

Sustainable Careers for Researcher Empowerment

WP4

Implementation of the Research Career Framework

Deliverable 4.1

Action Plans to Implement SECURE Research Career Framework



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TABLE OF CONTENTS

Acknowledgements.....	1
1. Introduction.....	2
2. Methodology	2
3. Trial organisations	4
3.1. Trial 1 – UCY (RPO)	5
3.2. Trial 2 – UNIRI (RPO).....	5
3.3. Trial 3 – UNL (RPO)	6
3.4. Trial 4 – UEFISCDI (RFO)	6
3.5. Trial 5 – PLOCAN (RI)	7
3.6. Trial 6 -ADOC (RA)	7
4. Action Plans	9
4.1 Trial 1 – UCY (RPO)	9
4.2 Trial 2 – UNIRI (RPO).....	14
4.3 Trial 3 – UNL (RPO)	23
4.4 Trial 4 – UEFISCDI (RFO)	34
4.5 Trial 5 – PLOCAN (RI)	44
4.6 Trial 6 – ADOC (RA)	52
5. Conclusions.....	60
References.....	61
Annexes	62
Annex 1: Existing actions implementing the SECURE RCF	62
Annex 2: Action plan to implement the SECURE RCF templates	68

TABLE OF FIGURE

Figure 1. Screenshot of the Excel table displaying the actions selected by each trial organisations in step 1	3
Figure 2. Screenshot of the Excel table displaying the actions selected by each trial organisations in step 2	3
Figure 3. Screenshot of the Excel table displaying the actions selected by each trial organisations in step 3	4
Table 1. Trial organisations to implement the SECURE RCF	4
Table 2. New actions selected by UCY to implement the SECURE RCF	9
Table 3. New actions selected by UNIRI to implement the SECURE RCF	14
Table 4. New actions selected by UNL to implement the SECURE RCF	23
Table 5. New actions selected by UEFISCDI to implement the SECURE RCF	34
Table 6. New actions selected by PLOCAN to implement the SECURE RCF	44
Table 7. New actions selected by ADOC to implement the SECURE RCF	52
Table 8. Actions selected by each of the trial organisations under Pillar 1	62
Table 9. Actions selected by each trial organisations under Pillar 2	63
Table 10. Actions selected by each trial organisations under Pillar 3	64
Table 11. Actions selected by each trial organisations under Pillar 4	65
Table 12. Actions selected by each trial organisations under Pillar 5	66
Table 13. Actions selected by each trial organisations under Pillar 6	66
Table 14. Actions selected by each trial organisations under Pillar 7	67
Table 15. Actions selected by each trial organisations under Pillar 8	67
Table 16. Templates action plan to implement the SECURE RCF	68

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RESPONSIBILITY

The sole responsibility for the content of this publication lies with the authors.

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TABLE OF ABBREVIATIONS AND ACRONYMS

Abbreviation	Full Name
ABIS	Academy of Business in Society
Adoc	Adoc Talent Management
CPN	Center for the Promotion of Science
EC	European Commission
EFfRC	European Framework for Research Careers
ERA	European Research Area
ERAC	European Research Area and Innovation Committee
Eurodoc	European Council of Doctoral Candidates and Junior Researchers
EURES	European Employment Services
ICoRSA	International Consortium of Research Staff Associations
MCAA	Marie Curie Alumni Association
PLOCAN	Oceanic Platform of the Canary Islands
RA	Recruitment Agency
RCF	Research Career Framework
RFO	Organization for Economic Co-operation and Development
RI	Research Infrastructure
RPO	Research-performing Organisation
TGB	Technopolis Group Belgium
TTLM	Tenure Track-like Model
UCY	University of Cyprus
UEFISCDI	Executive Agency for Higher Education, Research, and Innovation Funding
UNIRI	University of Rijeka
UNL	Nova University Lisbon
WIFO	Austrian Institute of Economic Research
RC	Recommendation

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1. Introduction

This document of the SECURE project (Deliverable D4.1), presents the Action Plans to implement in the trial organisations. The Action Plans are based on deliverable D2.1-First Draft of SECURE Research Career Framework (DOI: 10.5281/ZENODO.10776715) of the SECURE project which builds on existing European initiatives to improve research careers and reduce precarity, linking to the European Framework for Research Careers (EFfRC), the European Charter for Researchers, the European Competence Framework for Researchers (ResearchComp), and the European Skills, Competences, and Occupations (ESCO) classification. D2.1 is structured around the 8 pillars and 44 recommendations of the EFfRC and addresses 6 key questions aimed primarily at research-performing organisations (RPOs) and research funding organisations (RFOs) for each recommendation in the EFfRC:

- How could this recommendation be relevant and useful for RPOs and RFOs?
- Which principles of the Charter could be relevant for this recommendation?
- How could ResearchComp and ESCO be relevant for this recommendation?
- How could this recommendation reduce the precarity of research careers?
- Which actions could implement this recommendation at RPOs and RFOs?
- Which challenges could hinder this recommendation at RPOs and RFOs?

D2.1 proposes a set of 150 SECURE RCF actions for implementing the EFfRC at RFOs and RPOs, addressing related challenges for each recommendation. These actions provide clear, practical guidance while allowing flexibility for organisations to adapt them to their strategic interests and needs.

In this document, D4.1, the trial organisations have each selected and interpreted a number of these actions, which have been integrated into individual action plans for each trial as detailed in section 3. The trials will run for 12 months from February 2024 until January 2025. The trial organisations include 3 RPO, 1 RFO, 1 research infrastructure (RI) and 1 recruitment agency (RA).

2. Methodology

The trial organisations were involved in the co-creation of the SECURE RCF actions (see D2.1_DOI: 10.5281/ZENODO.10776715) that facilitate the implementation of the RCF recommendations at the organisations. Due to the delay of the publication of the Proposal for a Council Recommendation on a European Framework to Attract and Retain Research, Innovation, and Entrepreneurial Talents in Europe, and consequently the delay in adjustment the timeline of the project, the development of the actions plans took somewhat longer. The project partners decided to include in the trial phase the discussions and selection of the actions and preparatory steps to implement the actions. First, the selection and interpretation of actions to be implemented by the trials was discussed with all trial organisations. Then, they tailored the actions across the 8 pillars and the 44 recommendations in 4 steps. The trial organisations aimed to be ambitious but realistic on the selection and implementation of actions in the trial phase.

Once the SECURE RCF actions were fully developed, the four-steps process to select actions for testing

in the trials was initiated. Each trial had to select at least one action from each pillar. Actions under pillar 5, recommendation 27 (Tenure track): *Engage with key stakeholders on TTLMs to collect and share best practices on TTLMs* and pillar 8, recommendation 40 (ReICO): *Engage with OECD and key stakeholders on development and implementation of ReICO*, were chosen common actions for all the trials as they are essential to the objectives of SECURE

In step 1, trial organisations were asked to select the actions with either “Yes” (indicating they are implementing or will implement the selected action, shown in green in Figure 1), “No” (indicating they will not implement the action at this time, shown in red in Figure 1) or “Maybe” (indicating they might implement the action, shown in yellow).

Figure 1. Screenshot of the Excel table displaying the actions selected by each trial organisations in step 1

Pillar #	Recommendation #	Topic	Which actions could implement this recommendation at RPOs and RFOs?	UCY	UNIRI	UNL	UEFISCDI	PLOCAN	Adoc
1	1	1 Researchers	Communicate more clearly on definition and rights and obligations of ‘researcher’	Yes	Yes	Yes	Yes	Yes	Maybe
1	2	2 Intersectoral Mobility	Raise awareness on the wide diversity of research careers in and outside academia	Yes	Yes	Yes	Maybe	Maybe	Yes
1	2	2 Intersectoral Mobility	Encourage, train, and support researchers for intersectoral collaboration and mobility	Yes	No	Yes	Yes	No	Yes
1	2	2 Intersectoral Mobility	Promote value of researchers and their skills/competences to non-academic sector	Yes	Yes	Yes	No	No	Yes
1	2	2 Intersectoral Mobility	Organise research career events and employer matchmaking events for researchers	Maybe	No	Maybe	No	No	No
1	2	2 Intersectoral Mobility	Identify structural and administrative barriers to intersectoral collaboration and mobility	Yes	No	No	Maybe	No	No
1	2	2 Intersectoral Mobility	Collect and share best practices on support for intersectoral collaboration and mobility	Maybe	No	Maybe	Maybe	Maybe	Maybe
1	3	3 Research Managers	Define a clear profile for research manager positions with their roles and responsibilities	Yes	Yes	Yes	No	Maybe	Yes
1	3	3 Research Managers	Raise awareness on diverse career paths and research manager as a research career	Yes	Yes	Yes	No	Maybe	Yes
1	3	3 Research Managers	Train researchers in research management and support transition to research manager	No	No	Yes	No	Maybe	Yes
1	3	3 Research Managers	Support ongoing training, development, and professionalisation of research managers	No	Yes	Yes	No	Maybe	No
1	4	4 Research Technicians	Define a clear profile for research technician positions with their roles and responsibilities	Maybe	No	No	No	Maybe	No
1	4	4 Research Technicians	Raise awareness on diverse career paths and research technician as a research career	No	No	Maybe	No	No	No
1	4	4 Research Technicians	Train researchers in technical support and support transition to research technician	No	No	No	No	Maybe	No
1	4	4 Research Technicians	Support ongoing training, development, and professionalisation of research technicians	No	No	No	No	Maybe	No
1	5	5 R1-R4	Adopt the R1-R4 profiles or map existing organisational profiles onto the R1-R4 profiles	Yes	Yes	Maybe	Yes	Yes	Yes
1	5	5 R1-R4	Refer to the R1-R4 profiles in job/grant advertisements and relevant communications	Yes	No	Maybe	Maybe	Yes	Yes
1	5	5 R1-R4	Identify scope of precarity and propose measures to reduce precarity for R1-R4 profiles	No	No	Yes	No	Maybe	No
1	5	5 R1-R4	Treat doctoral candidates as professionals with related working conditions and benefits	Maybe	Yes	No	Maybe	Maybe	Yes
1	5	5 R1-R4	Raise awareness of and support adoption of R1-R4 profiles in the non-academic sector	No	No	No	No	Maybe	Yes
1	6	6 R1-R2/R3-R4	Adopt the grouping of R1-R2 and R3-R4 profiles in organisational regulations and policies	Maybe	No	Yes	No	Maybe	No
1	6	6 R1-R2/R3-R4	Tailor support measures for career development to R1-R2 and R3-R4 profile groups	No	Yes	Yes	No	Maybe	Maybe

In step 2 (Figure 2), trial organisations were asked to remove the “maybes” from the excel. This step required a greater commitment from the trials when selecting actions to implement the recommendations. Then, trial organisations tailored the actions according to their strategic interests and across the 150 SECURE RCF actions as described in D2.1. During the selection process, regular exchanges of information among the organisations and the leaders of WP2 (RCF), WP3 (TTLMs) and WP4 (Trials) were required. Internal coordination within the trial organisations to align with senior management was also essential.

Figure 2. Screenshot of the Excel table displaying the actions selected by each trial organisations in step 2

Pillar #	Recommendation #	Topic	Which actions could implement this recommendation at RPOs and RFOs?	UCY	UNIRI	UNL	UEFISCDI	PLOCAN	Adoc
1	1	1 Researchers	Adopt the EFRC definition of ‘researcher’ in organisational regulations and policies	No	New	No	Old	Old	New
1	1	1 Researchers	Communicate more clearly on definition and rights and obligations of ‘researcher’	New	Old	Old	New	No	New
1	2	2 Intersectoral Mobility	Raise awareness on the wide diversity of research careers in and outside academia	New	New	New	No	No	Old
1	2	2 Intersectoral Mobility	Encourage, train, and support researchers for intersectoral collaboration and mobility	New	No	New	New	No	Old
1	2	2 Intersectoral Mobility	Promote value of researchers and their skills/competences to non-academic sector	New	New	New	No	No	Old
1	2	2 Intersectoral Mobility	Organise research career events and employer matchmaking events for researchers	No	No	No	No	No	No
1	2	2 Intersectoral Mobility	Identify structural and administrative barriers to intersectoral collaboration and mobility	New	No	No	New	No	No
1	2	2 Intersectoral Mobility	Collect and share best practices on support for intersectoral collaboration and mobility	No	No	No	New	New	Old
1	3	3 Research Managers	Define a clear profile for research manager positions with their roles and responsibilities	No	New	New	No	New	Old
1	3	3 Research Managers	Raise awareness on diverse career paths and research manager as a research career	New	New	New	No	No	Old
1	3	3 Research Managers	Train researchers in research management and support transition to research manager	New	No	No	No	No	Old
1	3	3 Research Managers	Support ongoing training, development, and professionalisation of research managers	New	New	New	No	New	No
1	4	4 Research Technicians	Define a clear profile for research technician positions with their roles and responsibilities	No	No	No	No	No	No
1	4	4 Research Technicians	Raise awareness on diverse career paths and research technician as a research career	No	No	No	No	No	No
1	4	4 Research Technicians	Train researchers in technical support and support transition to research technician	No	No	No	No	No	No
1	4	4 Research Technicians	Support ongoing training, development, and professionalisation of research technicians	No	No	No	No	New	No
1	5	5 R1-R4	Adopt the R1-R4 profiles or map existing organisational profiles onto the R1-R4 profiles	New	New	New	No	No	New
1	5	5 R1-R4	Refer to the R1-R4 profiles in job/grant advertisements and relevant communications	Old	No	No	No	No	New
1	5	5 R1-R4	Identify scope of precarity and propose measures to reduce precarity for R1-R4 profiles	No	No	Old	No	No	No
1	5	5 R1-R4	Treat doctoral candidates as professionals with related working conditions and benefits	No	Old	No	No	No	Old
1	5	5 R1-R4	Raise awareness of and support adoption of R1-R4 profiles in the non-academic sector	No	No	No	No	No	New
1	6	6 R1-R2/R3-R4	Adopt the grouping of R1-R2 and R3-R4 profiles in organisational regulations and policies	No	No	No	No	No	No
1	6	6 R1-R2/R3-R4	Tailor support measures for career development to R1-R2 and R3-R4 profile groups	No	New	New	No	No	New
1	6	6 R1-R2/R3-R4	Tailor support measures to address precarity to R1-R2 and R3-R4 profile groups	No	New	Old	No	No	No
2	7	7 Recognition/Interoperability	Track the long-term career paths of researchers at and beyond home organisations	New	No	No	No	No	New

In step 3 (Figure 3), the trial organisations were asked to refine their selection and distinguish between the existing activities implementing SECURE RCF actions in their organisations (Old) and the new SECURE RCF actions that will be trialled (New) for 12 months. The trial organisations aimed to be ambitious in the scope of the activities while also being realistic, given the short duration of the trials. The trials were allowed flexibility in the selection of actions and activities to implement the action plan, considering their own strategic needs and priorities.

Annex 1 shows Excel table showing the existing activities implementing different actions at the trial organisations and section 4 presents the new actions that will be trialled over 12 months.

