



ICRA

HUMAN RESOURCES EXCELLENCE IN RESEARCH

INTERNAL REVIEW (self-evaluation report)



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I. ORGANISATIONAL IDENTIFICATION

Name Organisation under review:

Fundació Institut Català de Recerca de l'Aigua (ICRA)

Organisation's contact details:

Mr. Sergi Sabater Cortes, Deputy Director

Mr. Ivan Sanchez Tolosa, General Manager

Mr. David López Alvarez, Head of Human Resources

Web-link to published version of organisation's HR Strategy and Action Plan:

<http://www.icra.cat/hr-excellence-in-research-award>

Web-link to organisational recruitment policy (OTM-R principles):

The OTM-R checklist is attached (in Annex II) to the self-evaluation report.

SUBMISSION DATE TO THE EUROPEAN COMMISSION: December 2018

II. ORGANISATIONAL INFORMATION

The Catalan Institute for Water Research (ICRA) is a research center devoted to the study of water-related issues from scientific and technological perspectives. The ICRA was established in October 2006 by the Government of the Autonomous Community of Catalonia within the framework of the Research Centers Network Program (CERCA). The ICRA is a private foundation whose trustees are the Catalan government's Department of Economy and Knowledge (DECO), the University of Girona (UdG), and the Catalan Water Agency (ACA). The H2O building, the Institute's official headquarters, has housed the institute since 7 October 2009, during which time the ICRA has progressively defined its main lines of research and its internal structure.

The ICRA's lines of research are organized in three main areas, referred to as (AI) Water Resources and Ecosystems, (AII) Water Quality, and (AIII) Water Technologies and Evaluation (Table 1).

AI. Resources and Ecosystems

Line 1. Analysis and modeling of hydrological and physical processes in inland water bodies, both in surface water and groundwater

Line 2. Biogeochemistry, biodiversity, structure and functioning of lacustrine ecosystems, including reservoirs

Line 3. Biogeochemistry, biodiversity, structure and functioning of river ecosystems; valuation of river ecosystems and compartments in a watershed perspective

Line 4. Management and restoration of ecosystems; watershed modeling and planning

AII. Water Quality

Line 1. Dynamics of organic pollutants in surface and ground waters, sediments, and biota

Line 2. Pollutants in drinking, treated, and reused waters

Line 3. Microbiological diversity and quality of natural and reused waters

Line 4. Ecotoxicological responses of the biota to priority and emergent pollutants

AIII. Technologies and Evaluation

Line 1. Efficient conditioning and distribution of ground or surface drinking water

Line 2. Wastewater treatment and reuse

Line 3. Modeling and control of water-based systems

Line 4. Unitary operational systems

All of ICRA R4 Researchers belong to the University of Girona and ICREA Institution.
They are professors developing their research through ICRA.

We inform then, about the staff & Associated Researchers that are part of ICRA, in two separates columns.

STAFF & ASSOCIATED RESEARCHERS (2017)	Workers (FTE)*	Associated Researchers
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	42,33	10
<i>Of whom are international (i.e. foreign nationality)</i>	12,97	3
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	30,57	10
<i>Of whom are women</i>	21,59	2
<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>	10,65	10
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	9,40	0
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level (or Research Technicians).</i>	22,28	0
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	17,52	0
RESEARCH FUNDING (2017)	€	
<i>Total annual organisational budget</i>	4.310.962,30 €	
<i>Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,...)</i>	2.212.000,00 €	
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	1.664.204,83 €	
<i>Annual funding from private, non-government sources, designated for research</i>	235.876,27 €	
<i>Other income (financial income, other income)</i>	198.881,20 €	
ORGANISATIONAL PROFILE		
The Catalan Institute for Water Research Foundation (ICRA) was established on 26 October 2006 by the government of Catalonia within the framework of the Research Centres Programme of Catalonia (CERCA), and was inaugurated on 7 October 2009.		

*Only workers are informed in FTE terms.

III. NARRATIVE

The implementation process started in October 2014 when the HRS4R Working Group was created. After performing a Gap Analysis and a Self-Assessment in accordance with the results of the analysis obtained, an Action Plan 2015-2017 was produced.

The Gap Analysis and the Action Plan were reviewed and approved by:

The Director and the CERCA Institution reviewed it in August 2015.

