

OBJECTIVE 1: Define and develop an organisation model and internal culture for performing excellent research								Objective	Result	Objective	Result	Objective	Result	Objective	Result	
RESULTS	ACTIVITIES	RESPONSIBLE(S)	2020	2021	2022	2023	INDICATORS	RESPONSIBLE(S)	2020	2021	2022	2023				
R1.1 Reorganised organisational culture of trust, transparency and co-responsibility	A1.1.1 All the relevant information for the internal and external stakeholders is easily accessible on the website	General Manager					IR1.1.1. Number of suggestions for missing information	General Manager	5	5	5	5				
	A1.1.2 All the relevant internal information is accessible in the WIKI	General Manager					IR1.1.2. Number of complaints for missing information	General Manager	3	2	1	0				
	A1.1.3 The Steering Board meets (former Group Leaders' meetings) every second month and contribute to the governance and leadership of the organisation	Directorate					IR1.1.3. % of attendance to the Steering Board meetings	General Manager	95%	95%	95%	95%				
	A1.1.4 Values of trust, transparency and co-responsibility are worked out in internal dynamics	Mentors, Supervisors					IR1.1.4. % of LoU documents subscribed over the total possible	General Manager	90%	95%	100%	100%				
R1.2. Internal rules and policies contribute to a good working atmosphere	A1.2.1 Ethic Code, Internal Guidelines are reviewed annually	Scientific Director					IR1.2.1. Number of conflicts between supervisor/mentee managed	Scientific Director	0	0	0	0				
	A1.2.2 Increase the dissemination and Awareness about the principles of the Charter and the Code (HRS4R)	Scientific Director					IR1.2.2. Ethics Code is reviewed and updated (if necessary)	Scientific Director	Done	-	Done	-				
	A1.2.3 Review the OTM-R and adapt it to internal and external changes	Steering Committee					IR1.2.3. OTM-R Policy is reviewed and updated (if necessary)	General Manager	Done	-	Done	-				
	A1.2.4 General Satisfaction survey is performed every second year (2021, 2023)	General Manager					IR1.2.4. Steering Board analyses the results of the Satisfaction survey and defines improvement areas	General Manager	Done	-	Done	-				
	A1.2.5 Perform the next HRS4R Self-assessment and define challenges for the next Action Plan	General Manager									Done					
R1.3. The HRS4R Steering Group follows-up this Action Plan and reviews actions and objectives	A1.3.1 ACHUCARRO appoints a HRS4R Steering Committee to follow-up this Action Plan	General Manager					IR1.3.1. Steering Board is appointed with representative of all internal stakeholders and gender balance	General Manager	Done							
	A1.3.2 The HRS4R Steering Committee formally approved this Action Plan	General Manager					IR1.3.2. HRS4R Action Plan is communicated, after being approved after discussion within internal dynamics	Scientific Director	Done							
	A1.3.3 The HRS4R Steering Committee meets in June and December each year and review and re-orientes (if needed) the Action Plan	General Manager					IR1.3.3. Number of novel approaches or innovations to the Plan identified within the Steering Committee analysis	General Manager	2	2	2	2				

OBJECTIVE 2: Continuously develop mutually beneficial partnerships with Trustees and strategic allies										Objective	Result	Objective	Result	Objective	Result	Objective	Result
RESULTS	ACTIVITIES	RESPONSIBLE(S)	2020	2021	2022	2023	INDICATORS	RESPONSIBLE(S)	2020	2021	2022	2023					
R2.1 The collaboration with Trustees and strategic partner organisations is optimal	A2.1.1 Call periodic coordination meetings with Trustees	Scientific Director					IR2.1.1 Number of meeting per year (ordinary and extraordinary)	Scientific Director	4		4		4		4		
	A2.1.2 Review and update formal collaboration agreement with Trustees and strategic partners	General Manager					IR2.1.2 Number of suggestions of improvement in the relationships or internal policies governing inter-institutional collaboration	General Manager	2		2		2		2		
	A2.1.3 Validation and approval of Strategic Plan 2022-2025	Scientific Director					IR2.1.3 Strategic Plan and financial framework for the BERC 2022-2025 Programme is formally approved	Scientific Director	-	-	Done		-	-	-	-	
R2.2. ACHUCARRO has an excellent network of partner organisations to extend our capabilities	A2.2.1 Assessment of current and potential partnerships and strategic objectives	Steering Board					IR2.2.1 % of new partners vs mature ones	General Manager	5%		5%		5%		5%		
	A2.2.2 Annually identify potential new partner organisations	Steering Board					IR2.2.2 Number of partnering suggestions proposed by the Steering Board	General Manager	2		2		2		2		