Figure 3. Screenshot of the Excel table displaying the actions selected by each trial organisations in step 3

Pillar #	Recommendation #	Topic	Which actions could implement this recommendation at RPOs and RFOs?	UCY	UNIRI	UNL	UEFISCDI	PLOCAN	Adoc
1	1	Researchers	Adopt the EFRC definition of 'researcher' in organisational regulations and policies	No	New	No	Old	Old	No
1	1	Researchers	Communicate more clearly on definition and rights and obligations of 'researcher'	No	Old	Old	No	No	No
1	2	Intersectoral Mobility	Raise awareness on the wide diversity of research careers in and outside academia	No	No	New	New	No	Old
1	2	Intersectoral Mobility	Encourage, train, and support researchers for intersectoral collaboration and mobility	No	No	No	No	No	Old
1	2	Intersectoral Mobility	Promote value of researchers and their skills/competences to non-academic sector	No	No	Old	No	No	Old
1	2	Intersectoral Mobility	Organise research career events and employer matchmaking events for researchers	No	No	No	No	No	No
1	2	Intersectoral Mobility	Identify structural and administrative barriers to intersectoral collaboration and mobility	No	No	No	No	No	No
1	2	Intersectoral Mobility	Collect and share best practices on support for intersectoral collaboration and mobility	No	No	No	No	No	Old
1	3	Research Managers	Define a clear profile for research manager positions with their roles and responsibilities	No	New	No	No	New	Old
1	3	Research Managers	Raise awareness on diverse career paths and research manager as a research career	No	No	No	No	No	Old
1	3	Research Managers	Train researchers in research management and support transition to research manager	No	No	No	No	No	Old
1	3	Research Managers	Support ongoing training, development, and professionalisation of research managers	No	New	New	No	No	No
1	4	Research Technicians	Define a clear profile for research technician positions with their roles and responsibilities	No	No	No	No	New	No
1	4	Research Technicians	Raise awareness on diverse career paths and research technician as a research career	No	No	No	No	No	No
1	4	Research Technicians	Train researchers in technical support and support transition to research technician	No	No	No	No	No	No
1	4	Research Technicians	Support ongoing training, development, and professionalisation of research technicians	No	No	No	No	No	No
1	5	R1-R4	Adopt the R1-R4 profiles or map existing organisational profiles onto the R1-R4 profiles	New	Old	No	No	No	New
1	5	R1-R4	Refer to the R1-R4 profiles in job/grant advertisements and relevant communications	Old	No	No	No	No	New
1	5	R1-R4	Identify scope of precarity and propose measures to reduce precarity for R1-R4 profiles	No	No	Old	No	No	No
1	5	R1-R4	Treat doctoral candidates as professionals with related working conditions and benefits	No	Old	No	No	No	Old
1	5	R1-R4	Raise awareness of and support adoption of R1-R4 profiles in the non-academic sector	No	No	No	No	No	New
1	6	R1-R2/R3-R4	Adopt the grouping of R1-R2 and R3-R4 profiles in organisational regulations and policies	No	No	No	No	No	No
1	6	R1-R2/R3-R4	Tailor support measures for career development to R1-R2 and R3-R4 profile groups	No	Old	No	No	No	No
1	6	R1-R2/R3-R4	Tailor support measures to address precarity to R1-R2 and R3-R4 profile groups	No	No	Old	No	No	No
2	7	Recognition/Interoperability	Track the long-term career paths of researchers at and beyond home organisations	No	No	No	No	No	New
2	7	Recognition/Interoperability	Collect and share best practices on recognition and support of diverse research careers	No	No	No	New	No	Old
2	7	Recognition/Interoperability	Engage with key stakeholders on recognition and support of diverse research careers	New	New	New	No	No	Old

Finally, in step 4, the trial organisations filled in the action plan templates. These templates were structured into six sections, where the trials were asked to describe why each action was selected, the activities needed to implement the action, the targets for each activity, the required resources, and whether they identified any risks and corresponding mitigation activities. Annex 2 shows the action plan to implement the SECURE RCF templates.

3. Trial organisations

Table 1 lists the trial organisations, which include three Research Performing Organisations (RPOs) UCY, UNIRI, UNL and one Research Funding Organisation (RFO), UEFISCDI. Additionally, we have incorporated two more partner organisations related to research and researchers: one Research Infrastructure (RI), PLOCAN and one Recruitment Agency (RA), ADOC.

Table 1. Trial organisations to implement the SECURE RCF

TRIAL ORGANISATIONS		ORGANISATION TYPE
1	UCY	RPO
2	UNIRI	
3	UNL	
4	UEFISCDI	RFO
5	PLOCAN	RI
6	ADOC	RA

3.1. Trial 1 – UCY (RPO)

The **University of Cyprus** (UCY) is a public research university located in Nicosia, the capital city of Cyprus. As a higher education institution has a mission to establish itself as a Pioneer Research Institution achieving International Scientific Recognition in European Higher Education, offering competitive programmes and becoming a Centre of Excellence in the wider Euro – Mediterranean Region. It will do so through the promotion of scholarship and education, teaching and research, and the enhancement of the cultural, social and economic development of Cyprus. UCY's vision is both to become a leader among young European Universities and a pioneer in Open Science (OS).

UCY strategic objectives are included in the following areas: Internationalisation; Ensuring functional and operational sustainability; Recruitment of high-calibre academic staff; Attracting students of high academic level; Developing hybrid and/or distant/remote forms of education; and Accelerating Infrastructure development.

These areas are strongly related to developing synergies in teaching and research with partners across the globe, the optimal utilisation of copyrights and patents, using technology to promote hybrid and distance teaching, the development and sustainability of the university via attracting high-calibre researchers, students and staff both from Cyprus and abroad, and accelerating infrastructure development.

Website: <https://www.ucy.ac.cy/?lang=en>

3.2. Trial 2 – UNIRI (RPO)

The **University of Rijeka** (UNIRI) is a public university located in Rijeka, Croatia. Founded in 1973, it has grown to become one of the leading educational institutions in the country, known for its comprehensive academic programmes, research initiatives, and contributions to the local and international community.

The University of Rijeka (UNIRI), a higher education and research institution, has the mission to conduct scientific, artistic, and developmental research, engaging its staff as:

- (i) teachers, who prepare students for the jobs of the future and civic responsibility;
- (ii) researchers, who open and empower the University by boldly embarking on innovative research ventures and collaborations to develop the economy and improve the well-being of the local community; and
- (iii) citizens, who sincerely believe in the European values of freedom, human rights, and enlightenment, and are building a new European future.

As a research-oriented University, UNIRI has the vision to become a European University of the future.

UNIRI's strategic objectives are defined in four strategic areas within which the respective quantitative and qualitative development goals are defined in the following areas:

- 1) learning and teaching, promoting open education;
- 2) research, promoting innovation and the development of the economy and community;
- 3) regional involvement, promoting knowledge transfer and social responsibility for sustainable development; and
- 4) internationalisation, promoting the continuous expansion of horizons and strategic partnerships.

UNIRI will participate in this trial as research performing organisation pilot (RPO).

Website: <https://uniri.hr/>

3.3. Trial 3 – UNL (RPO)

Universidade NOVA de Lisboa (UNL) is a Portuguese public higher education institution, whose main mission is to serve society through knowledge, locally and globally, by developing teaching and research of excellence that create significant social and economic value. It comprises 9 Schools across the Great Lisbon Area, ranging from Science & Technology, Health (including Public Health and Tropical Health), Biotech and Life Sciences or Information and Data Science to Law, Business & Economics, and Social Science & Humanities. It offers several degrees (BSc, MSc, PhD) and postgraduate courses. There are over 25.000 students at NOVA (20% international), and 2.771 academics & researchers of which nearly half are women.

UNL demonstrates exceptional research performance, with 92% of its 39 R&D Units recognised as excellent, positioning it among the top 3 national universities with international acclaim. International collaboration is prominent, with nearly half of UNL's publications involving global partnerships.

UNL remains steadfast in its commitment to research and career assessment reforms, evident in its involvement as a signatory of Coalition for Advancing Research Assessment (CoARA) and a trial institution for the European projects SECURE and OPUS.

The university is also committed to promoting knowledge-based, high-impact value creation activities through collaborations with society and industry. _serves as a centralised hub showcasing NOVA's technologies and services related to its Third Mission, enabling the UNL community to access information on innovation and entrepreneurship. As of 2023, UNL boasts +275 active patents, +125 start-ups and spin-offs, +600 active protocols and agreements with companies and non-academic institutions, and every year over 3500 students engage in entrepreneurship training and/or competitions

Website: <https://www.unl.pt/en>

3.4. Trial 4 – UEFISCDI (RFO)

The **Executive Agency for Higher Education, Research, Development and Innovation Funding (UEFISCDI)**, as a funding agency under the authority of the Romanian Ministry of Education, works in close collaboration with the Ministry of Research, Innovation and Digitalization. UEFISCDI's mission is to promote quality and leadership for higher education, research, development and innovation.

UEFISCDI vision is to contribute to the internationalization of Romanian Higher Education and research, through the development of real instruments of scientific and cultural diplomacy. UEFISCDI's strategic objectives are:

- 1) To set up the framework for higher education and scientific research within the national budget and other sources.
- 2) To fund high quality research projects in Romania.
- 3) To provide science policy expertise.

Along with the attributions aimed at financing higher education and research, UEFISCDI is recognized nationally and internationally as the organization using methods and techniques of structured analysis and consultation combined in the concept of foresight for institutional and system development projects regarding to higher education, research, development and innovation.

Website: <https://uefiscdi.gov.ro/>

3.5. Trial 5 – PLOCAN (RI)

The **Oceanic Platform of the Canary Islands (PLOCAN)** is a public Consortium created in 2007 between the then Ministry of Education and Science, now Ministry of Economy, Industry and Competitiveness (MINECO), and the Government of the Autonomous Community of the Canary Islands, with the aim of building, equipping and operating a set of marine infrastructures for research in the field of marine sciences and technologies.

Its mission is to build, equip, and operate a set of marine infrastructures for research in the field of marine sciences and technologies. PLOCAN serves as a singular scientific and technological infrastructure (ICTS) aimed at accelerating the development of knowledge and technologies for the responsible and sustainable use of the ocean. It aligns with the United Nations Sustainable Development Goals and the Blue Growth Strategy established by the European Union. PLOCAN's staff is composed by 12 researchers, 21 research managers, 14 research technicians, and 11 administration and IT personnel.

Website: <https://plocan.eu/>

3.6. Trial 6 -ADOC (RA)

Adoc Talent Management (ADOC) is the first firm specialising in career management focused on research personnel and doctoral graduates from all disciplines. From the very beginning, the ADOC team has been rooted in the innovation ecosystem, driven to promote the competencies of PhDs. Adoc Talent Management is operating on three different activities: recruitment, training and research about doctorate.

1. Recruitment: We provide specialized recruitment consulting services to companies, public sector organizations, and associations. Our deep understanding of the expectations of both recruiters and PhDs allows us to match talent with the right opportunities. We have around 200 clients, and recruit 60 PhDs a year.
2. Training: We offer targeted training programs designed to enhance the skills and employability of PhDs. Our training services are tailored to meet the evolving needs of the job market. We provide approx. 350 training days per year.

3. Research and Studies. Established in 2021, the LID is a private research laboratory supported by public funding, including the French National Research Agency (ANR). The LID conducts both quantitative and qualitative research, contributing to the understanding of doctoral education through interdisciplinary practices. Our researchers are encouraged to publish in high-impact journals and engage in international collaborations. The LID maintains close connections with stakeholders in academia and industry, facilitating the identification and exploration of research problems that arise from the field. The integrated governance structure of the LID also includes two committees to support the LID in development and implementation of the research projects.

ADOC operate from three strategic locations in Canada, France, and Belgium. ADOC team of 30 dedicated employees is committed to delivering exceptional services across these regions.

The actions ADOC have chosen to implement the RCF primarily focus on career development. This will enable them to bridge the vocabulary gap between private sector and academia, and advise our clients on career development programmes.

Website: <https://en.adoc-tm.com/>

4. Action Plans

4.1 Trial 1 – UCY (RPO)

Table 2. New actions selected by UCY to implement the SECURE RCF

Pillar	RC	Topic	Action
1	5	R1-R4	Adopt the R1-R4 profiles or map existing organisational profiles onto the R1-R4 profiles
2	7	Recognition/ Interoperability	Engage with key stakeholders on recognition and support of diverse research careers
3	12	Working Conditions	Review and improve support to researchers with the fulfilment of administrative duties
4	17	ResearchComp	Raise awareness on ResearchComp and transversal skills/competences for researchers
5	27	Research Assessment	Inform research assessors on the added value of reformed research assessment criteria
5	30	Tenure Track	Engage with key stakeholders on TTLMs to collect and share best practices on TTLMs
5	30	Tenure Track	Engage with national research-funding bodies on need for long-term funding for TTLMs
6	31	Competitive Union	Review and internally discuss support to attract and reintegrate returning researchers
7	36	Charter Encouragement	Raise awareness on the revised Charter among researchers
8	40	RelCO	Engage with OECD and key stakeholders on development and implementation of RelCO

Each action is further described in the tables below:

PILLAR 1 - Recommendation 5 – R1-R4	
SECURE RCF Action	Adopt the R1-R4 profiles or map existing organisational profiles onto the R1-R4 profiles
Reason for Selection	Ensure standardised career development pathways that enhance transparency, mobility, and progression opportunities for researchers
Activities for Action	1. Assessment and Mapping: Conduct a comprehensive review of current researcher profiles and map them onto the R1-R4 framework
Targets for Activities	1. One review document by trial M12
Resources Required	Staff effort to conduct activities
Risks and Mitigation	N/A

PILLAR 2 - Recommendation 7 - Recognition/Interoperability	
SECURE RCF Action	Engage with key stakeholders on recognition and support of diverse research careers
Reason for Selection	Foster an inclusive and supportive research environment that values a variety of career paths and contributions
Activities for Action	1. Stakeholder Mapping: Identify and map key stakeholders, including academic staff, researchers at different career stages, industry partners, and policy makers 2. Consultation Workshops: Organize one workshop/roundtable discussion with stakeholders to gather insights and perspectives on diverse research careers (joint Activities III, VIII, IX, XIII)
Targets for Activities	1. One mapping document by trial M12 2. One workshop/roundtable by trial M12
Resources Required	Staff effort to conduct activities
Risks and Mitigation	N/A

PILLAR 3 - Recommendation 12 - Working Conditions	
SECURE RCF Action	Review and improve support to researchers with the fulfilment of administrative duties
Reason for Selection	Reduce administrative burdens, allowing researchers to focus more on their core research activities and thereby enhancing productivity and research outcomes
Activities for Action	1. Process Mapping: Map existing administrative processes to identify inefficiencies and areas for improvement 2. Feedback Mechanisms: Create a feedback mechanism for researchers to regularly report administrative difficulties and suggest improvements 3. Administrative Liaisons: Appoint administrative liaisons within departments to provide direct support and guidance to researchers 4. Create and Enrich Guides to admin processes: Revise institutional guides to accommodate the explanation of admin processes specific to researchers
Targets for Activities	1. One mapping document by trial M12 2. One communication designed and sent by trial M12 3. One meeting with Administrative Liaisons by trial M12 4. Produce Revised documents by trial M12
Resources Required	Staff effort to conduct activities Information regarding current administrative procedures
Risks and Mitigation	N/A

PILLAR 4 - Recommendation 17 - ResearchComp	
SECURE RCF Action	Raise awareness on ResearchComp and transversal skills/competences for researchers

Reason for Selection	Ensure that researchers are equipped with a broad set of skills that enhance their employability, career development, and ability to contribute to multidisciplinary research and innovation
Activities for Action	1. Workshop/Seminar: Organize a workshop/seminar on ResearchComp and the importance of transversal skills, covering topics such as communication, project management, leadership, and interdisciplinary collaboration. (joint Activities III, VIII, XIII)
Targets for Activities	1. One workshop/seminar by M12
Resources Required	Staff efforts to conduct activities
Risks and Mitigation	N/A

PILLAR 5 - Recommendation 27 - Research Assessment	
SECURE RCF Action	Inform research assessors on the added value of reformed research assessment criteria
Reason for Selection	Informing research assessors about the added value of reformed research assessment criteria is important because it enhances the university's research quality, reputation, and compliance with current and future funding and policy mandates
Activities for Action	1. Workshop/Seminar: Organize a workshop/seminar on reformed research assessment criteria and the importance of open science, peer review, valuing locally relevant research and gender aspects of research assessment. (joint Activities III, VIII, IX, XIII)
Targets for Activities	1. Organize one workshop on reformed research assessment by trial M12
Resources Required	Staff effort to conduct activities
Risks and Mitigation	N/A

PILLAR 5 - Recommendation 30 - Tenure Track	
SECURE RCF Action	Engage with key stakeholders on TTLMs to collect and share best practices on TTLMs
Reason for Selection	TTLMs are a direct and long-term instrument to improve the careers of researchers and reduce the precarity of research careers
Activities for Action	1. Collect best practices from selected stakeholders on TTLMs 2. Organise joint meetings with selected stakeholders on TTLMs
Targets for Activities	1. Collection of best practices on TTLMs by trial M12 2. Two joint meetings by trial M12
Resources Required	Staff effort to collect best practices and participate in meetings
Risks and Mitigation	N/A

PILLAR 5 - Recommendation 30 - Tenure Track	
SECURE RCF Action	Engage with national research-funding bodies on need for long-term funding for TTLMs
Reason for Selection	Ensure stable career paths for researchers, which attracts and retains top talent. This long-term funding supports sustained research excellence and innovation, benefiting the broader academic and scientific community
Activities for Action	1. Follow-up meetings: Schedule a follow-up meeting with the Ministry for Research and Innovation representatives to discuss the response to the initial communication and to further advocate for long-term funding for TTLMs
Targets for Activities	1. One meeting with by trial M12
Resources Required	Staff efforts to attend the meetings
Risks and Mitigation	Risk: Availability of Ministry for Research and Innovation representatives Mitigation: Early arrangements and confirmations/follow-up

PILLAR 6 - Recommendation 31 - Competitive Union	
SECURE RCF Action	Review and internally discuss support to attract and reintegrate returning researchers
Reason for Selection	Leverage the diverse skills and experiences these researchers bring. This support fosters a dynamic and innovative research environment, enhances the university's global competitiveness, and addresses potential gaps in expertise.
Activities for Action	1. Support the newly established ad-hoc committee on Excellent and Returning Researchers in discussing and deciding on tangible actions on the topic
Targets for Activities	1. One meeting with the committee by trial M12
Resources Required	Staff effort to conduct activities
Risks and Mitigation	Risk: Availability of committee representatives Mitigation: Early arrangements and confirmations/follow-up