The ICRA Steering Committee approved it in September 2015.

After reviewing the strengths and weaknesses in the four C&C thematic areas provided for in the initial analysis, ICRA's priorities in the short and medium term have not changed. The conclusion is that there are no relevant changes in the legislation or new internal practices which have an impact on the Action Plan of the initial analysis. ICRA's goal is to continue the actions as planned.

There were various relevant circumstances which affected the initial implementation of the Action Plan as it was planned.

The main cause was the rotation undergone by the structure grid during the year 2017. This problem occupied most of the approach of the Management and HR team, which delayed some of the actions in progress foreseen for the year, but which it has been possible to complete in 2018.

In another respect, in 2017 the Legal Representation of the Employees was formalised and the Works Committee was constituted, with which it was necessary to dedicate time and resources to carry out all the legal formalities (electoral process) for its management.

ICRA does not have a Collective Agreement, and one of the goals of the Works Committee is to have one, and for this purpose negotiations were commenced in September 2017. This initiative could have a positive impact on the development of the principle of "Working Conditions and Social Security".

The Action Plan defined at the end of 2015 gave priority to different areas in which we detected a lack of definition of policies on the part of the ICRA. For this reason we focussed primarily on the areas of Selection, Training and working conditions.

At the present moment, ICRA's main goal is to evaluate the implantation of the Action Plan, detect what is working well and what has to be improved, and to implement the OTM-R Policy.

IV. ACTIONS

Below we set out the Action Plan with the comments on the current state of each action.

(Annex I)

Implementation of Open, Transparent, Merit-Based Recruitment Principles:

ICRA joined the HRS4R process before the publication of OTM-R toolkit.

For this reason, in the present Self-Assessment, one point to be taken into account is the review of the Selection Manual in accordance with the principles included in OTM-R.

However, the verification of OTM-R for the Self-Assessment has been carried out.

(Annex II)

V. IMPLEMENTATION

The “HRS4R” Working Group was created specifically to implement the Action Plan. This Group has a structure similar to the one that participated in the drafting of the initial Action Plan, but some of its members have changed.

The current members of the Committee are:

PERSON PROFILE	AREA	M/F
Deputy Director	Management / Resources and Ecosystems	M
General Manager	Management	M
Head of R&D&i Office	R&D&i Office	M
Research Professor	Water Quality	F
Research Scientist	Water Quality	F
PreDoctoral Researcher	Resources and Ecosystems	M
Head of SCT	Scientific and Technical Services	F
Head of Human Resources	Human Resources	M
Personal Assistant – Admin	Administration	F

There is a total of 4 women and 5 men.

The Working Group has met periodically to implement the Action Plan approved in December of 2015.

The Working Group includes members of different research groups and from all the professional categories in order to involve the research community in the implementation process.

ICRA's management has decided to include the HRS4R Action Plan as the institution's strategic human resources policy, even though it is not explicitly included in the Strategic Plan.

The Action Plan and its implementation are seen as a tool for improving ICRA's human resources strategy.

The progress of the implementation of the Action Plan is carried out by way of an Excel file where the actions are displayed in different colours according to whether they are completed, in course, are our goal for the year in progress or if we have not yet reached the period for implementing them.

The aim of the Working Group is to continue executing the actions and supporting the principles of the C&C to improve the working conditions of all the ICRA human team.

VI. REVISED ACTION PLAN

Following the Action Plan of the HRS4R (period 2015-2017) in ICRA, the future strategy will be centred on continuing the actions as they were initially foreseen. The circumstances which influence the implementation of the Action Plan do not require any change in the priorities and the principal strategy.

A revised action plan for the coming years, including updates of the current actions already in place as well as the new actions, has been incorporated into this self-assessment report.

