researchers for excellence competitive projects (e.g. ERC grants). • Organise an internal support appointing mentors (senior researchers) to support junior researchers on competitive project writing. • Update relevant information in the welcome manual and on the web. Inform during the welcome session. 	4. Professional attitude	3Q 2022 to 4Q 2025	OTRI's Director	<ul style="list-style-type: none"> • Number of visits to the competitive funding calls website. • At least 30% of active researchers attend training courses. • Mentors on project writing appointed. • Professional support for excellence calls available. • Increase in at least 30% of the number of transversal projects presented. • Increase at least 20% of the number of projects awarded. • 70% satisfaction in the quality survey.

<ul style="list-style-type: none"> • Periodic evaluation on user's satisfaction. 				
<p>ACTION 10. COMPLETE THE TRAINING OFFER FOR RESEARCHERS.</p> <ul style="list-style-type: none"> • Designing a teaching training plan based on the dissemination of knowledge (I was taught and I teach) implementation and its monitoring. • Provide courses for R3 and R4 in transversal skills such as: Team Management, Project Management, Supervision, etc. • Provide new courses to R1-R4 on: dissemination, project writing, etc. • Update relevant information in the welcome manual and on the web. Inform during the welcome session. • Periodic evaluation on user's satisfaction. 	40. Supervision	1Q 2022 to 2Q 2022	Head of Recognition/Research Data.	<ul style="list-style-type: none"> • New set of transversal skills training courses available. • 100% of new researchers attend the transversal skills training courses. • Writing of the new training plan. • 100% of the teachers and researchers are familiar with this new training plan. • At least 70% satisfaction in the quality survey.
<p>ACTION 11. 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 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 	All	1Q 2021 to 4Q 2025	Head of Human Resources	<ul style="list-style-type: none"> • WG HRS4R constituted. • WG OTM-R constituted. • At least 50% of researchers attend C&C training sessions. • At least 50% of HR staff attendees at C&C training sessions. • Survey on HRS4R to address the awareness.

<p>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. 				<ul style="list-style-type: none"> • Survey on quality satisfaction. • Zero deviation in chronogram of the Action Plan.
--	--	--	--	---



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 11 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, COMILLAS 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 « 11. Launch, awareness and communication on HRS4R and OTM-R » The strengthening of researchers' knowledge about the principles of the C&C in COMILLAS 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 Vice-Rector for Research and Internationalisation Director of the Human Resources Management Service, the OTRI Director and the Head of Recognition/Research Data.

In order to assure the OTM-R principles, COMILLAS will update its recruiting procedure including the C&C principles.

Based on the results of the OTM-R checklist, COMILLAS 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 COMILLAS by publishing offers on international portals.
- To inform about the selection procedures in all the faculties of the University.
- Homogenise the formats of recruitment offers in all the faculties

2. Evaluation and selection phase:

- Provide training to the staff involved in the selection and promotion processes to avoid bias.
- Include in the scales 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: 1) Publishing information in the website and at the welcome meeting, 2) Appoint a research manager from the institutes as a contact person for career-related issues.
- Monitor and assess whether the OTM-R system is being implemented. COMILLAS will also adopt a quality control system that will check (internally) the whole recruitment process.
- Consider the figure of TENURE TRACK for new PhDs (with very clear research objectives with deadlines and evaluation).

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

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

COMILLAS 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 COMILLAS 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 HR staff of the Administrative and Support Office, and both the IWG and OTM-R-IWG will be in charge of 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.

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:



3. Implementation

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 COMILLAS 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 first 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 have the following members Vice-Rector for Research and Internationalisation (R4) Director of the Human Resources Management Service, the OTRI Director and the Head of Recognition/Research Data. 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 COMILLAS'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 Jorge Larena the OTRI Director, 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>The SC will inform COMILLAS's Senior Management at the two regular annual meeting this body holds.</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 11. 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</p>	<p>Some of the actions defined in this action plan are already included in the current 2019-2023 COMILLAS 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 organisation's research strategy, as the overarching HR policy.</p>	<p>The IWG will also be responsible for verifying that COMILLAS'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 COMILLAS senior Management of 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 COMILLAS'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 assistance Effectia Innovation Solutions S.L. www.effectia.es