PILLAR 7 - Recommendation 36 - Charter Encouragement	
SECURE RCF Action	Raise awareness on the revised Charter among researchers
Reason for Selection	Ensure the researcher understand and adhere to updated standards and best practices. This promotes a cohesive research culture, enhances compliance, and aligns individual efforts with institutional goals
Activities for Action	1. Organize a workshop/seminar to raise awareness on the revised Charter among researchers (joint Activities III, VIII, IX, XIII)

Targets for Activities	1. One Workshop/Seminar by trial M12
Resources Required	Staff effort to conduct activities
Risks and Mitigation	N/A

PILLAR 8 - Recommendation 40 - ReICO	
SECURE RCF Action	Engage with OECD and key stakeholders on development and implementation of ReICO
Reason for Selection	ReICO will be an important observatory for research careers and our organisation is interested in providing feedback to ReICO
Activities for Action	1. Engage in initial virtual meeting with OECD/EC and SECURE partners to be informed about and provide feedback on ReICO 2. Engage in follow-on virtual meeting with OECD/EC and SECURE partners to be informed about and provide feedback on ReICO
Targets for Activities	1. One joint meeting by trial M6 2. One joint meeting by trial M12
Resources Required	Staff effort to participate in meetings
Risks and Mitigation	Risk: Signing of contract between OECD and EC is delayed Mitigation: Shifting of one joint meeting in trial M6 to trial M12

4.2 Trial 2 – UNIRI (RPO)

Table 3. New actions selected by UNIRI to implement the SECURE RCF

Pillar	RC	Topic	Action
1	1	Researchers	Adopt the EFfRC definition of ‘researcher’ in organisational regulations and policies
1	3	Research Managers	Define a clear profile for research manager positions with their roles and responsibilities
1	3	Research Managers	Support ongoing training, development, and professionalisation of research managers
2	7	Recognition/ Interoperability	Engage with key stakeholders on recognition and support of diverse research careers
3	12	Working Conditions	Review and internally discuss providing commensurate remuneration for researchers
4	16	Doctoral Training	Integrate policies and practices for Open Science into doctoral training programmes
4	17	ResearchComp	Raise awareness on ResearchComp and transversal skills/competences for researchers
5	27	Research Assessment	Recognise Open Science practices and societal impact of research in research assessment
5	28	Assessment Initiatives	Collect and share best practices on reforming existing research assessment systems
5	30	Tenure Track	Engage with key stakeholders on TTLMs to collect and share best practices on TTLMs
6	31	Competitive Union	Review and internally discuss support to attract and reintegrate returning researchers
7	36	Charter Encouragement	Raise awareness on the revised Charter among researchers
7	36	Charter Encouragement	Endorse and implement the revised Charter at organisations
8	40	RelCO	Engage with OECD and key stakeholders on development and implementation of RelCO

Each action is further described in the tables below:

PILLAR 1 - Recommendation 1 - Researchers	
SECURE RCF Action	Adopt the EFfRC definition of ‘researcher’ in organisational regulations and policies
Reason for Selection	The term “researcher” is widely used around the University. However, it has not been specifically defined in official documents. It is important to define, adopt and systematically use the term to ensure all employees have the same understanding of “researcher”
Activities for Action	1. Define the term “researcher” as stated in the European framework for research careers
Targets for Activities	1. At least one discussion on the amendment to the Rulebook on scientific, artistic and innovation activities by trial M9 2. Adoption of the revised Rulebook by trial M12

Resources Required	UNIRI management, Vice-rector for Science and Arts and SECURE team members staff effort
Risks and Mitigation	Risk: the University Senate's unwillingness to adopt the revised Rulebook. Mitigation: hold consultations about the rulebook within different University bodies. After the first draft is agreed, only then bring to the Senate's agenda for adoption

PILLAR 1 - Recommendation 3 - Research Managers	
SECURE RCF Action	Define a clear profile for research manager positions with their roles and responsibilities
Reason for Selection	The purpose of this action is to determine the job classification within the UNIRI Rectorate and to ensure better compliance with the new Civil Service Act, adopted in December 2023
Activities for Action	1. Conduct a technical evaluation of the current job classification 2. Define clear profiles for research manager positions at UNIRI
Targets for Activities	1. Conduct a technical evaluation of the current job classification, focusing on its efficiency and internal fairness by trial M12 2. Develop a new UNIRI Job Classification document by trial M12
Resources Required	Staff efforts to conduct activities
Risks and Mitigation	Risk: Lack of support for adaptation of the UNIRI Job Classification for research managers Mitigation: Support from University management

PILLAR 1 - Recommendation 3 - Research Managers	
SECURE RCF Action	Support ongoing training, development, and professionalisation of research managers
Reason for Selection	Training, development, and professionalisation of research managers (RM) are crucial for enhancing efficiency and ensuring high-quality research support. Additionally, it opens up career advancement opportunities, contributing to job satisfaction and retention of research support professionals
Activities for Action	1. Research managers' participation in professional networks (e.g., EARMA, BESTPRAC, ASTP, EUA, EUA CDE, YERUN), and 2. RM's participation in EU projects like the ongoing RM Roadmap project These initiatives offer education, networking, and professional mobility opportunities, facilitating the exchange of best practices among higher education institutions.
Targets for Activities	1. Active membership in at least two professional networks by trial M6 2. Participate in at least two international events, trainings, or conferences by trial M12 and at least one by trial M12. 3. Organise at least two UNIRI research managers mutual learning exercises by trial M12
Resources Required	Annual network membership fees and reimbursement of training, networking and/or mobility expenses. Staff efforts

Risks and Mitigation	<p>Risk 1: Lack of support and understanding of the need for research managers' trainings</p> <p>Risk 2: Lack of funds to support training</p> <p>Mitigation measures: Ensuring support from university management, using nationally available funding mechanisms, volunteer research managers' work</p>
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PILLAR 2 - Recommendation 7 - Recognition/Interoperability	
SECURE RCF Action	Engage with key stakeholders on recognition and support of diverse research careers
Reason for Selection	Unlike in the recent past, the number of PhDs awarded is higher than the needs of academic institutions in Croatia. It is thus important to ensure recognition and support of PhDs to find diverse research careers. The primary focus of the activities directed towards improving the transversal skills and competences of early career research is in line with ResearchComp, namely Fairness, diversity and inclusiveness; Ethics and integrity; Sustainable research and international career development. In addition to specific transversal skills, attention to be focused on planning professional development and self-reflection, i.e. raising awareness of acquired competencies during the entire doctoral training
Activities for Action	<ol style="list-style-type: none"> 1. Brainstorming session at Doctoral School Council to define the needed transferable skills to develop trainings for PhD candidates 2. Define a list of transferable skills
Targets for Activities	<ol style="list-style-type: none"> 1. Organise a brainstorming session by trial M12 2. Set of transferable skills defined by trial M12
Resources Required	Staff effort to conduct activities
Risks and Mitigation	<p>Risk: Lack of UNIRI constituents' interest to engage</p> <p>Mitigation: Plan such an activity within the agenda of a regular Doctoral School Council meeting</p>

PILLAR 3 - Recommendation 12 - Working Conditions	
SECURE RCF Action	Review and internally discuss providing commensurate remuneration for researchers
Reason for Selection	The working conditions for researchers are broadly defined by national regulations. Researchers are often overloaded with teaching obligations, limiting their ability to focus on research. Providing commensurate remuneration for researchers could help address these challenges and promote the health and well-being of the university community. UNIRI will develop and adopt a policy to grant a specific title <i>UNIRI Research Assistant Professor/Associate Professor/Professor</i> to individuals in scientific-teaching positions who actively lead scientific projects funded by competitive EU or national funding sources. The title is accompanied by defined financial resources which can be used at the discretion of the title holder with a strong suggestion to use the accompanying annual funding to cover the costs of a junior academic to take over (some of) the teaching

	from the title holder
Activities for Action	<ol style="list-style-type: none"> 1. Discuss and draft (internally and with relevant UNIRI bodies) the policy related to measures for the improvement of scientific work at the University of Rijeka – Research Professorship 2. Adopt the Measures for the Improvement of Scientific Work at the University of Rijeka – Research Professorship
Targets for Activities	<ol style="list-style-type: none"> 1. Discuss and draft the policy for Measures for the Improvement of Scientific Work at the University of Rijeka by trial M6 2. Adopt the Measures for the Improvement of Scientific Work at the University of Rijeka – Research Professorship by trial M6
Resources Required	Staff effort to conduct activities
Risks and Mitigation	N/A

PILLAR 4 - Recommendation 16 - Doctoral training	
SECURE RCF Action	Integrate policies and practices for Open Science into doctoral training programmes
Reason for Selection	The importance of implementation of Open Science policies and practices from the onset of a research career. It is important to raise awareness and train early-stage researchers in OS as the gold standard at UNIRI, implemented in UNIRI OS Policy and other relevant policies. Some activities are being tested within OPUS project, while others have been negotiated and developed within the YUFE alliance and UNIRI is strongly committed to piloting these and try to integrate them as part of the regular doctoral trainings with ECTS credits assigned
Activities for Action	<p>YUFE DIOSI model Doctoral Education Programme will be offered to PhD candidates on top of their regular PhD training programmes. The Programme will have 3 elements: Open Science, Open Entrepreneurship and Career Development. The third one is out of scope of this action, but the other two are relevant</p> <ol style="list-style-type: none"> 1. Define the OS-related training learning outcomes and ECTS to be granted to PhD candidates as part of their formal doctoral training. 2. Agree on the OS-related training learning outcomes and ECTS to be granted to PhD candidates as part of their formal doctoral training 3. Deploy the YUFE DIOSI model Doctoral Education Programme 4. The trainings at the University of Rijeka, that are relevant to this Action, will delve into the topics of open science and open entrepreneurship
Targets for Activities	<ol style="list-style-type: none"> 1. Define the OS-related learning outcomes and ECTS a PhD candidate participating in the programme can be granted as part of doctoral training by trial M3 2. Organise one joint meeting on the expected learning outcomes and ECTS, with heads of doctoral programmes at UNIRI faculties by trial M6 3. Select at least 20 students from at least 5 different faculties to participate in YUFE DIOSI model Doctoral Education Programme pilot by trial M6 4. Deploy the trainings by trial M12

Resources Required	Staff effort of SECURE and UNIRI YUFE team members as well as of trainers already employed at UNIRI. Training premises at UNIRI campus
Risks and Mitigation	Risk: Low interest of PhD students to participate in the training Mitigation: The programme itself has already been mostly developed during the DIOSI Horizon 2020 project. At that stage, the Doctoral School Council and heads of doctoral programmes at all UNIRI faculties were engaged and consulted on the contents, format, duration, learning outcomes and ECTS credits to ensure relevance for PhD candidates and possibility for formal recognition as part of the candidate's doctoral training. This should all ensure a sufficient number of PhD students decide to enrol into this pilot

PILLAR 4 - Recommendation 17 - ResearchComp	
SECURE RCF Action	Raise awareness on ResearchComp and transversal skills/competences for researchers
Reason for Selection	Importance of the action in terms of strategic decisions related to research assessment reform, HRS4R action plan which specifically focuses on early- and mid-career researchers, CoARA Action plan, OPUS and SECURE Horizon Europe projects and related policies
Activities for Action	1. Raising awareness about ResearchComp and transversal skills/competences for researchers in the light of the research assessment reform
Targets for Activities	1. Inform the members of the Expert Council for Research and Innovation about the recent developments in relation to the above in at least two meetings by trial M12. Members of the Expert Council are Vice-Deans for Research or equivalent functions at all the UNIRI faculties/constituents. The information they receive at regular monthly sessions are shared to academic and non-academic staff at their own institutions
Resources Required	Staff effort of SECURE team
Risks and Mitigation	N/A

PILLAR 5 - Recommendation 27 - Research Assessment	
SECURE RCF Action	Recognise Open Science practices and societal impact of research in research assessment
Reason for Selection	Importance of the action in terms of strategic decisions related to research assessment reform and streamlining OS at UNIRI, all of which is generally reflected in the HRS4R action plan, UNIRI CoARA Action plan, OPUS and SECURE Horizon Europe project Action plans and planned throughout policy development at UNIRI
Activities for Action	1. Raise awareness on the recognition of OS practices and societal impact of research in research assessment 2. Actively engage in ensuring the OS practices and societal impact is recognised in the national criteria

Targets for Activities	<ol style="list-style-type: none"> 1. A brainstorming session and open discussion with the University library of the OS practices and societal impact of research for research assessment in relation to the forthcoming update of the UNIRI OS Policy by trial M12 2. During participation in the work of the Croatian Rectors' Conference committee for the development of the national research assessment criteria, make sure the Rector's Conference adopts these criteria with included OS and societal impact elements by trial M6
Resources Required	Staff effort of SECURE UNIRI project team and the University library staff
Risks and Mitigation	Risk: Delay in adoption of the national criteria Mitigation: Active engagement in pushing the adoption forward

PILLAR 5 - Recommendation 28 - Assessment Initiatives	
SECURE RCF Action	Collect and share best practices on reforming existing research assessment systems
Reason for Selection	It is important to understand which elements of existing research assessment systems throughout Europe seem to work well and in which context
Activities for Action	<ol style="list-style-type: none"> 1. Regularly participate in the activities of CoARA WGs on Academic Career Assessment 2. Participate in the Assessment of Early-and-mid-Career Researchers, in the work of YUFE Work Package 5: YUFE Responsible, Interdisciplinary and Inclusive Research and other relevant working groups within YUFE, YERUN and at EU level
Targets for Activities	<ol style="list-style-type: none"> 1. Participate at a minimum of 2 events organised by CoARA either within the WGs or by the WG, specifically related to sharing best practices among signatories by trial M6 2. Participate at a minimum of 3 other relevant events within the groups mentioned in the Activities for Action above by trial M12
Resources Required	Staff effort to conduct activities
Risks and Mitigation	N/A

PILLAR 5 - Recommendation 30 - Tenure Track	
SECURE RCF Action	Engage with key stakeholders on TTLMs to collect and share best practices on TTLMs
Reason for Selection	TTLMs are a direct and long-term instrument to improve the careers of researchers and reduce the precarity of research careers
Activities for Action	<ol style="list-style-type: none"> 1. Collect best practices from selected stakeholders 2. Engage in virtual meetings to collect input from key stakeholders on TTLMs.
Targets for Activities	<ol style="list-style-type: none"> 1. Collection of best practices on TTLMs by trial M12 2. Two joint meetings by trial M12

Resources Required	Staff effort to collect best practices and participate in meetings
Risks and Mitigation	N/A

PILLAR 6 - Recommendation 31 - Competitive Union	
SECURE RCF Action	Review and internally discuss support to attract and reintegrate returning researchers
Reason for Selection	Importance of support to returning researchers to ensure high- quality academics are employed at the University Returning researchers bring best practice examples from other institutions and support internationalisation by integrating their existing networks into their work at the University. They also contribute to increasing diversity at UNIRI and bringing different perspectives into the workplace. In previous decades, UNIRI used the national funding scheme to support return of researchers. However, with the new University Act from 2022 and the related reform, this instrument has been discontinued in 2024. UNIRI would like to design instruments and have a dedicated funding scheme to attract and reintegrate returning researchers as it will not be supported by any national funding schemes. Such funds would have to include salary for such researchers, funds to buy the necessary equipment to work and other costs
Activities for Action	1. Analyse and discuss potential to include the instruments to attract and reintegrate returning researchers by securing funding from the Programme Agreements with the Ministry of Science, Education and Youth 2. Negotiations preparations, expected around M9 of the trial
Targets for Activities	1. Analyse and prepare internal UNIRI management discussion regarding integrating support mechanism for returning researchers taking into consideration the lessons learnt by the previous national funding scheme supporting integration of returning researchers by trial M12 2. Decide and finalise the UNIRI position on the funding scheme / instrument to start negotiating with the relevant Ministry of Science, Education and Youth by trial M12
Resources Required	Funding for salaries, other benefits and support measures for returning researchers
Risks and Mitigation	Risk 1: Ministry does not start negotiation and/or does not inform on the framework conditions for the negotiations Risk 2: Conflicting opinions by different faculties and non-decisive support at UNIRI Mitigation 1: Continuous communication with relevant stakeholders, mainly UNIRI constituents and the Ministry of Science, Education and Youth. Mitigation 2: Clear communication towards faculties about the benefits of this activity

