



HR EXCELLENCE IN RESEARCH

**FICUS ACTION
PLAN
RENEWAL PHASE
2024 - 2027**



REFERENCES

Case number: 2019ES378036

Name Organization: Fundación Investigación del Cáncer Universidad de Salamanca

Organization's contact details: Campus Miguel de Unamuno, Salamanca, 37007 Salamanca Spain

Submission date to EC: 18/10/2024

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ORGANISATIONAL INFORMATION

Key Figures

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	78
Of whom are international (i.e., foreign nationality) *	3
Of whom are externally funded (i.e., for whom the organization is host organization) *	67
Of whom are women *	57
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	1
Of whom are stage R2 = in most organizations corresponding with postdoctoral level *	11
Of whom are stage R1 = in most organizations corresponding with doctoral level *	1
Total number of students (if relevant) *	0
	11

Total number of staff (including management, administrative, teaching and research staff) *	
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organizational budget	5.683.240,82
Annual organizational direct government funding (designated for research)	222.875,00
Annual competitive government-sourced funding (designated for research, obtained in competition with other organizations –including EU funding)	1.130.655,39
Annual funding from private, non-government sources, designated for research	1.626.846,13
ORGANIZATION PROFILE	
<p>FICUS is the Foundation for Cancer Research at the University of Salamanca, supporting CIC's (Centro de Investigación del Cancer) scientific activity by:</p> <ol style="list-style-type: none"> 1. Recruiting scientific, technical and administrative staff. 2. Acting as a bridge between the CIC and society by channeling funds and sponsorships from individuals, private companies and non-governmental organizations. 3. Facilitating the transfer of research results to R&D. 4. Promoting research excellence through external evaluations by an independent External Scientific Advisory Board (ESAB). 	



FICUS is governed by a Board of Trustees led by the President (Rector) of the University of Salamanca (USAL) and the President of the Spanish National Research Council (CSIC), along with representatives from both institutions and the regional Ministries of Education and Health.

Researchers working at the CIC are funded by CSIC, USAL or FICUS. Only one R4 researcher is funded by FICUS. The remaining R4 researchers belong to either CSIC or USAL.

ACTIONS

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's Q/S)	Responsible Unit	Indicator(s) / Target(s)
<p>1. APPROVE, DISSEMINATE AND APPLY THE CODE OF GOOD RESEARCH PRACTICES. That will include among others: •Ethical Principles of the Research activity •Professional responsibility •Intellectual property rules •Co-authorship •Research Protocols •Institutional responsibility The approved document will be available in the FICUS Website in English and Spanish versions.</p>	(++) 02. Ethical principles (++) 03. Professional responsibility (++) 07. Good practice in research (++) 08. Dissemination, exploitation of results (-/+) 24. Working conditions (+/-+) 32. Co-authorship	1Q 2020	Quality Control & Risk Prevention Unit	<ul style="list-style-type: none"> • Write the draft version for being approved by the governing board. • Publish the approved version in the FICUS Website. • Number of visits to the Manual. • 100% of researchers informed about the Code of good research practices
		Current status	Remarks	
		Completed	RENEWAL PHASE An updated version of the code of good scientific practices has been recently written, translated into English, and approved by the FICUS Board It includes an update of the research protocols, evaluations, conflicts of interests, etc.	

			https://cicweb2.dep.usal.es/intranet/tablon/48 It is not possible to use counts for checking the number of visits or downloads of these documents with the present version of the webpage. Not being possible to meet one of the indicators. The manual of good research practices is included in the researchers' welcome kit		
Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's Q/S)	Responsible Unit	Indicator(s) / Target(s)	
2. UPDATE THE RECRUITING MANUAL TO FOLLOW OTM-R PRINCIPLES. i) Include at the manual that the committees should be gender balanced. ii) Update the recruitment scales including a) measures for favoring the access of disadvantaged groups to job offers and b) mobility experiences. iii) Include a section at the FICUS website bringing together FICUS job offers and links to other international job offers platforms specific to Cancer Research.	(+/-) 12. Recruitment (++) 14. Selection (Code) (+/-) 16. Judging merit (Code) (+/-) 17. Variations in the chronological order of CVs (Code) (++) 18. Recognition of mobility	1Q 2020-2Q 2020	Management – HR Unit	<ul style="list-style-type: none"> • Update and approval of the manual. • Publish the approved version in the FICUS Website. • 100% of the recruitment processes follow the Recruiting Manual norms. • 100% of the job offers are published in EURAXESS. 	
		Current status	Remarks		
		Completed	RENEWAL PHASE A recent version of the staff recruitment manual has been published, with new features such as		