(Annex III)

VII. ANNEXES

- a. Annex I: Actions
- b. Annex II: ICRA OTM-R CheckList
- c. Annex III: Revised Action Plan

Annex I:

Actions

PRINCIPLE	STABILITY AND PERMANENCE OF EMPLOYMENT					
17	<i>Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the EU Directive on Fixed-Term Work.</i>					
	ACTION	WORK PACKAGE	RESPONSIBLE	TIME FRAME	INDICATOR	Courrent Status & Description
	1. TRAINING PLAN	(1.17) State in the Training Plan that it will apply to all the personnel, both temporary and permanent.	HR	2016 Q1	Deliverable: Training Plan Document	Completed: In the Training Plan it is specified that the training that it will apply to all the personnel, both temporary and permanent.
	4. SELECTION MANUAL	(4.17) Instructions will be drawn up on Recommendations in Contractual and Continuity forms.	HR + GM	2016 Q1	Deliverable: Selection Manual Document	Completed: IT_3.3.1.1-1 Guia Contratación
	7. INTELLECTUAL PROPERTY RIGHTS (IPR)	(7.17) It will be specified in the procedure that temporary staff may participate in IP exploitation rights.	HR + GM + RDI	2016 Q2	Deliverable: Intellectual Property Rights (IPR) Document	Completed: In the IPR Policy it is specified that temporary staff may participate in IP exploitation rights.
	8. STRATEGIC PLAN	(8.17) Define Tenure Track by temporary positions and implementation of Permanent Positions.	HR + GM + DIR + Board of Trustees	2017 Q4	Deliverable: Strategic Plan Document	In process: ICRA Research Career Path, is done and reviewed by steering committee. Pending: Strategic plan has been updated by ICRA's Steering Committee and it has been validated by ICRA's Scientif Advisory Board (SAB). It is still pending to be submitted and approved by board of trustees.

PRINCIPLE	FUNDING AND SALARIES					
18	<i>Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.</i>					
	ACTION	WORK PACKAGE	RESPONSIBLE	TIME FRAME	INDICATOR	Courrent Status & Description
	4. SELECTION MANUAL	(4.18) Verify that no process is endowed with a salary lower than that determined in the salary tables	HR + GM	2016 Q1	Deliverable: Selection Manual Document	Completed
	11. ROSTER "CHECK"	(11.18)(Once a year) Salary structure of entire ICRA's roster is reviewed by the Steering committee in order to assure coherence of each position.	HR + GM + DIR	2017 Q1	Minutes of Steering committee session	Completed

PRINCIPLE	ACCESS TO RESEARCH TRAINING AND CONTINUOUS DEVELOPMENT					
22	<i>Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, takeup and effectiveness in improving competencies, skills and employability.</i>					
	ACTION	WORK PACKAGE	RESPONSIBLE	TIME FRAME	INDICATOR	Courrent Status & Description
	1. TRAINING PLAN	(1.22) Design a training programme based on non-scientific complementary competencies.	HR + GM	2016 Q4	Deliverable: Training Plan Document	Completed: Included in Training Plan
	9. MENTORING	(9.22) Determine mentor links and detection of training plan needs.	HR + GM + WGHR	2017 Q2	Deliverable: Mentoring Guide Document	Completed: ICRA Mentoring Guide

PRINCIPLE	CAREER DEVELOPMENT					
20	<i>Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements</i>					
	ACTION	WORK PACKAGE	RESPONSIBLE	TIME FRAME	INDICATOR	Courrent Status & Description
	1. TRAINING PLAN	(1.20) Define Annual Training Plan	HR + GM	2016 Q4	Deliverable: Training Plan Document	Completed: Once a year is define a Annual Training Plan
	9. MENTORING	(9.20) Determine mentor links for professional guidance.	HR + GM + WGHR	2017 Q2	Deliverable: Mentoring Guide Document	Completed: ICRA Mentoring Guide

PRINCIPLE	PUBLIC ENGAGEMENT					
9	<i>Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.</i>					
	ACTION	WORK PACKAGE	RESPONSIBLE	TIME FRAME	INDICATOR	Courrent Status & Description
	2. OPEN DOORS	(2.09) Design and organise the "Welcome Day"/Open Day, Teachers' Day	DIR + WGHR	2016 Q4		Completed: Once a year ICRA organises an Open Day
	3. PUBLIC DISSEMINATION PLAN	(3.09) Dissemination Plan for Non-Specialist Public	DIR + WGHR	2017 Q3	Deliverable: Public Dissemination Plan Document	Completed