PILLAR 7 - Recommendation 36 - Charter Encouragement

SECURE RCF Action	Raise awareness on the revised Charter among researchers
Reason for Selection	This action is extremely important for the institution given that UNIRI was one of the first 10 signatories in Europe and is currently in the revision phase which shows UNIRI is fully committed to HRS4R. It is specifically important to address UNIRI main objectives of the HRS4R Action plan: <i>Early and Mid-career Researchers and their Supervision, Internationalisation and Mobility, Teaching and Training, Research Excellence and Impact on Society and the Economy, Diversity, Accountability, and Academic Integrity, OTM-R</i>
Activities for Action	1. Finalise and adopt the HRS4R Action Plan 2. Present the HRS4R Action plan to Vice-Deans for Science at a session of the Expert Committee for Research and Innovation
Targets for Activities	1. Adopt the HRS4R Action Plan by trial M6 2. Deliver a presentation on UNIRI HRS4R before the UNIRI Expert Committee for Research and Innovation by M12
Resources Required	Staff efforts of the HRS4R responsible members and the SECURE team members
Risks and Mitigation	N/A

PILLAR 7 - Recommendation 36 - Charter Encouragement

SECURE RCF Action	Endorse and implement the revised Charter at organisations
Reason for Selection	UNIRI complies with the HRS4R policy which is strongly referenced to in the University's 2021-2025 Strategy. UNIRI also advocates the modernisation of human resources management, the implementation of transparent and merit-based recruitment, reward and promotion procedures, in accordance with the European Charter. The institution's goal is to increase the allocation of resources for the employment and career development of young talents, in accordance with HRS4R-related policies
Activities for Action	Monitor the KPIs related to the academic performances of UNIRI staff in the UNIRI Strategy 2021 – 2025 relating to the provisions of the new Charter and synergistically integrate them into the provisions of the new performance-based lump sum financing of UNIRI
Targets for Activities	Report on progress and tracking produced by trial M12
Resources Required	SECURE team members staff effort
Risks and Mitigation	N/A

PILLAR 8 - Recommendation 40 - ReICO

SECURE RCF Action	Engage with OECD and key stakeholders on development and implementation of ReICO
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Reason for Selection	ReICO will be an important observatory for research careers and our organisation is interested in providing feedback to ReICO
Activities for Action	1. Engage in initial virtual meeting with OECD/EC and SECURE partners to be informed about and provide feedback on ReICO 2. Engage in follow-on virtual meeting with OECD/EC and SECURE partners to be informed about and provide feedback on ReICO
Targets for Activities	1. One joint meeting by trial M6 2. One joint meeting by trial M12
Resources Required	Staff effort to prepare and participate in meetings
Risks and Mitigation	Risk: Signing of contract between OECD and EC is delayed Mitigation: Shifting of one joint meeting in trial M6 to trial M12

4.3 Trial 3 – UNL (RPO)

Table 4. New actions selected by UNL to implement the SECURE RCF

Pillar	RC	Topic	Action
1	2	Intersectoral Mobility	Raise awareness on the wide diversity of research careers in and outside academia
1	3	Research Managers	Support ongoing training, development, and professionalisation of research managers
2	7	Recognition/ Interoperability	Engage with key stakeholders on recognition and support of diverse research careers
3	12	Working Conditions	Review and internally discuss providing more permanent contracts to researchers
4	17	ResearchComp	Raise awareness on ResearchComp and transversal skills/competences for researchers
5	27	Research Assessment	Recognise Open Science practices and societal impact of research in research assessment
5	27	Research Assessment	Monitor any reforms in research assessment criteria for negative and unwanted effects
5	29	Career Support	Review and improve the career support and professional development of researchers
5	29	Career Support	Provide professional mentoring to researchers by experts in and outside the organisation
5	30	Tenure Track	Engage with key stakeholders on TTLMs to collect and share best practices on TTLMs
6	31	Competitive Union	Engage with key stakeholders to contribute to the balanced circulation of researchers
7	36	Charter Encouragement	Raise awareness on the revised Charter among researchers
7	37	HRS4R/Charter	Raise awareness on the HRS4R award and its relevance for researchers
7	37	HRS4R/Charter	Apply formally to receive the HRS4R award to the European Commission
8	40	RelCO	Engage with OECD and key stakeholders on development and implementation of RelCO

Each action is further described in the tables below:

PILLAR 1 - Recommendation 2 – Intersectoral Mobility	
SECURE RCF Action	Raise awareness on the wide diversity of research careers in and outside academia
Reason for Selection	UNL has many researchers nearing the end of their contracts and acknowledges that there is no place for all in the academic research environment. UNL understands that is also part of its duties to foster intersectoral mobility of researchers and actively raise awareness on

	alternative career paths in and outside academia following a systematic and articulated approach
Activities for Action	<ol style="list-style-type: none"> 1. Initiate a dialogue with UNL's Strategic Research Council representatives to emphasise the significance of intersectoral mobility and the importance of raising awareness on the wide diversity of careers in and outside academia 2. Design a "Career Development" webpage on NOVA's institutional website that features job opportunities both within and outside academia, promoting intersectoral mobility 3. Organise webinars focused on intersectoral mobility and alternative career paths to provide valuable insights and guidance
Targets for Activities	<ol style="list-style-type: none"> 1. Engage the Strategic Research Council of UNL in a discussion about the topics related to intersectoral mobility and career development, defining actionable steps NOVAUNL can take to support it by trial M6 2. Launch a career development webpage featuring opportunities and references to the importance of intersectoral mobility by trial M12 3. Organise at least 1 webinar on intersectoral mobility by trial M12
Resources Required	NOVA Research Office, Vice-rector for Research & Innovation, Strategic Research Council (CEI) and SECURE team members staff effort, including coordination with the Communication and IT offices
Risks and Mitigation	<p>Risks: Delays in the approval of the defined strategy by the Board of Deans and potential challenges in creating the job opportunities portal.</p> <p>Mitigation: Engage the Strategic Research Council from the outset and activate connections with UNL's external partners to post highly qualified job offers</p>

PILLAR 1 - Recommendation 3 - Research Managers	
SECURE RCF Action	Support ongoing training, development, and professionalisation of research managers
Reason for Selection	Research support structures are an indispensable asset for attracting and retaining high-quality researchers, contributing to enhance research excellence and impact. Therefore, UNL aims to recognize and strengthen its research management teams, by providing specialised training and fostering networking and career development opportunities
Activities for Action	<ol style="list-style-type: none"> 1. Run a survey on mapping Research Management training programmes and best practices within the EUTOPIA Alliance as a pilot activity to perceive available opportunities and existing training needs for Research Managers (RM). 2. Discuss the creation of a career for RM at UNL, aiming not only but also to attract researchers and PhD holders to roles related to science management 3. Provide training and mobility opportunities for RM, including through the participation in ongoing European projects like Eutopia Health or RM-Roadmap 4. Encourage and support the participation of RM in professional networks and events such as ASTP, EARMA or EPO-PatLib, facilitating networking opportunities and exchange of best practices among colleagues and

	institutions
Targets for Activities	<ol style="list-style-type: none"> 1. Mapping of RM training programmes and best practices by trial M6 2. Have a first draft for the new Regulation on Science Management careers by trial M6 3. Establishment of a pilot training programme for RM by trial M12 4. Participate in at least two international events/conferences targeted to RM (e.g. EARMA and ASTP) by trial M12
Resources Required	Staff efforts. Membership fees and travel/accommodation expenses to participate in international events. Expenditure with trainers and education materials
Risks and Mitigation	<p>Risk 1: Lack of funds to support training and international networking activities</p> <p>Risk 2: Lack of understanding about the best framework for the creation of a research management career</p> <p>Mitigation 1: Ensuring support from university senior management and establish synergies with planned activities within the EUTOPIA Alliance.</p> <p>Mitigation 2: Prioritize addressing the most urgent needs, specifically the establishment of a clear framework for PhD holders hired as researchers who primarily perform Research Management (RM) tasks</p>

PILLAR 2 - Recommendation 7 - Recognition/Interoperability	
SECURE RCF Action	Engage with key stakeholders on recognition and support of diverse research careers
Reason for Selection	The number of PhD holders in Portugal has been rising, yet the availability of faculty and research positions has not kept pace with this growth. Therefore, the University also has a responsibility to encourage diverse career paths for researchers and offer training opportunities that help them developing transferable skills and competencies valuable both within and beyond academia. Moreover, the University still does not have a dedicated research career development central unit, ensuring that young researchers, in particular, are well-prepared for diverse career opportunities
Activities for Action	<ol style="list-style-type: none"> 1. Discussion at the Strategic Research Council around the topic of promoting “diverse research careers”, to map existing initiatives at the different UNL Schools and elaborate on how to create new specific initiatives aimed at equipping researchers to excel in their academic careers or thrive in diverse professional environments 2. Define a short- and medium-term plan, including e.g. online workshops designed to enhance researchers' employability skills or a network of individuals within UNL willing to provide career advice
Targets for Activities	<ol style="list-style-type: none"> 1. Map existing initiatives at the 9 Organic Units of UNL by trial M6; and define a draft strategy on the support of diverse research careers also by trial M6 2. Engage with consulting third parties specializing in career development (e.g. Chaperone; Vitae) to provide workshops, by trial M6; and start 1:1

	mentoring sessions and facilitate other useful tools/resources by trial M12
Resources Required	Mainly staff efforts, but we will also engage with an external company specialised in research career development to get advice on how to setup the plan, towards the creation of a central unit focused on the promotion of diverse research careers
Risks and Mitigation	Risk: Lack of interest of UNL's Schools to engage in such activities and difficulties in accessing third party consultancy firms Mitigation: Regular discussions at the Strategic Research Council to put this topic in the strategic priorities of the University, including expenditure distribution among the different schools

PILLAR 3 - Recommendation 12 - Working Conditions	
SECURE RCF Action	Review and internally discuss providing more permanent contracts to researchers
Reason for Selection	Establishing a stable workforce with transparent policies for career entry, advancement, and fair promotions is crucial for attracting and retaining talent. Therefore, it is a priority to decrease the percentage of researchers with precarious contracts, decrease the average age when entering Teaching or Research careers, and implement transparent and fair systems for promotion and recognition of merit. To date, UNL employs over 500 individuals holding PhD under full-time fixed-term contracts, categorized into Teaching (40) and Research (469), in addition to 40 individuals with post-doctoral fellowships, all together regarded as precarious contracts. The University aims to have at least 40% of full-time researchers with permanent contracts by 2028 and above 65% by 2035, along with reducing the average age of permanent researchers by at least 10% by 2035, which means that we must start acting now
Activities for Action	<ol style="list-style-type: none"> 1. Define a strategic hiring plan of researchers to reinforce areas of excellence, but also to consolidate or setup new strategic and emerging interdisciplinary areas in the different Organic Units of UNL (in particular, UNL will take full advantage of the FCT Tenure programme to provide more permanent contracts to researchers, by identifying areas at risk of losing critical mass due to the conclusion of fixed-term contracts and retirements, as well as pinpointing emerging research domains) 2. Revise the UNL regulation on the careers, recruitment and employment contracts of researchers, including the possibility of career progression and stabilisation (transition to a permanent contract) based on merit and performance assessment 3. Ensure the hiring of the first researchers under the FCT Tenure programme, already aligned with the revision of the regulation referred to in activity 2 above
Targets for Activities	<ol style="list-style-type: none"> 1. Complete the FCT Tenure application containing the strategic hiring plan, proposing over 250 new permanent positions for Teachers (with research profile) and Researchers at UNL by trial M6

	<p>2. Revise the university regulation on the careers, recruitment and employment contracts of researchers by trial M12</p> <p>3. Hire the first researchers under the FCT Tenure programme by trial M12</p>
Resources Required	Staff effort to conduct activities, including close coordination between the Research Support and HR offices.
Risks and Mitigation	<p>Risk 1: The competitive nature of the FCT Tenure process may result in not all positions being funded, and the process might experience delays</p> <p>Risk 2: A lack of consensus on the terms for revising the regulation</p> <p>Mitigation 1: Prepare job posting templates in advance to expedite the hiring process once the FCT Tenure results are announced</p> <p>Mitigation 2: Engage the Strategic Research Council and Board of Deans in the process to ensure the best possible alignment between the different parties involved</p>

PILLAR 4 - Recommendation 17 - ResearchComp	
SECURE RCF Action	Raise awareness on ResearchComp and transversal skills/competences for researchers
Reason for Selection	The European Competence Framework for Researchers (ResearchComp) establishes a common language and a common understanding of researchers' transversal competences, and it can be used by a variety of stakeholders; in particular, it can be quite useful for universities to develop or adapt their training offer in order to equip researchers with the right transversal competences from the outset or through targeted training opportunities, with a lifelong learning perspective. It is a tool that can be used by UNL to assess and develop researchers' transferable skills and foster career development
Activities for Action	<p>1. Raise awareness about ResearchComp and transversal skills/competences for researchers in the light of career development initiatives and advancement of research assessment by first presenting the tool in the Strategic Research Council to collect feedback on further dissemination efforts</p> <p>2. Ensure visibility of ResearchComp at NOVA's website and social media</p>
Targets for Activities	<p>1. Present the ResearchComp tool in the Strategic Research Council and Value Creation Council by trial M12, asking the representatives of each School to disseminate the tool and aligning it with the research assessment process</p> <p>2. Include a reference and cross-link to ResearchComp in NOVA's webpage and at least 1 post about ResearchComp in NOVA's social media pages (LinkedIn, Facebook, Instagram) by trial M12</p>
Resources Required	Mainly staff effort to conduct activities
Risks and Mitigation	N/A

PILLAR 5 - Recommendation 27 – Research Assessment	
SECURE RCF Action	Recognise Open Science practices and societal impact of research in research assessment
Reason for Selection	As an early signatory to the Agreement on Reforming Research Assessment, a member of the Coalition for CoARA, and consortium member of the SECURE and OPUS projects, UNL is fully committed to improving research careers and reforming research assessment, including by incentivising and rewarding researchers to take up Open Science practices, but also to consider impact and knowledge valorisation activities in the evaluation of researchers' performance
Activities for Action	<ol style="list-style-type: none"> 1. Raise awareness on the recognition of OS practices and societal impact of research in research assessment, through (i) the development of an Open Science guide to help the UNL research community navigating the main concepts and principles associated to Open Science principles; and ii) the inclusion of specific sets of indicators in NOVA's Quality Assurance System (QAS) and monitoring related to the Research pillar 2. Include other impact metrics in our QAS to best capture societal impact of research
Targets for Activities	<ol style="list-style-type: none"> 1. Launch (i) NOVA's Open Science guide by trial M12; and (ii) include the Open Science indicators to be monitored and included by all Schools - in line with the work that has been developed in OPUS - in the 2024 Quality Assurance Monitoring exercise, by trial M12 2. Define impact indicators, including research impact narratives, to be included in the 2024 Quality Assurance Monitoring exercise related to the Research pillar by trial M12
Resources Required	Staff effort to conduct activities
Risks and Mitigation	<p>Risk: Lack of consensus on the main indicators to be adopted</p> <p>Mitigation: Active participation of all UNL Schools to ensure that all of them, and the diversity of disciplines, are well captured and represented</p>

PILLAR 5 - Recommendation 27 - Research Assessment	
SECURE RCF Action	Monitor any reforms in research assessment criteria for negative and unwanted effects
Reason for Selection	UNL has revised the Regulation for the Evaluation of Researchers' Performance (Reg. nr. 6757/2023) in 2023 to align with leading international standards and CoARA. NOVA's policy seeks to accommodate various research profiles and acknowledge the diverse outputs, practices and activities that enhance the quality and impact of research. Now, the triennial performance assessment for research staff comprises teaching, scientific R&I, impact, knowledge valorisation, administrative tasks and community engagement, with qualitative and quantitative indicators informing the evaluation process. Being a new process, it would be important to monitor the results from the last evaluation process and

	collect feedback from each UNL Organic Unit to avoid negative and unwanted effects in a future exercise
Activities for Action	Gather feedback via email and/or Zoom from each UNL School's Scientific Council regarding the implementation of the revised Regulation for the Evaluation of Researchers' Performance (Reg. nr. 6757/2023)
Targets for Activities	Collect feedback and suggestions for improving the research assessment process from each School by trial M12
Resources Required	Staff efforts.
Risks and Mitigation	Risk: Delays in the evaluation process in certain Schools. Mitigation: Obtain initial insights from those who have already completed the researchers' evaluation process

PILLAR 5 - Recommendation 29 – Career Support	
SECURE RCF Action	Review and improve the career support and professional development of researchers
Reason for Selection	UNL urgently needs to improve its systematic career support for researchers to: <ul style="list-style-type: none"> ▪ Ensure that young researchers are well-prepared for diverse career opportunities both within and beyond academia ▪ Support the advancement of high-quality research and academic growth ▪ Foster open communication between the University and the professional world to enhance skills development, awareness of various career paths, and facilitate mobility ▪ Promote more dynamic and open research environments through improved collaboration between the University and other societal sectors
Activities for Action	UNL plans to develop a comprehensive strategy to be discussed with the Board of Deans, focusing on research career development. This plan will include concrete actions, particularly short-term activities aimed at researchers nearing the end of their contracts, to broaden their career opportunities. Additionally, the plan will also focus on equipping talented researchers with the skills to excel in their academic careers
Targets for Activities	1. Map UNL researchers nearing the end of their research contracts (focusing on those ending contract by Dec 2025) by trial M12 2. Present a research career development plan for approval of the Board of Deans by trial M12
Resources Required	Staff effort to conduct activities
Risks and Mitigation	N/A