	<p>experience (Code) (-/+) 27. Gender balance (-) 30. Access to career advice</p>		<p>the possibility for the candidates of addressing voluntarily their assignment to specific underrepresented collectives.</p> <p>https://www.cicancer.org/media/2662/manual-contratacon-2024-esp.pdf https://www.cicancer.org/media/2661/manual-contratacon-2024-en.pdf</p> <p>Since the first version of the staff recruitment manual, 140 recruitments have been performed following its procedures. 110 of the job calls were published in EURAXESS.</p>	
Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's Q/S)	Responsible Unit	Indicator(s) / Target(s)
<p>3. SET A FRAMEWORK FOR PROFESSIONAL CAREER.</p> <p>i) Design a document with a map for professional research career options for R1 and R2 researchers and include this information at FICUS website. The English and Spanish versions will be available. ii) Perform an annual workshop training R3 and R4 researchers about professional career options in order to facilitate the advice of the R1 and R2 researchers in Professional career issues. iii) Define and provide a certificate of good performance including both technological, teaching and work competences.</p>	<p>(+/-) 11. Evaluation/ appraisal systems, (-) 28. Career development (-/+) 40. Supervision</p>	<p>1Q 2022</p>	<p>Management – HR Unit</p>	<ul style="list-style-type: none"> • Elaboration and publishing of the professional career options map. • Definition of the R2's certificate. • At least 12 certificates provided. • At least 6 R3 and R4 researchers trained • At least 18 R1 and R2 researchers advised in Professional career issues.

		Current status	Remarks	
		Completed	<p>RENEWAL PHASE</p> <p>FICUS has published a guide describing the EC's FOUR-STAGE RESEARCH CAREER map. Describing the research level's positions and the current opportunities to ascend in the research ladder. This guide is provided by the research group's PI to the newcomers</p> <p>https://www.cicancer.org/media/2784/2023fourstage-research-career.pdf</p> <p>16 R3 and R4 researchers have attended a leadership training course organized by CIC</p> <p>https://www.cicancer.org/training/courses-workshops</p> <p>Due to the administrative complexity of the Center, as each of the three organizations have their own norms, the definition of a procedure of certification for R2 researchers is still pending of the approval of the board of these organizations.</p>	
Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's Q/S)	Responsible Unit	Indicator(s) / Target(s)

<p>4. DESIGN AND IMPLEMENTATION OF A MENTORSHIP PROGRAM. Design of the FICUS Mentoring program for R1 and R2 researchers. Implement the creation of the training committee, (that is already included in the strategic plan) and provide them with the necessary competences for advice R2 researchers in the development of their professional career.</p>	<p>(--) 30. Access to career advice</p>	<p>1Q2020 - 2Q2020</p>	<p>Training Committee</p>	<ul style="list-style-type: none"> • Publish the FICUS Mentorship Program. • At least 18 R1 and R2 have been mentored. • Training committee appointed • Training committee trained for advice R2 researchers in the development of their professional career.
		<p>Current status</p>	<p>Remarks</p>	
		<p>In progress</p>	<p>RENEWAL PHASE</p> <p>The pilot edition of the CIC Mentoring program started in June 24.</p> <p>CIC has published a CIC Mentoring program guidelines https://www.cicancer.org/media/2622/cic-mentoring-program.pdf</p> <p>and a list of available academic mentors https://www.cicancer.org/media/2645/listado-de-mentores.pdf</p>	