OBJECTIVE 3: Secure a stable financial status to support the development of HR policies										Objective	Result	Objective	Result	Objective	Result	Objective	Result
RESULTS	ACTIVITIES	RESPONSIBLE(S)	2020	2021	2022	2023	INDICATORS	RESPONSIBLE(S)	2020	2021	2022	2023					
R3.1 ACHUCARRO has a good financial situation to foster the strategy on people management	A3.1.1 Manage the strategic projects and funding of ACHUCARRO to increase financial stability	General Manager					IR3.1.1 % of funding different from the BERC	General Manager	50%	45%	45%	40%					
	A3.1.2 Increase the number and scope of tools to support personal and professional development	Steering Board					IR3.1.2 Volume of funding devoted to people management policies from the total budget	General Manager	15000	20000	25000	28000					
R3.2. The organisation is capable of increase the level of funding, according to its growth	A3.2.1 Identify and apply for funding sources to increase our operating capacity	Scientific Director					IR3.2.1 % of international funding	General Manager	5%	5%	5%	5%					
	A3.2.2 Keep improving the quality of research outcome to improve the reputation of ACHUCARRO	Scientific Director					IR3.2.2 % of funding from private entities	General Manager	3%	4%	4%	5%					
							IR3.2.3 Number of prizes, awards or recognitions to ACHUCARRO	Scientific Director	2	2	2	2					

OBJECTIVE 4: Contribute to career development and the improvement of professional qualifications										Objective	Result	Objective	Result	Objective	Result	Objective	Result
RESULTS	ACTIVITIES	RESPONSIBLE(S)	2020	2021	2022	2023	INDICATORS	RESPONSIBLE(S)	2020	2021	2022	2023					
R4.1 ACHUCARRO is an active socio-economic agent that contributes to create employment and develop talent	A4.1.1. Keep developing the new research groups and increasing their size, aligning it with the Equality Plan	Scientific Director					IR4.1.1. Number of new contracts over the year	General Manager	5		7		9		11		
	A4.1.2. Improve the attractiveness of our environment for talented professionals in all the stages of their careers	Steering Board					IR4.1.2. % of foreign staff out of the total	General Manager	12%		13%		14%		16%		
	A4.1.3. Continuously identify and assess training needs to adapt them to the evolving research field and job markets	General Manager					IR4.1.3. % of graduates / alumni departing immediately to other jobs out of the total alumni	General Manager	99%		99%		99%		99%		
R4.2. Career development opportunities become a competitive advantage to attract talent	A4.2.1. The Mentoring Programme is a key activity to support career development and the development of internal operations	Mentoring coordinator					IR4.2.1. Assessment of Mentoring Programme is good (Satisfaction survey)	General Manager	-		7,5		-		8		
	A4.2.2. All the internal dynamics support the identification and deployment of career development	Mentoring coordinator, Steering Board, HRS4R Steering group					IR4.2.2. Number of career development activities organised by ACHUCARRO	General Manager	4		5		5		6		
	A4.2.3. ACHUCARRO provides training information and opportunities adapted to all the professional profiles of the organisation	General Manager					IR4.2.3. The contents of the WIKI (Career opportunities) has an excellent evaluation (WIKI Assessment)	General Manager	8		8		8		8		