PILLAR 5 - Recommendation 29 – Career Support	
SECURE RCF Action	Provide professional mentoring to researchers by experts in and outside the organisation
Reason for Selection	There is currently a lack of professional mentoring/coaching to the UNL researchers by experts in and outside the institution. This has been already identified as a gap that UNL needs to urgently address, hence equipping researchers to excel in their academic careers or thrive in diverse professional environments beyond the university
Activities for Action	<ol style="list-style-type: none"> 1. Develop 1:1 session with career coaches to explore alternative career options; as well as a series of online workshops designed to enhance researchers' employability skills, applicable both for academic and non-academic jobs 2. Map and create a list/network of individuals within UNL willing to provide career advice (these could be alumni or former researchers who currently hold relevant positions outside academia, but also professors/researchers who are, for example, leaders in certain scientific domains and "champions" securing competitive research funding)
Targets for Activities	<ol style="list-style-type: none"> 1. Establish a partnership with a career development consulting firm (e.g. Chaperone) to provide 1:1 mentoring sessions and a pack of at least 3 online workshops, by trial M12 2. Set up a list/network of "NOVA career mentors", including the definition of an agenda with monthly workshops (at least 1 workshop per month) from experts suggested by the UNL Schools, by trial M12
Resources Required	Staff effort to conduct activities
Risks and Mitigation	<p>Risk: Lack of Organic Units interest to engage in such activities and difficulties in accessing third party consultancy firms</p> <p>Mitigation: Regular discussions at the Strategic Research Council to put this topic in the strategic priorities of the University, including expenditure distribution among the different schools</p>

PILLAR 5 - Recommendation 30 – Tenure Track	
SECURE RCF Action	Engage with key stakeholders on TTLMs to collect and share best practices on TTLMs
Reason for Selection	TTLMs are a direct and long-term instrument to improve the careers of researchers and reduce the precarity of research careers
Activities for Action	<ol style="list-style-type: none"> 1. Collect best practices from selected stakeholders on TTLMs 2. Organise joint meetings with selected stakeholders on TTLMs
Targets for Activities	<ol style="list-style-type: none"> 1. Collection of best practices on TTLMs by trial M12 2. Two joint meetings by trial M12
Resources Required	Staff effort to collect best practices and participate in meetings
Risks and Mitigation	N/A

PILLAR 6 - Recommendation 31 – Competitive Union	
SECURE RCF Action	Engage with key stakeholders to contribute to the balanced circulation of researchers
Reason for Selection	UNL acknowledges the significance of promoting balanced brain circulation and is dedicated to implementing effective strategies to attract talented researchers. Consequently, the university is committed to engaging with key stakeholders to discuss these issues and learn from current best practices
Activities for Action	1. Engage with the authors of the <i>“Study on mobility flows of researchers in the context of the Marie Skłodowska-Curie Actions”</i> to discuss how UNL could take advantage of the analysis and recommendations proposed to enhance its conditions to attract excellent researchers, under the scope of MSCA and other funding mechanisms
Targets for Activities	1. Schedule a meeting with the authors of the study and prepare a draft report with the main suggestions arising from the discussion and study conclusions by trial M12
Resources Required	Staff effort to participate in meetings and prepare the main conclusions
Risks and Mitigation	N/A

PILLAR 7 - Recommendation 36 - Charter Encouragement	
SECURE RCF Action	Raise awareness on the revised Charter among researchers
Reason for Selection	Since UNL intends to formally apply to the HRS4R award, this action is particularly relevant as this process will necessarily involve the academic community at large. In particular, researchers and staff involved in the accreditation process must be aware of the main principles of the Charter to complete the Gap Analysis and design the initial action plan. This should be of course extensible to wider research community for collecting feedback and inputs throughout the process
Activities for Action	1. Develop a presentation for the Strategic Research Council outlining the main principles of the revised Charter for researchers and link it with the necessary documentation for formally applying to the HRS4R award. 2. Ensure researchers from all the UNL Schools are informed about the revised Charter by providing relevant information via targeted email and institutional website posts
Targets for Activities	1. Present the revised Charter to the Strategic Research Council by trial M6 2. Update NOVA's webpage with information about the Charter by trial M12 and disseminate this information via email to the research support offices of the various Schools from UNL.
Resources Required	Staff efforts
Risks and Mitigation	N/A

PILLAR 7 - Recommendation 37 - HRS4R/Charter	
SECURE RCF Action	Raise awareness on the HRS4R award and its relevance for researchers
Reason for Selection	The 'Human Resources Excellence for Research' award publicly recognises research organisations which have improved their human resource policies to align them with the principles of the Charter for Researchers. UNL has been developing efforts to attract and retain the best talents, and it recognises that the HRS4R will be instrumental to foster attractiveness to researchers and do not miss opportunities in the European research funding landscape
Activities for Action	<ol style="list-style-type: none"> 1. Develop a presentation for the Strategic Research Council outlining the main benefits related to the HRS4R award, encouraging each School representative to engage with the respective researchers at each Organic Unit 2. Ensure researchers from all the UNL Schools are informed about the HRS4R award by providing relevant information via targeted email and institutional website posts
Targets for Activities	<ol style="list-style-type: none"> 1. Present the HRS4R award process to the Strategic Research Council by trial M6 2. Update NOVA's webpage with information about the HRS4R award by trial M12 (according to what's required under the HRS4R application)
Resources Required	Staff efforts
Risks and Mitigation	N/A

PILLAR 7 - Recommendation 37 - HRS4R/Charter	
SECURE RCF Action	Apply formally to receive the HRS4R award to the European Commission
Reason for Selection	Based on what was described before, UNL intends to apply formally to receive the HRS4R award to the European Commission
Activities for Action	<ol style="list-style-type: none"> 1. Discuss the HRS4R application strategy at the Strategic Research Council level and approve it at the Board of Deans 2. Send an Endorsement Letter to the EC, issued by the Vice-Rector for Research to make a commitment on behalf of the institution 3. Establish the Working Group responsible for implementing the process 4. Within the pilot, we also intend to fill the Gap Analysis, that will provide a clear picture of the development needs, while identifying any deficiencies or shortcomings. Once the gaps are identified, it will become easier to prioritise and quantify them, informing the required action plan
Targets for Activities	<ol style="list-style-type: none"> 1. Decision to formal apply to the HRS4R award to be taken by the Board of Deans by M6 2. Registration in the e-tool and submission of the "Endorsement Letter" endorsing the Charter by trial M12 3. Establish the Working Group responsible for implementing the process by trial M12

	4. Develop a first draft of the Gap Analysis by trial M12
Resources Required	Staff efforts of the HRS4R working groups and the SECURE team members
Risks and Mitigation	<p>Risk: Since the HRS4R e-tool is undergoing a transition phase to the new Charter principles and UNL wants to follow the new Charter, some delays may occur</p> <p>Mitigation: If needed, start working with the available HRS4R e-Tool at the moment</p>

PILLAR 8 - Recommendation 40 - ReICO	
SECURE RCF Action	Engage with OECD and key stakeholders on development and implementation of ReICO
Reason for Selection	ReICO will be an important observatory for research careers and our organisation is interested in providing feedback to ReICO
Activities for Action	<ol style="list-style-type: none"> 1. Engage in initial virtual meeting with OECD/EC and SECURE partners to be informed about and provide feedback on ReICO 2. Engage in follow-on virtual meeting with OECD/EC and SECURE partners to be informed about and provide feedback on ReICO
Targets for Activities	<ol style="list-style-type: none"> 1. One joint meeting by trial M6 2. One joint meeting by trial M12
Resources Required	Staff effort to participate in meetings
Risks and Mitigation	<p>Risk: Signing of contract between OECD and EC is delayed</p> <p>Mitigation: Shifting of 1 joint meeting in trial M6 to trial M12</p>

4.4 Trial 4 – UEFISCDI (RFO)

Table 5. New actions selected by UEFISCDI to implement the SECURE RCF

Pillar	RC	Topic	Action
1	2	Intersectoral Mobility	Raise awareness on the wide diversity of research careers in and outside academia
2	7	Recognition/ Interoperability	Collect and share best practices on recognition and support of diverse research careers
3	12	Working Conditions	Collect and share best practices on improving the working conditions for researchers
4	17	ResearchComp	Raise awareness on ResearchComp and transversal skills/competences for researchers
4	17	ResearchComp	Collect and share best practices on ResearchComp and transversal skills/competences
5	27	Research Assessment	Monitor any reforms in research assessment criteria for negative and unwanted effects
5	28	Assessment Initiatives	Identify structural and administrative barriers to reform research assessment systems
5	28	Assessment Initiatives	Collect and share best practices on reforming existing research assessment systems
5	30	Tenure Track	Review regulations and status of TTLMs in national context and locally at organisations
5	30	Tenure Track	Engage with key stakeholders on TTLMs to collect and share best practices on TTLMs
6	31	Competitive Union	Review and internally discuss support to attract and reintegrate returning researchers
7	33	Talent platforms	Raise awareness on the EURAXESS portal and ERA Talent Platform among researchers
7	36	Charter Encouragement	Raise awareness on the revised Charter among researchers
7	37	HRS4R/Charter	Raise awareness on the HRS4R award and its relevance for researchers
8	40	ReICO	Engage with OECD and key stakeholders on development and implementation of ReICO

Each action is further described in the tables below:

PILLAR 1 - Recommendation 2 - Intersectoral mobility	
SECURE RCF Action	Raise awareness on the wide diversity of research careers in and outside academia
Reason for Selection	UEFISCDI, as a research funding agency, can play a unique role in encouraging the mobility of researchers across sectors, especially as, by doing so, it can help bring a series of benefits for researchers, as well as the RDI ecosystem and overall society

	<p>The academic job market is highly competitive and limited in capacity. And by raising awareness of alternative career paths can reduce part of the pressure put on the academic job market and provide researchers with alternatives leading to fulfilling careers</p> <p>Moreover, an increased mobility of researchers across sectors can also lead to better collaboration between academia, industry, and government, leading to innovation and producing spillover effects on the entire research ecosystem and society</p> <p>UEFISCDI is an early signatory of the Agreement on Reforming Research Assessment and supports the commitment regarding the need to recognise the diversity of contributions to, and careers in, research in accordance with the needs and nature of the research</p>
Activities for Action	<ol style="list-style-type: none"> 1. Elaborate a short informational material regarding advantages of intersectoral mobility and of a wide diversity of careers in and outside academia 2. Disseminate the elaborated document through institutional channels (website, newsletter, social media) 3. Elaborate a presentation during a relevant event
Targets for Activities	<ol style="list-style-type: none"> 1. One informational material regarding the wide diversity of research careers in and outside academia by trial M12 2. One publication on the website, one publication on the newsletter, 1 post on Facebook, one post on LinkedIn by trial M12 3. One presentation at a relevant event by trial M12
Resources Required	Internal human resources to conduct activities
Risks and Mitigation	<p>Risk: The information material might not cover the full spectrum of research careers, leading to a narrow understanding</p> <p>Mitigation: Feature examples from a wide range of research careers outside academia, from industry R&D to government research positions to science communication</p>

PILLAR 2 - Recommendation 7 - Recognition/Interoperability	
SECURE RCF Action	Collect and share best practices on recognition and support of diverse research careers
Reason for Selection	<p>UEFISCDI is one of the early signatories of CoARA and supports the first core commitment - Recognise the diversity of contributions to, and careers in, research in accordance with the needs and nature of the research</p> <p>Recognising and supporting diverse research careers can lead to a multitude of benefits. It can enhance innovation by incorporating a wide array of perspectives and experiences, which can drive creative problem-solving and novel approaches in research, subsequently improving research quality. Additionally, it helps attract and retain a broader talent pool, and it can foster a collaborative research environment</p> <p>In this context, UEFISCDI is interested in drawing more attention to the need to properly recognise and support diverse research careers and showcase some of the best practices and associated benefits existing at national level and/ or at European level. And by doing so, to also identify</p>

	potential solutions and options that could serve as inspiration at national level
Activities for Action	<ol style="list-style-type: none"> 1. Conduct a short study to identify best practices on recognition and support of diverse research careers 2. Disseminate the elaborated document through institutional channels (website, newsletter, social media) 3. Highlight specific best practices on recognition and support of diverse research careers (2) on our website and social media channels to draw attention on the topic
Targets for Activities	<ol style="list-style-type: none"> 1. One study document with best practices on recognition and support of diverse research careers by trial M12 2. One publication on the website, one publication on the newsletter, 1 post on Facebook, one post on LinkedIn by trial M12 3. Two publications with examples of specific best practices on website and social media channels by trial M12
Resources Required	Internal human resources to conduct activities
Risks and Mitigation	<p>Risks: Reduced availability of information concerning such best practices and Limited reach - sharing information through a reduced n. of channels might miss important stakeholders</p> <p>Mitigation: Seek diverse examples at European and international levels by using multiple different platforms dedicated to supporting literature review - e.g. academic search engines and disseminate the resulting report through various channels in addition to institutional ones - such as events (e.g. workshops, training sessions, and social media)</p>

PILLAR 3 - Recommendation 12 - Working Conditions	
SECURE RCF Action	Collect and share best practices on improving the working conditions for researchers
Reason for Selection	It will serve as a support document for future potential recommendations on the topic for policy makers
Activities for Action	<ol style="list-style-type: none"> 1. Desk research on the best practices 2. Elaborate a document that collects best practices at the European level, regarding identified measures that improve the working conditions for researchers 3. Disseminate the document through institutional channels (website, newsletter, social media)
Targets for Activities	<ol style="list-style-type: none"> 1. Best practices analysis by trial M12 2. One post on the UEFISCDI website, 1 post on the newsletter 3. One post on LinkedIn, one post on Facebook by trial M12
Resources Required	Internal resources to conduct activities
Risks and Mitigation	N/A

PILLAR 4 - Recommendation 17 - ResearchComp	
SECURE RCF Action	Raise awareness on ResearchComp and transversal skills/competences for researchers
Reason for Selection	<p>ResearchComp is the first competence framework aligned with ESCO and it helps institutions to be aware of the wide set of competences of researchers and fosters intersectoral careers</p> <p>UEFISCDI, as a funding organisation, will provide the necessary information for organisations in order to have a common competence framework as a reference point</p> <p>UEFISCDI, as an organisation that implements research projects, it will benefit from the competences researchers can offer which will facilitate a better project implementation and it can provide an effective research environment</p> <p>So far Romania does not have a national competence framework, hence it would be useful to draw attention on the importance of such a document at a national level, aligned to the European principles</p>
Activities for Action	<ol style="list-style-type: none"> 1. Elaborate a brief document (leaflet style) about ResearchComp – its goal, the alignment or the correlation with other European frameworks and initiatives, its benefits and its future (if possible) 2. Disseminate the elaborated document through institutional channels (website, newsletter, social media) 3. One presentation during a relevant national event
Targets for Activities	<ol style="list-style-type: none"> 1. ResearchComp document by trial M12 2. One publication on the website, one publication on the newsletter, one post on Facebook, 1 post on LinkedIn, one post on the Open Science Knowledge Hub and on the BrainMap Platform-Open Science Community by trial M12 3. One presentation during a relevant national event by trial M12
Resources Required	Internal resources to conduct activities
Risks and Mitigation	N/A

PILLAR 4 - Recommendation 17 - ResearchComp	
SECURE RCF Action	Collect and share best practices on ResearchComp and transversal skills/competences
Reason for Selection	Best practices will provide the successful elements that will help not only our organisation, but also the entire RDI realm to better understand the need for ResearchComp and to better promote its future integration within the system
Activities for Action	<ol style="list-style-type: none"> 1. Desk research on the best practices identified by the European Commission and interviews with the institutions identified by the European Commission within the document Knowledge ecosystems in the new ERA - Using a competence-based approach for career development in academia and beyond (2022), in order to delve into the specifics of the best practices

	<p>2. Elaborate a document that collects best practices at the European level, the ones identified by the European Commission within the document Knowledge ecosystems in the new ERA - Using a competence-based approach for career development in academia and beyond (2022)</p> <p>3. Disseminate the document through institutional channels (website, newsletter, social media)</p> <p>4. One presentation during a relevant national event</p>
Targets for Activities	<p>2. ResearchComp and transversal skills/ competences document by trial M12</p> <p>3. One publication on the website, One publication on the newsletter, One post on Facebook, One post on LinkedIn; One post on the Open Science Knowledge Hub and on the BrainMap platform-Open Science Community by trial M12</p> <p>4. 1 presentation during a relevant national event by trial M12</p>
Resources Required	Internal resources to conduct activities
Risks and Mitigation	<p>Risk: Since ResearchComp is a new framework, there is the possibility that the best practices will be rather scarce</p> <p>There is the possibility that we cannot reach the institutions that have implemented ResearchComp in order to interview them</p> <p>Mitigation: We will undertake the desk research mentioned above</p>