			<p>In this piloting experience, 25 mentors and 4 mentees will meet during 3 sessions to explore both academic and non-academic options of setting a professional career.</p> <p>FICUS has organized a compulsory leadership training course for all its R3 and R4 researchers. One of the purposes of this training is to provide tools for better advising R1 and R2 researchers in the development of their professional career.</p>	
Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's Q/S)	Responsible Unit	Indicator(s) / Target(s)
<p>5. CONSOLIDATE THE FICUS TRAINING PROGRAM.</p> <p>i) Update the training Plan by performing an initial survey to the researchers for the detection of present needs. Include courses on a) Technical aspects (e.g., microscopy, cytometry, etc.), b) Soft skills, (e.g., team management, oral presentations, outreach, intellectual property, technology transfer, etc.) in coordination with other institutions related with FICUS (USAL; CSIC, IBSAL, etc.). ii) Organize an annual workshop to provide information about a) Norms, and procedures of labour risks prevention, especially to new researchers; b) Available resources at CSIC, USAL and FICUS on Communication, Tech transfer, etc.</p>	<p>(++) 8. Dissemination, exploitation of results (++) 9. Public engagement (-/+) 24. Working conditions (+/-) 31. Intellectual Property Rights</p>	1Q2021-2Q2021	Training Committee	<ul style="list-style-type: none"> • Set conversations with USAL and IBSAL, to define the terms of training sharing. • At least 50 attendees to the seminars. • Updated training program published. • At least 50 researchers trained. • At least 60 participants in the annual workshop.
		Current status	Remarks	

	<p>(++)38. Continuing Professional Development (+/-) 39. Access to research training and continuous development 8. Dissemination, exploitation of results 31. Intellectual Property Rights</p>	<p>Completed</p>	<p>RENEWAL PHASE</p> <p>FICUS has published a new training webpage which summarizes and provides registration links to the current courses, workshops, and training events.</p> <p>https://www.cicancer.org/training/courses-workshops/courses</p> <p>The FICUS training plan is published on the intranet and is also emailed to all employees annually.</p> <p>https://ciclcloud.dep.usal.es/index.php/s/46aBgDkboXwjTH9</p> <p>In addition FICUS researchers, our courses are open to USAL, CSIC, and consorciated institutions such as CIBER. Members of these institutions integrate the FICUS training committee to catalyze training synergies and enhance the level of attachment of the staff to the Center.</p> <p>A comprehensive manual, the Academic Training and Orientation Plan, has been developed to guide both academic and non-academic training courses, ensuring a structured approach to the professional development of all participants.</p>
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Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's Q/S)	Responsible Unit	Indicator(s) / Target(s)
<p>6. WRITE AN EQUALITY PLAN IN AGREEMENT WITH THE USAL AND CSIC'S EQUALITY PLANS. The approved document will be available in the FICUS Website in English and Spanish versions. Information will also be included in the welcome manual.</p>	(-/+) 27. Gender balance	1Q2022	Management – HR Unit and Quality Control & Risk Prevention Unit	Write and publish the equality plan. • At least 10% of researchers benefit from measures from the Equality Plan.
		Current status	Remarks	
		Completed	<p>RENEWAL PHASE</p> <p>After obtaining the HRS4R award, the Center decided to establish a scale for scientific personnel that allow a better visualization of the Center's female researchers at the R3 and R4 level.</p> <p>Another important achievement was the elaboration of the current Equality Plan, which has served as the basis for the creation of the Center's Equality Committee and for the adoption of policies that favor conciliation (meeting schedules, flexible working hours, use of inclusive language, creation of a lactation room, etc.).</p>	