PRINCIPLE	VALUE OF MOBILITY					
21	<p><i>Employers and/or funders must recognise the value of geographical, intersectoral, inter- and trans-disciplinary and virtual 12 mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system.</i></p> <p><i>This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.</i></p>					
	ACTION	WORK PACKAGE	RESPONSIBLE	TIME FRAME	INDICATOR	Courrent Status & Description
	5. DEFINING REGIME OF STAGES AND MOBILITY	(5.21) Define Stage Regime (research or sabbatical).	HR + GM + DIR	2016 Q2	Deliverable: Mobility Policy Document	Completed: ICRA Mobility Policy

PRINCIPLE	GOOD PRACTICES IN RESEARCH					
7	<p><i>Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.</i></p>					
	ACTION	WORK PACKAGE	RESPONSIBLE	TIME FRAME	INDICATOR	Courrent Status & Description
	6. IT DATA TREATMENT PROCEDURE	(6.07) IT Data Treatment Procedure / Drafting of document.	GM + IT	2016 Q2	Deliverable: Digital Data Procedure Document	Completed: ICRA IT Data Treatment Procedure

PRINCIPLE	INTELLECTUAL PROPERTY RIGHTS					
24	<p><i>Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.</i></p>					
	ACTION	WORK PACKAGE	RESPONSIBLE	TIME FRAME	INDICATOR	Courrent Status & Description
	7. INTELLECTUAL PROPERTY RIGHTS (IPR)	(7.24) Implementation of Intellectual Property Policy.	GM + RDI	2016 Q2	Deliverable: Intellectual Property Rights (IPR) Document	Completed: ICRA IPR Policy

PRINCIPLE	POSTDOCTORAL APPOINTMENTS					
40	<p><i>Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of longterm career prospects.</i></p>					
	ACTION	WORK PACKAGE	RESPONSIBLE	TIME FRAME	INDICATOR	Courrent Status & Description
	4. SELECTION MANUAL	(4.40) Define Tenure Track of each ICRA postdoctoral position.	HR + GM + WGHR	2016 Q4	Deliverable: Selection Manual Document	Completed

PRINCIPLE	CONTRACTUAL AND LEGAL OBLIGATIONS					
5	<p><i>Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc) as set out in the terms and conditions of the contract or equivalent document.</i></p>					
	ACTION	WORK PACKAGE	RESPONSIBLE	TIME FRAME	INDICATOR	Courrent Status & Description
	7. INTELLECTUAL PROPERTY RIGHTS (IPR)	(7.05) Add an intellectual property clause to employment contracts. Inform on rights and obligations.	HR	2016 Q2	Deliverable: Intellectual Property Rights (IPR) Document	Completed
	9. MENTORING	(9.05) Create a document accessible for all the personnel on employment conditions in Spain.	HR	2017 Q2	Deliverable: Instruction Document on Employment Conditions in the Spanish State	Completed: IT_3.3.1.1-3 Condiciones Laborales

RESPONSIBLE	
DIR	DIRECTION
GM	GENERAL MANAGER
HR	HUMAN RESOURCES DEPARTMENT
RDI	RDI DEPARTMENT
IT	IT DEPARTMENT
WGHR	WORK GROUP HRS4R

PROGRESS
Completed
In Process

Annex II:

ICRA OTM-R CheckList

ICRA OTM-R Checklist

	Open	Transparent	Merit-based	Answer: Yes completely/Yes substantially/ Yes partially/No	Suggested indicators (or form of measurement)
OTM-R system					
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	X	X	X	No	ICRA has an internal selection policy approved in 2009 for internal use by the HR Unit. It has never been made public and must be updated with OTM-R. Update a Selection Policy is Action Number XX in the new Action Plan of the HRS4R.
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	X	X	X	Yes, substantially	P_3.3.1.1 Manual de Selección and IT_3.3.1.1-1 Guia Contratación, are available for ICRA's personnel.
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	X	X	X	Yes, substantially	P_3.3.1.1 Manual de selecció. A video from CERCA on "Recruitment Bias in Research" is circulated to all members of Selection Committee.
4. Do we make (sufficient) use of e-recruitment tools?	X	X		Yes, partially	ICRA WebSite, EURAXESS, and email comunicacions.
5. Do we have a quality control system for OTM-R in place?				No	
6. Does our current OTM-R policy encourage external candidates to apply?	X	X	X	Yes, completely	All research job offers are advertised publicly (ICRA WebSite, EURAXESS, etc)
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	X	X	X	Yes, completely	For all research positions: yes completely, as these are advertised in ICRA WebSite, EURAXESS and other recruitment platforms.
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	X	X	X	Yes, completely	The policies to attract underrepresented groups are included in P_3.3.1.1 Manual de selecció, and as mentioned in all job offers.
9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	X	X	X	Yes, partially	ICRA have special measures related to balancing work and family life which are included in the "Internal Policy of labour relations and conciliation"
10. Do we have means to monitor whether the most suitable researchers apply?				No	
Advertising and application phase					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	X	X		Yes, completely	All researcher job offers are published in ICRA WebSite and EURAXESS.
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?				No	
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	X	X		Yes, substantially	All vacancies for research personnel are published on EURAXESS.
14. Do we make use of other job advertising tools?	X	X		Yes, substantially	Job offers are published in free advertising tools, nationally and internationally, and also in social networks such as LinkedIn.
15. Do we keep the administrative burden to a minimum for the candidate? [see Chapter 4.4.1 b)]	X			Yes, substantially	Only relevant information is required and customized at each job offer.
Selection and evaluation phase					
16. Do we have clear rules governing the appointment of selection committees? [see Chapter 4.4.2 a)]		X	X	Yes, completely	P_3.3.1.1 Manual de Selecció, include these rules.
17. Do we have clear rules concerning the composition of selection committees?		X	X	Yes, completely	P_3.3.1.1 Manual de Selecció, include these rules.
18. Are the committees sufficiently gender-balanced?		X	X	Yes, substantially	At each recruitment process, ICRA has the aim to appoint gender balanced committees if available.
19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected?			X	Yes, substantially	P_3.3.1.1 Manual de Selección and IT_3.3.1.1-2 Guio_entrevista_Seleccio
Appointment phase					
20. Do we inform all applicants at the end of the selection process?		X		Yes, completely	ICRA at the end of the selection process, informs all candidates applying to ICRA.
21. Do we provide adequate feedback to interviewees?		X		Yes, partially	So far we have provided feedback whenever requested.
22. Do we have an appropriate complaints mechanism in place?		X		No	Statistics on complaints
Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?				No	

Annex III:

Revised Action Plan

I. OTM-R						
ACTION		WORK PACKAGE	NEW ACTION OR CONTINUATION	RESPONSIBLE	TIME FRAME	INDICATOR
1	Incorporation of the OTM-R recommendations	Update Selection Manual Publication of ICRA OTM-R Policy in ICRA WebSite	New Action	WG + HR	Q3 2019	Deliverable: Selection Manual ICRA OTM-R Policy

II. ETHICAL AND PROFESSIONAL ASPECTS						
ACTION		WORK PACKAGE	NEW ACTION OR CONTINUATION	RESPONSIBLE	TIME FRAME	INDICATOR
2	Preparation of the Ethical Code of Conduct	Ethical Code of Conduct	New Action	DIR + GM + HR + WG	Q1 2020	Deliverable: Ethical Code of Conduct

III. WORKING CONDITIONS AND SOCIAL SECURITY						
ACTION		WORK PACKAGE	NEW ACTION OR CONTINUATION	RESPONSIBLE	TIME FRAME	INDICATOR
3	Negotiation of Labour Collective Agreement	Negotiation of Labour Collective Agreement as well as implementation if an agreement at ICRA's work council is reached and ratified by board of trustees.	New Action	DIR + GM + HR + Board of Trustees	2019 - 2020	Deliverable: Labour Collective Agreement
4	Staff Portal with Hr Information	Create a Staff Portal with HR Information (Policies, HR request...)	New Action	GM+ HR + IT	Q1 2020	Deliverable: Staff Portal

IV. STABILITY AND PERMANENCE OF EMPLOYMENT						
ACTION		WORK PACKAGE	NEW ACTION OR CONTINUATION	RESPONSIBLE	TIME FRAME	INDICATOR
5	Strategic Plan	Updating strategic plan and approve by board of trustees.	Continuation	HR + GM + DIR + Board of Trustees	Q3 2020	Deliverable: Strategic Plan Document

RESPONSIBLE	
DIR	DIRECTION
GM	GENERAL MANAGER
HR	HUMAN RESOURCES DEPARTMENT
RDI	RDI DEPARTMENT
IT	IT DEPARTMENT
WG	WORK GROUP HRS4R