PILLAR 5 - Recommendation 27 - Research Assessment	
SECURE RCF Action	Monitor any reforms in research assessment criteria for negative and unwanted effects
Reason for Selection	<p>Taking into account both the role of a funder and of a policy advisor, UEFISCDI has a specific interest and role to monitor the changes in policies impacting research and assessment. Currently, there are undergoing changes in Romania with regards to research assessment. Namely, a new Law on the status of research, development and innovation personnel was adopted in June 2022. This introduces several key changes regarding the researcher assessment for career progression; also, there is an ongoing debate on new proposals on the criteria for obtaining academic titles such as for associate professor and (professor), as well as for the habilitation certificate and doctoral degrees. These include more rigorous requirements in terms of publications, research impact, and academic contributions. Also, the institution itself tests new criteria in funding instruments inspired by the current European initiatives of RA reform, and the reaction of the community and the impact need to be closely monitored, looking into and learning from the negative reactions and unwanted effects</p>
Activities for Action	<p>1. Review the new Law regarding the RDI personnel and monitor any reactions (including results of consultations if publicly available)</p> <p>2. Review the new standards proposed for obtaining academic titles such as for associate professor and professor, and for the habilitation certificate and doctoral degrees and monitor the reactions of the research community</p>

	3. Monitor the reactions of the research community to new criteria proposed for the evaluation of research grants
Targets for Activities	<p>1 Summary of the monitoring results of the changes in the new Law impacting RA and of any reaction of the research community to it (if the case) by trial M12</p> <p>2. Process of consultation (underlying any negative effects/ reactions) regarding the new standards proposed for obtaining academic titles such as for associate professor and (professor), and for the habilitation certificate and doctoral degrees by trial M12</p> <p>3. Process of introducing new criteria for research grants evaluation by trial M12</p>
Resources Required	Internal resources to conduct activities
Risks and Mitigation	<p>Risk: The monitoring might not capture any clear effects yet, as the changes are very recent, and the new Law was adopted in June 2022.</p> <p>Mitigation: Despite this, we consider it is important to learn from the community's reactions and debates/ consultation results from the start. The impact monitoring will continue after the SECURE project ends</p>

PILLAR 5 - Recommendation 28 - Assessment Initiatives	
SECURE RCF Action	Identify structural and administrative barriers to reform research assessment systems
Reason for Selection	UEFISCDI has a key role in supporting the implementation of the transition to a new research culture: as a policy adviser to the research, development and innovation policies, involved in initiatives dedicated to rethinking research assessment, such as CoARA, involved in defining, at national level, strategic recommendations of support and testing new approaches to grants assessment. Apart from this, the institution has a key role in bringing together the RDI community and facilitating consultations/ the dialogue between the different categories of researchers
Activities for Action	1. Conduct a survey addressed to researchers to gather their perspectives on the strengths and weaknesses of the current assessment system
Targets for Activities	1. One survey report by trial M12
Resources Required	Internal resources to conduct activities and European collaboration
Risks and Mitigation	<p>Risk: Time related risks due to the need to launch the survey at a good timing (depending on a national conference on RA in autumn 2024)</p> <p>Mitigation: We will make sure the survey will be launched within the project timeframe – even if it does not sync with the conference in autumn</p>

PILLAR 5 - Recommendation 28 - Assessment Initiatives	
SECURE RCF Action	Collect and share best practices on reforming existing research assessment systems

Reason for Selection	A review of the best practices will support the efforts to provide evidence-based policy advice and implementation cases while proposing changes in the current research assessment processes (internal and for the overall system)
Activities for Action	1. Conduct a review of the best practices on reforming existing research assessment systems 2. Disseminate the review document of best practices throughout the research community at national level
Targets for Activities	1. One review document by trial M12 2. One publication on the website, 1 publication on the newsletter, 1 post on Facebook, 1 post on LinkedIn by trial M12
Resources Required	Internal resources to conduct activities
Risks and Mitigation	Risk: The efforts of reforming the current assessment systems are new and there might not be yet easy to find best practices Mitigation: The review will provide at least an image of the current practices and examples of testing new approaches

PILLAR 5 - Recommendation 30 - Tenure Track	
SECURE RCF Action	Review regulations and status of TTLMs in national context and locally at organisations
Reason for Selection	This will provide an overview of the Tenure track like framework in Romania which can serve for policy advice
Activities for Action	Conduct a review at national level of the relevant regulations concluded in a brief overview document on the Tenure track like national framework
Targets for Activities	One overview document by trial M12
Resources Required	Internal resources to conduct activities
Risks and Mitigation	N/A

PILLAR 5 - Recommendation 30 - Tenure Track	
SECURE RCF Action	Engage with key stakeholders on TTLMs to collect and share best practices on TTLMs
Reason for Selection	TTLMs are a direct and long-term instrument to improve the careers of researchers and reduce the precarity of research careers
Activities for Action	Collect best practices from selected stakeholders and engage in virtual meetings to collect input from key stakeholders on TTLMs
Targets for Activities	1.Collection of best practices on TTLMs by trial M12 2.Two joint meetings by trial M12

Resources Required	Staff effort to collect best practices and participate in meetings
Risks and Mitigation	N/A

PILLAR 6 - Recommendation 31 - Competitive Union	
SECURE RCF Action	Review and internally discuss support to attract and reintegrate returning researchers
Reason for Selection	UEFISCDI will benefit from this review in order to investigate if it proved auspicious to include prerequisites that would support attracting or reintegrating returning researchers, into the national funding calls
Activities for Action	Conduct a review of the current status of the topic (support to attract and reintegrate returning researchers) at the institutional level in order to prepare for the internal meetings Organize internal meetings with the management and the departments responsible for managing the national funding programmes within UEFISCDI
Targets for Activities	1. Two meetings - (a) with the management, and (b) with the specific departments within UEFISCDI by trial M12 (or one joint meeting) 2. A brief summary of the meetings on the topic by trial M12
Resources Required	Internal resources to conduct activities
Risks and Mitigation	N/A

PILLAR 7 - Recommendation 33 - Talent platforms	
SECURE RCF Action	Raise awareness on the EURAXESS portal and ERA Talent Platform among researchers
Reason for Selection	Since UEFISCDI is managing the Romanian gateway to the EURAXESS portal, it is in our best interest to promote the platform and its features among researchers and, thus, support the connection between researchers and the adjacent organisations
Activities for Action	1. Dissemination and promotion of information regarding EURAXESS portal and ERA Talent Platform through institutional channels (website, newsletter, social media) 2. Dissemination and promotion regarding EURAXESS portal and ERA Talent Platform through the in-house platforms
Targets for Activities	1. One post on the UEFISCDI website, one post on the newsletter, one post on LinkedIn, one post on Facebook by trial M12 2. 1 post on the OSKH, one post on the Open Science Community-BrainMap platform by trial M12
Resources Required	Internal resources to conduct activities

Risks and Mitigation	N/A
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PILLAR 7 - Recommendation 36 - Charter Encouragement	
SECURE RCF Action	Raise awareness on the revised Charter among researchers
Reason for Selection	<p>According to the National Strategy on Research, Innovation and Smart Specialization 2022-2027, one of the actions included within the general objective 1. "Development of the research, development, and innovation system" is the adoption by research organisations of the European Charter for Researchers, the Code of Conduct on the Recruitment of Researchers, and the Bonn Declaration on Academic Freedom.</p> <p>Currently, 55 organisations (until June 2024) from Romania have endorsed the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. In 2023 the Charter and Code for Researchers were revised and replaced with the new European Charter for Researchers. Apart from the role of RDI main funder in Romania, UEFISCDI supports the research and academic community in implementing RDI policies by engaging with stakeholders, facilitating the open dialogue, raising awareness, and connecting the national landscape to the main European and international initiatives. In this context, by raising awareness of the new European Charter among researchers can lead to the adoption and implementation of this reference document by more research organisations from Romania</p>
Activities for Action	<ol style="list-style-type: none"> 1. Elaborate a brief informational document/material regarding the revised European Charter for Researchers addressed to the Romanian RDI community 2. Disseminate the elaborated document through institutional channels (website, newsletter, social media) 3. One presentation during a relevant national event
Targets for Activities	<ol style="list-style-type: none"> 1. One short informational document/material regarding the revised European Charter for Researchers by trial M12 2. One publication on the website, one publication on the newsletter, 1 post on Facebook, one post on LinkedIn by trial M12 3. One presentation at a relevant national event by trial M12
Resources Required	Internal human resources to conduct activities
Risks and Mitigation	N/A

PILLAR 7 - Recommendation 37 - HRS4R/Charter	
SECURE RCF Action	Raise awareness on the HRS4R award and its relevance for researchers

Reason for Selection	Until now (June 2024), 55 organisations from Romania have endorsed the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers of which only 12 organisations (11 universities and 1 national research institute) have implemented and received the European Commission's Human Resources Strategy for Researchers - HRS4R award. In this context, by raising awareness regarding the HRS4R award, UEFISCDI not only a funding organization but also an organization that supports the research and academic community in implementing RDI policies can inform and emphasise the importance and the relevance of this award for research organisations from Romania to formally apply and eventually receive the HR Excellence in Research award which can contribute to increasing the internationalization of the RDI system
Activities for Action	1. Elaborate a brief informational document/material about the Human Resources Strategy for Researchers (HRS4R) award addressed to the Romanian RDI community in order for the national research organisations to be informed about the relevance and the process to formally apply to receive the HRS4R award and adhere to the HRS4R 2. Disseminate the elaborated document through institutional channels (website, newsletter, social media)
Targets for Activities	1. One short informational document/material regarding the Human Resources Strategy for Researchers (HRS4R) award addressed to the Romanian RDI community by trial M12 2. One publication on the website, 1 publication on the newsletter, 1 post on Facebook, 1 post on LinkedIn by trial M12
Resources Required	Internal human resources to conduct activities
Risks and Mitigation	N/A

PILLAR 8 - Recommendation 40 - ReICO	
SECURE RCF Action	Engage with OECD and key stakeholders on development and implementation of ReICO
Reason for Selection	ReICO will be an important observatory for research careers and our organization is interested in providing feedback to ReICO
Activities for Action	1. Engage in initial virtual meeting with OECD/EC and SECURE partners to be informed about and provide feedback on ReICO 2. Engage in follow-on virtual meeting with OECD/EC and SECURE partners to be informed about and provide feedback on ReICO
Targets for Activities	1. One joint meeting by trial M6 2. One joint meeting by trial M12
Resources Required	Staff effort to participate in meetings
Risks and Mitigation	Risk: Signing of contract between OECD and EC is delayed Mitigation: Shifting of one joint meeting in trial M6 to trial M12

4.5 Trial 5 – PLOCAN (RI)

Table 6. New actions selected by PLOCAN to implement the SECURE RCF

Pillar	RC	Topic	Action
1	3	Research Managers	Define a clear profile for research manager positions with their roles and responsibilities
1	4	Research Technicians	Define a clear profile for research Technicians positions with their roles and responsibilities
2	8	Alternative Careers	Raise awareness on non-linear and hybrid research career paths among researchers
2	9	ESCO Classification	Integrate (updates of) the ESCO classification into research job/grant advertisements
3	12	Working conditions	Review and improve support for inclusivity, equal opportunities, and gender equality
3	12	Working conditions	Collect and share best practices on improving the working conditions for researchers
4	20	Entrepreneurship	Encourage, train, and support researchers for entrepreneurship, start-ups, and spin-offs
5	27	Research Assessment	Recognise research manager and research management activities in research assessment
5	27	Research Assessment	Recognise research technicians and technical support activities in research assessment
5	27	Research Assessment	Recognise Open Science practices and societal impact of research in research assessment
5	30	Tenure Track	Engage with key stakeholders on TTLMs to collect and share best practices on TTLMs
6	31	Competitive Union	Review and internally discuss support to attract and reintegrate returning researchers
7	33	Talent Platforms	Disseminate job/grant opportunities in the EURAXESS portal and ERA Talent Platform
8	40	ReICO	Engage with OECD and key stakeholders on development and implementation of ReICO

Each action is further described in the tables below:

PILLAR 1 - Recommendation 3 - Research Manager	
SECURE RCF Action	Define a clear profile for research manager positions with their roles and responsibilities
Reason for Selection	PLOCAN employs research managers but do not yet have a specific profile for research managers. One key reason to take this action is to improve the efficiency and effectiveness of research operations within PLOCAN by clearly defining the relevant skills and competences of the Research Managers. Another reason is to enhance the Research Manager careers within the organisation.

Activities for Action	<ol style="list-style-type: none"> 1. Review the existing roles and responsibilities of PLOCAN's staff working in research activities and research support activities. This will be done for an external company specialized in human resources 2. Develop a clear profile for research managers identifying all key skills, competences and activities. This will be done in close collaboration with the research managers at PLOCAN
Targets for Activities	<ol style="list-style-type: none"> 1. Analysis to be developed by an external company by trial M6 2. Research manager profile defined by trial M12
Resources Required	<p>External company to help with the previous analysis of the research manager role within the organization</p> <p>Staff effort to conduct activities</p>
Risks and Mitigation	<p>Risk: Delay on the process of external consultation and lack of clear outcomes</p> <p>Mitigation: Senior management involvement from the very beginning</p>

PILLAR 1 - Recommendation 4 - Research Technicians	
SECURE RCF Action	Define a clear profile for research Technicians positions with their roles and responsibilities
Reason for Selection	PLOCAN employs research technicians but do not yet have a specific profile for research technicians. One key reason to take this action is to improve the efficiency and effectiveness of research operations within PLOCAN by clearly defining the relevant skills and competences of the Research Technicians. Another reason is to enhance the Research Technicians careers within the organisation
Activities for Action	<ol style="list-style-type: none"> 1. Review the existing roles and responsibilities of PLOCAN's staff working in research technician activities. This will be done for an external company specialized in human resources 2. Develop a clear profile for research technicians identifying all key skills, competences and activities. We will do this in close collaboration with our research technicians at PLOCAN
Targets for Activities	<ol style="list-style-type: none"> 1. Analysis to be developed by an external company by trial M6 2. Research technicians profile defined by M12
Resources Required	<p>External company to help with the previous analysis of the research manager role within the organization</p> <p>Staff effort to conduct activities</p>
Risks and Mitigation	<p>Risk: Delay on the process of external consultation and lack of clear outcomes</p> <p>Mitigation: Senior management involvement from the very beginning</p>

PILLAR 2 - Recommendation 8 – Alternative Careers	
SECURE RCF Action	Raise awareness on non-linear and hybrid research career paths among researchers
Reason for Selection	The purpose of this action is to broaden the career perspectives of researchers by informing them about the various non-linear and hybrid career paths available. This can lead to greater career satisfaction and retention within the organisation. Furthermore, it will help researchers

	develop a more versatile skill set, making them adaptable to diverse professional opportunities and enhancing the overall innovation capacity of PLOCAN
Activities for Action	<ol style="list-style-type: none"> 1. Organise a workshop with industry experts, career coaches, and successful professionals who have pursued non-linear or hybrid research career paths to identify best practices, lessons learned another potential material to be shared among PLOCAN researcher (e.g. toolkits, training materials, etc.) 2. Organise an awareness raising session among PLOCAN staff to share the outcomes of the workshop
Targets for Activities	<ol style="list-style-type: none"> 1. Organize a workshop on best practices by trial M12 2. Awareness raising session among PLOCAN staff by trial M12
Resources Required	Staff effort to organise the workshop and the awareness raising session
Risks and Mitigation	<p>Risk: Low participation in activities promoted</p> <p>Mitigation: Actively promote events and resources through internal communication channels, and provide incentives for participation</p>

PILLAR 2 - Recommendation 9 – ESCO Classification	
SECURE RCF Action	Integrate (updates of) the ESCO classification into research job/grant advertisements
Reason for Selection	Integrating the ESCO classification into research job advertisements at PLOCAN, ensuring that job and accurately reflects the relevant skills and competencies as standardized by ESCO
Activities for Action	<ol style="list-style-type: none"> 1. Conduct a comprehensive review of the existing job descriptions at PLOCAN 2. Mapping the roles and required skills at the different positions in PLOCAN 3. Align the job descriptions with the ESCO classifications
Targets for Activities	<ol style="list-style-type: none"> 1. One joint meeting with human resources department to analyse the current job descriptions by trial M6 2. Review and map of ESCO classifications aligned to different PLOCAN positions by trial M12 3. Elaborate a new proposal with the updated descriptions by trial M12
Resources Required	Human resources department involvement from the very beginning
Risks and Mitigation	<p>Risk: Delays in the mapping of the existing job description, due to the work overload of PLOCAN's human resources department</p> <p>Mitigation: Senior management involvement from the very beginning</p>