			<p>The FICUS' equality plan has been published both in Spanish and English. https://cicweb2.dep.usal.es/intranet/tablon/75</p> <p>FICUS has implemented a flexible entry time to favor staff's conciliation.</p>		
Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's Q/S)	Responsible Unit	Indicator(s) / Target(s)	
<p>7. WRITE A WELCOME MANUAL</p> <p>i) It will include information concerning to:</p> <p>a. FICUS strategic objectives</p> <p>b. General information of FICUS</p> <p>c. Intellectual property protection</p> <p>d. Labour regulation and norms</p> <p>r. Work life balance</p> <p>f. Good research practices code and Co authorship</p> <p>g. Rights and duties of the supervisor and supervisee</p> <p>h. Researcher's ombudsman</p> <p>ii) In addition, offer an annual seminary including these topics, the USAL 's Doctorate norms and USAL Ombudsman and the rights and duties of the supervisor and supervisees to R1 researchers. The approved document will be available in the FICUS Website in English and Spanish versions.</p>	<p>(++) 4. Professional attitude</p> <p>(++) 8. Dissemination, exploitation of results</p> <p>(-/+) 24. Working conditions</p> <p>(+/-) 32. Co-authorship</p> <p>(-) 34. Complains/ appeals</p> <p>(-/+) 40. Supervision</p>	2Q2022-4Q2022	Management – HR Unit and Quality Control & Risk Prevention Unit	<ul style="list-style-type: none"> • Write the manual. • Publish and disseminate the manual. • Number of visits to the manual. • At least 12 attendants to the seminars. • 100% of researchers informed about the Welcome Manual. 	
		Current status	Remarks		
		Completed	<p>RENEWAL PHASE</p> <p>The welcome manual has been published and could be downloaded from FICUS' intranet.</p>		

			When a new researcher joins the Center, he/she is welcomed by one of the members of the management team and his/her area head. During this process, he/she is informed about the current infrastructures, the Center's policies and, also, is encouraged to read the welcome manual.	
Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's Q/S)	Responsible Unit	Indicator(s) / Target(s)
8. CREATE THE FIGURE OF THE FICUS RESEARCHER'S OMBUDSMAN. By the appointment of a person or committee to mediate in the complaints of the staff and include the definition of its roles at the internal regime norms.	(--) 34. Complaints/ appeals	1Q2023	Management – HR Unit	<ul style="list-style-type: none"> • Write the Ombudsman norm. • Approve and publish the norm at the website. • Number of complaints attended.
		Current status	Remarks	
		Completed	RENEWAL PHASE The complains procedure has been set up. A complains mailbox is accessible from FICUS' intranet. Complaints are distributed by the management to the person or administrative body appointed for the solution of the case. https://canaldenuncia.com/@ficus/informar/	

			<p>An Ombudsperson has been appointed, Dr. Eugenio Santos, former director of the Center.</p> <p>Due to the private nature of some of the complaints, data concerning these procedures are not released.</p>	
Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's Q/S)	Responsible Unit	Indicator(s) / Target(s)
<p>9. KICK- OFF AND STRENGTH AWARENESS OF THE CHARTER & CODE CRITERIA. Kick-off meeting and implementation working groups appointed. Incorporate new researchers that wish to join the Implementation Working Group (IWG) for specific working teams. The goal of this action is to attain an increasing involvement of the C&C criteria in the research community and in everyday research practices: a. Follow the HRS4R Action Plan implementation, as it is already included in the FICUS Research Strategic Plan 2018-2021. b. Prepare online material explaining the advantages of C&C principles and updates at on the HRS4R website.</p>	<p>(++) 1. Research freedom (++) 2. Ethical principles (++) 3. Professional responsibility (++) 4. Professional attitude (++) 5. Contractual and legal obligations (++) 6. Accountability</p>	1Q2020 – 3Q2024	Management – HR Unit and Implementation Working Group (IWG)	<ul style="list-style-type: none"> • WG HRS4R constituted. • WG OTM-R constituted. • Online material prepared.
		Current status	Remarks	
		In progress	<p>RENEWAL PHASE</p> <p>Several activities have been carried out:</p> <p>Awareness messages of HRS4R activities and documents are announced at the information screens located in the Center's main entrance.</p> <p>HRS4R awareness activities are published at Center's web page https://www.cicancer.org/ .</p>	