PILLAR 3 - Recommendation 12 - Working conditions	
SECURE RCF Action	Review and improve support for inclusivity, equal opportunities, and gender equality
Reason for Selection	PLOCAN already promotes gender equality in its Strategic Plan and has signed the Statement of endorsement to the European Charter for researchers and the code of conduct for the recruitment of researchers. On the other hand, PLOCAN has already published its <i>"Equal Treatment and</i>

	<i>Opportunities Policy</i> ". As well as one of its core values. The main current challenge is to efficiently implement, monitor and update the GEP and the equal treatment and opportunities policy on a regular basis
Activities for Action	<ol style="list-style-type: none"> 1. Analyze the current policies and plans 2. Elaborate a proposal which includes all potential improvements based on best practices and new legislation that is place 3. Update the monitoring process
Targets for Activities	<ol style="list-style-type: none"> 1. Review the existing inclusivity, equal opportunities policies and gender equality plan by trial M6 2. 1 new list of proposals to improve and enhance the support to the inclusivity, equal opportunities, and gender equality by trial M12 3. 1 proposal of an updated monitoring in process by trial M12
Resources Required	Staff effort responsible in inclusivity, equal opportunities, and gender equality
Risks and Mitigation	N/A

PILLAR 3 - Recommendation 12 – Working conditions	
SECURE RCF Action	Collect and share best practices on improving the working conditions for researchers
Reason for Selection	<p>PLOCAN is reviewing the actual working conditions in relation to:</p> <p>Salaries and Categories: The salaries and categories at PLOCAN diverge to those of public administration staff with similar functions and qualifications.</p> <p>Work Overload: The limited growth opportunities for the workforce results in certain positions being overloaded with functions and responsibilities. It is necessary for the workforce to grow in permanent contracts numbers</p> <p>Career Development and Internal Promotion: There is no clear plan for professional advancement, neither horizontally nor vertically, seniority (triennia) is not economically recognised. Professional careers become stagnant, causing potential frustration among specific positions</p>
Activities for Action	<ol style="list-style-type: none"> 1. Collect and share best practices from other Research infrastructures, as well as public administrations which include staff with similar functions and qualifications, with PLOCAN's Employee Committee and engage in virtual meetings to collect input from those key stakeholders 2. Share best practices from other Research infrastructures with PLOCAN's employees, as well as public administration which include staff with similar functions and qualifications, representatives and engage in virtual meetings to collect input from key stakeholders
Targets for Activities	<ol style="list-style-type: none"> 1. Collect best practices in similar research infrastructures, as well as public administrations which include staff with similar functions and qualifications, by trial M12 2. Hold one session with key stakeholders (outcome: report on consensus best practises selected to improve working conditions to be implemented at PLOCAN) by trial M12
Resources Required	Staff effort to collect best practices

Risks and Mitigation	<p>Risk: Lack key stakeholders and staff involvement and lack of clear outcomes (related to implementable best practises)</p> <p>Mitigation: Senior management and key stakeholder involvement from the very beginning and getting their willingness to participate and engage with this initiative in a written manner from the very beginning</p>
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PILLAR 4 - Recommendation 20 – Entrepreneurship	
SECURE RCF Action	Encourage, train, and support researchers for entrepreneurship, start-ups, and spin-offs
Reason for Selection	Through R&D projects, PLOCAN's researchers generate knowledge that can be commercialized through patents. This technology transfer process allows the conversion of research results into innovative products and services. Additionally, PLOCAN promotes entrepreneurship and the creation of start-ups and spin-offs by providing training and support in intellectual property (IP) protection. In this way, the economic and social impact of the research developed is maximised
Activities for Action	<ol style="list-style-type: none"> 1. Engage internal workshop/activities on IP for the researchers and research managers/technicians to improve skills and capabilities 2. Promote the attendance to events related to IP to raise awareness between researchers, research managers and technicians.
Targets for Activities	<ol style="list-style-type: none"> 1. Organize one workshop on IP focused on Marine Science Technologies for PLOCAN staff by trial M12 2. Joint one event related to intellectual property and patenting (such as Patent Week organised by the University of Las Palmas de Gran Canaria) by trial M12
Resources Required	Economical resources to organize the workshop. Staff effort to conduct activities
Risks and Mitigation	<p>Risk: Budget constraints and inadequate funding for IP initiatives.</p> <p>Mitigation: Seek external funding and grants to supplement the budget</p>

PILLAR 5 - Recommendation 27 – Research Assessment	
SECURE RCF Action	Recognise research manager and research management activities in research assessment
Reason for Selection	Acknowledging the contributions of research managers and their management activities is essential for fostering a supportive research environment and enhancing project efficiency. PLOCAN research managers assessment procedures needs to be standardised and adapted to their specific roles.
Activities for Action	<ol style="list-style-type: none"> 1. Engage senior management is crucial for the recognition of the research managers and their activities in their annual assessments 2. Assessment procedures will be reviewed at PLOCAN and modified according to the research managers roles and profile.
Targets for Activities	<ol style="list-style-type: none"> 1. 1 joint meeting on with senior management team by trial M6. 2. Propose new KPIs to include in the research assessment by trial M12
Resources Required	Staff effort to participate in meetings and elaborate the new assessment proposal

Risks and Mitigation	Risk: Lack of time Mitigation: Include this specific task in the legal department and human resources department planning for 2025
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PILLAR 5 - Recommendation 27 – Research Assessment	
SECURE RCF Action	Recognise research technician and technical support activities in research assessment
Reason for Selection	Acknowledging the contributions of research managers and their management activities is essential for fostering a supportive research environment and enhancing project efficiency. PLOCAN research technicians' assessment procedures need to be standardized and adapted to their specific roles.
Activities for Action	Assessment procedures will be reviewed at PLOCAN and modified according to the research managers roles and profile
Targets for Activities	1. 1 joint meeting with senior management team by trial M6 2. Propose new metrics and KPIs to include in the research assessment by trial M12
Resources Required	Staff effort to participate in meetings and elaborate the new assessment proposal
Risks and Mitigation	Risk: Lack of time Mitigation: Include this specific task in the legal department and human resources department planning for 2025

PILLAR 5 - Recommendation 27 – Research Assessment	
SECURE RCF Action	Recognise Open Science practices and societal impact of research in research assessment
Reason for Selection	Incorporating Open Science practices of research can enhance the transparency, accessibility, and relevance of research outcomes, leading to greater societal benefits and the advancement of scientific knowledge
Activities for Action	Assessment procedures will be reviewed at PLOCAN and modified according to the research managers roles and profile
Targets for Activities	1. One joint meeting with senior management team by trial M6 2. Propose KPIs to include in the research assessment by trial M12 (Open science metrics)
Resources Required	Staff effort to participate in meetings and elaborate the new assessment proposal
Risks and Mitigation	Risk: Lack of time Mitigation: Include this specific task in the legal department and human resources department planning for 2025

PILLAR 5 - Recommendation 30 - Tenure Track	
SECURE RCF Action	Engage with key stakeholders on TTLMs to collect and share best practices on TTLMs

Reason for Selection	TTLMs are a direct and long-term instrument to improve the careers of researchers and reduce the precarity of research careers
Activities for Action	Collect best practices from selected stakeholders and engage in virtual meetings to collect input from key stakeholders on TTLMs
Targets for Activities	1.Collection of best practices on TTLMs by trial M12 2.Two joint meetings by trial M12
Resources Required	Staff effort to collect best practices and participate in meetings
Risks and Mitigation	N/A

PILLAR 6 - Recommendation 31 – Competitive Union	
SECURE RCF Action	Review and internally discuss support to attract and reintegrate returning researchers
Reason for Selection	The goal of this action is to enhance PLOCAN's ability to attract and reintegrate researchers who have gained experience abroad, thereby enriching the organisation's intellectual capital and research capabilities. Supporting returning researchers can bring innovative ideas and methodologies to the organisation and foster international collaboration
Activities for Action	1. Organize one meeting with the senior management team to discuss the importance of supporting returning researchers and propose new support strategies 2. Assess current support mechanisms for returning researchers to ensure they are effective and comprehensive
Targets for Activities	1. Conduct one joint meeting with the senior management team by M6 2. Collection of best practices from other organisations that have successfully attracted and reintegrated returning researchers by trial M12
Resources Required	Allocate staff time and effort to research best practices, collect data, and share findings with the senior management team.
Risks and Mitigation	Risk: Insufficient resources Mitigation: Prioritise key activities

PILLAR 7 - Recommendation 33 – Talent Platforms	
SECURE RCF Action	Disseminate job/grant opportunities in the EURAXESS portal and ERA Talent Platform
Reason for Selection	This action is selected due to the need to increase visibility and accessibility of job opportunities for researchers, research managers and technicians at PLOCAN within the European Research Area (ERA). Utilising well-known platforms like EURAXESS and the ERA Talent Platform ensures broad and efficient reach, facilitating the connection between opportunities and job seekers
Activities for Action	Organise training sessions for HR and relevant staff on how to effectively use EURAXESS and the ERA Talent Platform

Targets for Activities	1. One joint meeting with RRHH by trial M6 2. One training session by trial M12 3. Develop standardized templates for job and grant postings that meet the requirements of EURAXESS and the ERA Talent Platform by M12
Resources Required	Effort from HR and legal department staff to review and update posting procedures, develop templates, and upload opportunities
Risks and Mitigation	Risk: Lack of time Mitigation: Include this specific task in the legal department and human resources department planning for 2025

PILLAR 8 - Recommendation 40 - ReICO	
SECURE RCF Action	Engage with OECD and key stakeholders on development and implementation of ReICO
Reason for Selection	ReICO will be an important observatory for research careers and our organisation is interested in providing feedback to ReICO
Activities for Action	1. Engage in initial virtual meeting with OECD/EC and SECURE partners to be informed about and provide feedback on ReICO 2. Engage in follow-on virtual meeting with OECD/EC and SECURE partners to be informed about and provide feedback on ReICO
Targets for Activities	1. One joint meeting by trial M6 2. One joint meeting by trial M12
Resources Required	Staff effort to participate in meetings
Risks and Mitigation	Risk: Signing of contract between OECD and EC is delayed Mitigation: Shifting of one joint meeting in trial M6 to trial M12

4.6 Trial 6 – ADOC (RA)

Table 7. New actions selected by ADOC to implement the SECURE RCF

Pillar	RC	Topic	Action
1	5	R1-R4	Adopt the R1-R4 profiles or map existing organisational profiles onto the R1-R4 profiles
1	5	R1-R4	Refer to the R1-R4 profiles in job/grant advertisements and relevant communications
1	5	R1-R4	Raise awareness of and support adoption of R1-R4 profiles in the non-academic sector
2	7	Recognition/ Interoperability	Track the long-term career paths of researchers at and beyond home organisations
2	9	ESCO classification	Integrate (updates of) the ESCO classification into research job/grant advertisements
2	9	ESCO classification	Identify changing and emerging skills/competences, qualifications, and occupations
2	10	Human Resources	Develop clear documentation, guidelines, and communications on the R1-R4 mapping
3	11	Recruitment/ Selection	Inform recruiters and selectors on the value of alternative career paths and career breaks
3	12	Working Conditions	Collect and share best practices on improving the working conditions for researchers
4	17	ResearchComp	Raise awareness on ResearchComp and transversal skills/competences for researchers
4	25	Interdisciplinary Mobility	Encourage, train, and support researchers for interdisciplinary collaboration and mobility
5	28	Assessment initiatives	Collect and share best practices on reforming existing research assessment systems
5	29	Career support	Review and improve the career support and professional development of researchers
5	30	Tenure Track	Engage with key stakeholders on TTLMs to collect and share best practices on TTLMs
6	31	Competitive Union	Review and internally discuss support to attract and reintegrate returning researchers
7	33	Talent platform	Disseminate job/grant opportunities in the EURAXESS portal and ERA Talent Platform
8	40	ReICO	Engage with OECD and key stakeholders on development and implementation of ReICO

Each action is further described in the tables below:

PILLAR 1 - Recommendation 5 – R1-R4	
SECURE RCF Action	Adopt the R1-R4 profiles or map existing organisational profiles onto the R1-R4 profiles
Reason for Selection	We chose this action to standardize the language between non-academic and academic sectors, thereby facilitating smoother transitions between these two sectors
Activities for Action	Our goal for this action is to decode the R1-R4 profiles in the private sector in term of missions. To achieve this, we aim to map and correlate private sector job titles and comparable missions to the R1-R4 academic nomenclature. The activities related to these missions are as follows: 1. Listing the job titles in the private sectors 2. Determining the missions/activities associated with these job titles 3. Mapping these job titles into R1-R4 categories
Targets for Activities	Here are the targets of the different activities: 1. Create a list of job titles by M6 2. Elaborate a job tree of both jobs and their missions associated by trial M6 3. Identified job titles will be associated with R1-R4 nomenclature by M12
Resources Required	Dedicated team for research and data analysis, access to private sector job databases, collaboration tools.
Risks and Mitigation	Risk: The list may be incomplete and fail to identify all job titles in the private sector. Mitigation: The list will be updated and reviewed every year.

PILLAR 1 – Recommendation 5 – R1-R4	
SECURE RCF Action	Refer to the R1-R4 profiles in job/grant advertisements and relevant communications
Reason for Selection	We chose this action to standardize the language between non-academic and academic sectors, thereby facilitating smoother transitions between these two sectors
Activities for Action	1. Implement the R1-R4 nomenclature in job advertisements to facilitate transparency between the non-academic and academic sectors
Targets for Activities	1. Jobs will be described according to the nomenclature R1-R4 by trial M12
Resources Required	Staff meeting together with our recruitment consultants
Risks and Mitigation	Risk: Potential resistance or confusion about new terms. Mitigation: Preparatory training sessions and explanatory materials

PILLAR 1 – Recommendation 5 – R1-R4	
SECURE RCF Action	Raise awareness of and support adoption of R1-R4 profiles in the non-academic sector
Reason for Selection	It will help matching candidates with suitable positions by aligning their experience and qualifications with the appropriate job level. Moreover, it will also benefit in attracting the candidates who meet the specific requirements for each stage of their career improving the quality of applications. Finally, across different sectors and organisations, the adoption of such nomenclature will facilitate navigation to different job opportunities
Activities for Action	1. To include the R1-R4 profiles to our job offers we need to train our clients to this specific nomenclature by developing a guideline helping them to categorize the profile they are looking for
Targets for Activities	1. Our clients will be informed of the new nomenclature to classify the job titles by M12
Resources Required	Staff effort for the development and dissemination of guidelines, training sessions, support materials
Risks and Mitigation	Risk: Misunderstanding of the profiles' application. Mitigation: Regular feedback sessions and updates to training materials as needed

PILLAR 2 - Recommendation 7 – Recognition/Interoperability	
SECURE RCF Action	Track the long-term career paths of researchers at and beyond home organisations
Reason for Selection	One key reason for choosing this action is to provide valuable insights into the career trajectories and trends within various industries helping refining recruitment strategies. This action will help us to enhance our ability to advise our clients on career development programmers based on actual career progression data together with offering more adapted career advice and support candidates to improve their job satisfaction. These data will allow to demonstrate the agency's commitment to long-term career development
Activities for Action	1. Develop, diffuse and analyze a worldwide survey to gather extensive data for mapping the professional careers of PhD holders based on various variables such as year of PhD completion, discipline, type of institutions, international career paths, gender, and professional trajectories 2. Present our results to our HR consultants and discuss how to valorize this information with our clients 3. Develop a tracking system for candidates we have placed in our client's companies
Targets for Activities	1. Data will be collected and analysed by trial M12 2. A meeting will be organised with our HR consultants to present and discuss the results of the survey by trial M12

	3. A clear procedure for tracking candidates will be implemented by trial M6
Resources Required	Survey tools, data analysts, IT support for tracking system development
Risks and Mitigation	Risk: The risk is that we will not obtain enough data in order to draw significant conclusions Mitigation: We will focus on specific groups that are likely to provide relevant data

PILLAR 2 – Recommendation 9 – ESCO classification	
SECURE RCF Action	Integrate (updates of) the ESCO classification into research job/grant advertisements
Reason for Selection	We chose this action to standardize the language and support mobility across Europe
Activities for Action	1. The skills required for candidates in our job postings will be described using ESCO classification
Targets for Activities	1. Candidate's profile on job offers will be described using ESCO classification by trial M6
Resources Required	Staff meeting together with our recruitment consultants
Risks and Mitigation	Risk: ESCO classification might not be enough accurate et specific to describe candidate skills in our job offers Mitigation: Depending on the job titles, we will preferentially choose to describe the candidate profile either using ESCO classification or ResearchComp one