	<p>(++) 7. Good practice in research (++) 8. Dissemination, exploitation of results (++) 9. Public engagement (++) 10. Non discrimination (+/-) 11. Evaluation/appraisal systems (+/-) 12. Recruitment (++) 13. Recruitment (Code) (++) 14. Selection (Code) (++) 15. Transparency (Code) (+/-) 16. Judging merit (Code)</p>		<p>In addition, the website of the Center has been updated, now having a specific section with information about the HRS4R to facilitate access to relevant institutional documents and websites concerning C&C principles for all CIC staff. The documents are available in English and Spanish</p> <p>https://www.cicancer.org/professional-careers/hrs4r</p>
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	<p>(+/-) 17. Variations in the chronological order of CVs</p> <p>(++) 18. Recognition of mobility experience(Code)</p> <p>(++) 19. Recognition of qualifications (Code)</p> <p>(++) 20. Seniority (Code)</p> <p>(++) 21. Postdoctoral appointments (Code)</p> <p>(++) 22. Recognition of the profession</p> <p>(++) 23. Research environment</p> <p>(-/+) 24. Working conditions</p>		
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	<p>(++) 25. Stability and permanence of employment (++) 26. Funding and salaries (-/+) 27. Gender balance (--) 28. Career development (++) 29. Value of mobility (--) 30. Access to career advice (+/-) 31. Intellectual Property Rights (+/-) 32. Co-authorship (++) 33. Teaching (--) 34. Complains/a ppeals</p>		
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	<p>(++) 35. Participation in decision- making bodies (++) 36. Relation with supervisors (++) 37. Supervision and managerial duties (++) 38. Continuing Professional Development s (+/-) 39. Access to research and continuous development (-/+) 40. Supervision</p>		
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Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's Q/S)	Responsible Unit	Indicator(s) / Target(s)
10. PERFORM A NEW SURVEY TO BE DISTRIBUTED AMONG ALL THE RESEARCHERS TO ASSESS THE DEGREE OF IMPLEMENTATION OF THE HRS4R AWARD AFTER THE 5 YEARS OF IMPLEMENTATION	ALL	2Q 2025	Management and Implementation Working Group	<ul style="list-style-type: none"> • Perform the new HRS4R's survey. • Include the results of the analysis into the next action plan
		Current status		Remarks
		NEW	<p>https://cicweb2.dep.usal.es/intranet/tablon/48</p> <p>It is not possible to use counts for checking the number of visits or downloads of these documents with the present version of the webpage. Not being possible to meet one of the indicators.</p> <p>The manual of good research practices is included in the researchers' welcome kit</p>	

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's Q/S)	Responsible Unit	Indicator(s) / Target(s)
<p>11. IMPROVE THE SUSTAINABILITY OF RESEARCH</p> <p>In line with the Sustainable Development Goals (SDGs) set out in the United Nations 2030 Agenda, the Center has established sustainability objectives to guide its performance towards a more equitable and sustainable future, focusing mainly on the following principles:</p> <p>3. Health and well-being by maintaining the quality management system and strengthening knowledge transfer.</p> <p>4. Quality education: through the creation of a research commission.</p> <p>5. Gender equality through the creation of a joint equality commission between researchers from the three institutions.</p> <p>16. Peace, justice, and strong institutions, through the implementation of the manual on conflict of interest and the code of good scientific practice.</p>	<p>(++) 3. Professional responsibility</p> <p>(++) 7. Good practice in research</p> <p>(++) 24. Working conditions</p> <p>(++) 27. Gender balance</p>	1Q 2027	Sustainability commission and Implementation Working Group	<ul style="list-style-type: none"> • Renewal of ISO 9001 certification of research support services on a triennial basis. • Number of publications in the press and social networks increased in 30%. • Number of training activities carried out annually by CIC researchers increased in a 30%. • Decrease in the number of cases of harassment and situations of inequality reported in a 50%.
		Current status	Remarks	
		NEW		

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's Q/S)	Responsible Unit	Indicator(s) / Target(s)
<p>12. WELCOMING DIVERSITY</p> <p>Active search for high-potential female researchers to join the staff of the CIC. This is one of the tasks entrusted to the Center's new Recruitment Committee. In the case of research groups co-led by a male and a female researcher, to promote the visibility of the latter.</p> <p>Encourage the participation of R3 and R4 researchers in all the Center's committees.</p> <p>Conduct specific courses on professional orientation, leadership, confidence building and gender issues. Implement the use of inclusive language in all documents and activities of the Center.</p> <p>Include a similar percentage of male and female guests in the Center's seminars.</p>	<p>(++) 10. Non discrimination</p> <p>(++) 27. Gender balance</p>	1Q 2027	Management and Recruitment & Equality Commission	<ul style="list-style-type: none"> • Increase in the percentage of female researchers at the Center. • Increase in the percentage of senior female researchers at the Center
		Current status	Remarks	
		NEW		