PILLAR 2 – Recommendation 9 – ESCO classification	
SECURE RCF Action	Identify changing and emerging skills/competences, qualifications, and occupations
Reason for Selection	There are several key reasons of choosing this action for Adoc. By identifying emerging skills and occupations we will stay ahead of industry trends and will be able to anticipate our client needs. Moreover, understanding the changes in qualifications and skills will enable us to focus our effort on sourcing candidates owning skills highly demanded by the job market. In summary, this action will provide us with valuable insights and solutions, benefitting to both our clients and candidates
Activities for Action	1. Conduct a literature review focusing on both emerging skills and emerging occupations 2. Launch a worldwide survey, analyse the data of the survey which aims at establishing connections between the qualifications and occupations of PhD holders in relation to the emerging skills highlighted in the literature review
Targets for Activities	1. Emerging skills and occupations will be identified by trial M12 2. Results from the survey will be analysed by trial M12
Resources Required	Survey platform to diffuse the survey, analytical tools (coding tools)

Risks and Mitigation	<p>Risk: The risk of these activities is to be limited by the number of respondents of the survey to depict relevant results</p> <p>Mitigation: We will identify the missing/limited sectors we need to target in order to increase the number of respondents</p>
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PILLAR 2 - Recommendation 10 – Human Resources	
SECURE RCF Action	Develop clear documentation, guidelines, and communications on the R1-R4 mapping
Reason for Selection	The reason we chose this action is to homogenize the vocabulary between recruitment agencies for private sector and the academic world
Activities for Action	1. Communicate on the guideline describing the R1-R4 nomenclature for the private sector developed in action 1-5 with HR consultants and PhD candidates during our trainings
Targets for Activities	1. A clear guideline presenting R1-R4 nomenclature will be shared to our HR consultants by trial M12
Resources Required	Staff effort for participating in the meetings
Risks and Mitigation	<p>Risk: Availability of our HR consultants</p> <p>Mitigation: Early arrangement to increase the chance of the HR consultants to be available</p>

PILLAR 3 - Recommendation 11 – Recruitment/Selection	
SECURE RCF Action	Inform recruiters and selectors on the value of alternative career paths and career breaks
Reason for Selection	One key reason to take this action is to familiarize the recruiters on recognizing the value of diverse career trajectories leading to more inclusive hiring processes
Activities for Action	1. Organise a meeting with our recruitment consultants to collectively brainstorm and discuss these specific questions 2. Organise and host a webinar towards recruiters and selectors, aimed at informing them about these alternative career path
Targets for Activities	1. One meeting with recruitment consultants by trial M6 2. One webinar by trial M12
Resources Required	Event planning staff, webinar tools, marketing and communications support
Risks and Mitigation	<p>Risk: This risk of this action is a low attendance at the webinar, reducing its effectiveness and impact</p> <p>Mitigation: We will provide recordings of the webinar</p>

PILLAR 3 – Recommendation 12 – Working Conditions	
SECURE RCF Action	Collect and share best practices on improving the working conditions for researchers
Reason for Selection	By opting for this action, we will investigate the determinant factors affecting various job positions, environments, and career stages. This comprehensive understanding will provide us with valuable insights into

	the current priorities of candidates and facilitate meaningful discussions with our clients
Activities for Action	1. Identify the crucial factors responsible for the choice of a job position for PhD holders using a quantitative survey.
Targets for Activities	1. Key factors influencing the choice of a position will be identified by trial M12
Resources Required	Survey platform, data analysis tools, team to manage outreach and response collection
Risks and Mitigation	Risk: The risk is that we will not obtain enough data in order to draw significant conclusions Mitigation: We can focus on groups that are likely to provide relevant data

PILLAR 4 – Recommendation 17 – ResearchComp	
SECURE RCF Action	Raise awareness on ResearchComp and transversal skills/competences for researchers
Reason for Selection	This action aims to empower researchers to enhance their skill set and consequently be more competitive and prepared on an evolving job market
Activities for Action	1. Create and host a webinar on transversal skills and ResearchComp that will aim at facilitating understanding and dialogue between HR of private companies and PhD holder and candidates
Targets for Activities	1. Promote ResearchComp and transversal skills of PhD holders among PhD candidates and HR companies by trial M12
Resources Required	Webinar hosting platform, experts in transversal skills, marketing team to promote events
Risks and Mitigation	Risk: This risk of this action is a low attendance at the webinar, reducing its effectiveness and impact Mitigation: We will provide a recording of the webinar

PILLAR 4 - Recommendation 25 – Interdisciplinary Mobility	
SECURE RCF Action	Encourage, train, and support researchers for interdisciplinary collaboration and mobility
Reason for Selection	Adoc Talent Management is a recruitment agency and a training organisation. By opting for this action, we want to emphasize the importance of interdisciplinarity in enhancing capacity of innovation, addressing broader scientific questions and impact career development
Activities for Action	1. Create a training dealing with several aspects of interdisciplinary collaborations and mobility towards PhD candidates of universities
Targets for Activities	1. A training about interdisciplinary mobility will be available on the training catalogue of Adoc by trial M12
Resources Required	Training materials, professional trainers, collaboration tools, venue for training sessions or online webinar hosting platform
Risks and Mitigation	Risk: Possible low engagement or uptake by the universities or research institutes Mitigation: Feedback-driven content adjustments and multiple session offerings

PILLAR 5 – Recommendation 28 – Assessment initiatives	
SECURE RCF Action	Collect and share best practices on reforming existing research assessment systems
Reason for Selection	To enhance the effectiveness and fairness of research assessments across sectors (academic and non-academic sectors)
Activities for Action	1. Establish a working group to review current assessment practices and gather improvements. Follow up of the career both in the academic and non-academic sector to see how the current research assessment (e.g. publications) affects career development
Targets for Activities	1. The working group will be established by trial M12
Resources Required	Research tools, expert consultations, forums for community engagement
Risks and Mitigation	Risk: Resistance to change in existing systems Mitigation: Engage stakeholders early and ensure transparent communication of benefits

PILLAR 5 – Recommendation 29 – Career support	
SECURE RCF Action	Review and improve the career support and professional development of researchers
Reason for Selection	This action will enable us to gain an overview of the professional trajectories of the PhD holders depending on several factors (gender, discipline, country, ...)
Activities for Action	1. Conduct a survey aimed at reviewing the professional development of worldwide PhD holders
Targets for Activities	1. Career trajectories of PhD holders will be identified by trial M12
Resources Required	Survey platform to diffuse the survey, career development experts, analytical tools
Risks and Mitigation	Risk: Inadequate response rate or biased data (not enough data collection) Mitigation: Employ diversified outreach and ensure anonymity and confidentiality of survey responses

PILLAR 5 - Recommendation 30 - Tenure Track	
SECURE RCF Action	Engage with key stakeholders on TTLMs to collect and share best practices on TTLMs
Reason for Selection	TTLMs are a direct and long-term instrument to improve the careers of researchers and reduce the precarity of research careers
Activities for Action	Collect best practices from selected stakeholders and engage in virtual meetings to collect input from key stakeholders on TTLMs
Targets for Activities	1.Collection of best practices on TTLMs by trial M12 2.Two joint meetings by trial M12
Resources Required	Staff effort to collect best practices and participate in meetings

Risks and Mitigation	N/A
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PILLAR 6 – Recommendation 31 – Competitive Union	
SECURE RCF Action	Review and internally discuss support to attract and reintegrate returning researchers
Reason for Selection	To better support researchers re-entering the workforce, ensuring their successful integration
Activities for Action	1. Include a question on our survey related to the factors influencing the choice of the position and the localisation of the position itself
Targets for Activities	1. Key factors for returning researchers will be identified
Resources Required	Survey design and implementation team, support services for returning researchers
Risks and Mitigation	Risk: Misalignment with actual needs of returning researchers. Mitigation: Continuous feedback loops and adjustment of support services based on survey results

PILLAR 7 – Recommendation 33 – Talent platform	
SECURE RCF Action	Disseminate job/grant opportunities in the EURAXESS portal and ERA Talent Platform
Reason for Selection	Give an international perspective to our job offers that will provide an extensive reach to a diverse pool of researchers and professionals. This will ensure to reach the most suitable and qualified candidates
Activities for Action	1. Publish our job offers on the portals
Targets for Activities	1. Our job offers will be published on EURAXESS and ERA Talent Platform by trial M6
Resources Required	Dedicated staff for platform management, IT support for integrating systems
Risks and Mitigation	Risk: The implementation of this action is dependant of actions 2-9 and 1-5 for complete homogenized job offer Mitigation: Allocate sufficient resources to be completed on schedule

PILLAR 8 - Recommendation 40 - ReICO	
SECURE RCF Action	Engage with OECD and key stakeholders on development and implementation of ReICO
Reason for Selection	ReICO will be an important observatory for research careers and our organisation is interested in providing feedback to ReICO
Activities for Action	1. Engage in initial virtual meeting with OECD/EC and SECURE partners to be informed about and provide feedback on ReICO 2. Engage in follow-on virtual meeting with OECD/EC and SECURE partners to be informed about and provide feedback on ReICO

Targets for Activities	1. One joint meeting by trial M6 2. One joint meeting by trial M12
Resources Required	Staff effort to participate in meetings
Risks and Mitigation	Risk: Signing of contract between OECD and EC is delayed Mitigation: Shifting of 1 joint meeting in trial M6 to trial M12

5. Conclusions

The action plans to implement SECURE RCF that have been described in detail in this document have been devised by the RPOs, RFOs, RI and RA with the participation of senior management in the decision-making process.

Each trial has its own unique strategy for the selection and implementation of the SECURE RCF actions due to the individual nature of the organisations and their own strategic interest and priorities. The action plans are broken down into concrete actions and activities for each trial organisations with targets to be realised within the trial duration of 12 months. While each trial organisations selected minimally one new action from each of the 8 pillars, it is clear that the trial organisations differed in the scope and scale of their selected actions and activities for their trials. This is mainly due to the short timeframe of the project and trials.

The trial organisations of the SECURE project are committed to improving research careers for researchers at their organisations. By reviewing each recommendation, the organisations have been able to self-assess and reflect on the RCF and develop actions and activities to start implementing the RCF and provide better support for research careers. The actions and activities conducted in these trials, form the basis for a coordinated approach to reforming research careers and will feed into future strategic planning and implementation at the organisations.

The action plans to implement the SECURE trials run from February 2024 until January 2025. The progress of the trials will be monitored continuously and evaluated at the end of the trials. A mutual learning exercise will also take place during the trials whereby the trial organisations will share experiences with each other including challenges faced and lessons learned. The results of the trials will be published in the D4.2- *Report on Trial to Implement the SECURE RCF*.

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Annexes

Annex 1: Existing actions implementing the SECURE RCF

In the following tables, we present the results obtained after going through the 150 actions. In red Trial Organisations have marked the actions that are not being implemented now, in yellow the existing actions that are already implemented and in green the new actions that will be trialled in 12 months.

Pillar 1: Researchers, Research Managers, and Research Technicians in The European Research Area

Table 8. Actions selected by each of the trial organisations under Pillar 1

Pillar	RC	Topic	Which actions could implement this recommendation at RPOs and RFOs?	UCY	UNIRI	UNL	UEFISCDI	PLOCAN	ADOC
1	1	Researchers	Adopt the EFfRC definition of 'researcher' in organisational regulations and policies	No	New	No	Old	Old	No
1	1	Researchers	Communicate more clearly on definition and rights and obligations of 'researcher'	No	Old	Old	No	No	No
1	2	Intersectoral Mobility	Raise awareness on the wide diversity of research careers in and outside academia	No	No	New	New	No	Old
1	2	Intersectoral Mobility	Encourage, train, and support researchers for intersectoral collaboration and mobility	No	No	No	No	No	Old
1	2	Intersectoral Mobility	Promote value of researchers and their skills/competences to non-academic sector	No	No	Old	No	No	Old
1	2	Intersectoral Mobility	Organise research career events and employer matchmaking events for researchers	No	No	No	No	No	No
1	2	Intersectoral Mobility	Identify structural and administrative barriers to intersectoral collaboration and mobility	No	No	No	No	No	No
1	2	Intersectoral Mobility	Collect and share best practices on support for intersectoral collaboration and mobility	No	No	No	No	No	Old
1	3	Research Managers	Define a clear profile for research manager positions with their roles and responsibilities	No	New	No	No	New	Old
1	3	Research Managers	Raise awareness on diverse career paths and research manager as a research career	No	No	No	No	No	Old
1	3	Research Managers	Train researchers in research management and support transition to research manager	No	No	No	No	No	Old
1	3	Research Managers	Support ongoing training, development, and professionalisation of research managers	No	New	New	No	No	No
1	4	Research Technicians	Define a clear profile for research technician positions with their roles and responsibilities	No	No	No	No	New	No
1	4	Research Technicians	Raise awareness on diverse career paths and research technician as a research career	No	No	No	No	No	No
1	4	Research Technicians	Train researchers in technical support and support transition to research technician	No	No	No	No	No	No
1	4	Research Technicians	Support ongoing training, development, and professionalisation of research technicians	No	No	No	No	No	No
1	5	R1-R4	Adopt the R1-R4 profiles or map existing organisational profiles onto the R1-R4 profiles	New	Old	No	No	No	New
1	5	R1-R4	Refer to the R1-R4 profiles in job/grant advertisements and relevant communications	Old	No	No	No	No	New

1	5	R1-R4	Identify scope of precarity and propose measures to reduce precarity for R1-R4 profiles	No	No	Old	No	No	No
1	5	R1-R4	Treat doctoral candidates as professionals with related working conditions and benefits	No	Old	No	No	No	Old
1	5	R1-R4	Raise awareness of and support adoption of R1-R4 profiles in the non-academic sector	No	No	No	No	No	New
1	6	R1-R2/R3-R4	Adopt the grouping of R1-R2 and R3-R4 profiles in organisational regulations and policies	No	No	No	No	No	No
1	6	R1-R2/R3-R4	Tailor support measures for career development to R1-R2 and R3-R4 profile groups	No	Old	No	No	No	No
1	6	R1-R2/R3-R4	Tailor support measures to address precarity to R1-R2 and R3-R4 profile groups	No	No	Old	No	No	No

Pillar 2: Recognition, Interoperability, and Comparability of Researchers' Careers

Table 9. Actions selected by each trial organisations under Pillar 2

Pillar	RC	Topic	Which actions could implement this recommendation at RPOs and RFOs?	UCY	UNIRI	UNL	UEFISCDI	PLOCAN	ADOC
2	7	Recognition/ Interoperability	Track the long-term career paths of researchers at and beyond home organisations	No	No	No	No	No	New
2	7	Recognition/ Interoperability	Collect and share best practices on recognition and support of diverse research careers	No	No	No	New	No	Old
2	7	Recognition/ Interoperability	Engage with key stakeholders on recognition and support of diverse research careers	New	New	New	No	No	Old
2	7	Recognition/ Interoperability	Engage with key stakeholders on interoperability and comparability of research careers	No	No	No	No	No	No
2	8	Alternative Careers	Raise awareness on non-linear and hybrid research career paths among researchers	No	No	No	No	New	No
2	8	Alternative Careers	Integrate non-linear and hybrid research career paths into regulations and policies	No	No	Old	No	No	No
2	8	Alternative Careers	Offer career development support for non-linear and hybrid research career paths	No	No	No	No	No	No
2	8	Alternative Careers	Collect and share best practices on non-linear and hybrid research career paths	No	No	No	No	No	No
2	9	ESCO Classification	Integrate (updates of) the ESCO classification into research job/grant advertisements	No	No	No	No	New	New
2	9	ESCO Classification	Integrate (updates of) ESCO classification into local/national accreditation frameworks	No	No	No	No	No	No
2	9	ESCO Classification	Identify changing and emerging skills/competences, qualifications, and occupations	No	No	No	No	No	New
2	9	ESCO Classification	Provide recommendations for future revisions of classifications in the ESCO classification	No	No	No	No	No	No
2	10	Human Resources	Conduct a review of research career structures and career paths within organisation	No	No	No	No	No	No
2	10	Human Resources	Involve human resources officers and research staff in organisational R1-R4 mapping	No	No	No	No	No	No
2	10	Human Resources	Develop clear documentation, guidelines, and communications on the R1-R4 mapping	No	No	No	No	No	New

2	10	Human Resources	Engage with other human resources offices to share best practices on the R1-R4 profiles	No	No	No	No	No	No
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Pillar 3: Recruitment and Working Conditions

Table 10. Actions selected by each trial organisations under Pillar 3

Pillar	RC	Topic	Which actions could implement this recommendation at RPOs and RFOs?	UCY	UNIRI	UNL	UEFISCDI	PLOCAN	ADOC
3	11	Recruitment/ Selection	Make general recruitment and selection procedures for vacant positions publicly available	Old	Old	Old	Old	Old	No
3	11	Recruitment/ Selection	Provide individual feedback to candidates on result of a specific recruitment and selection	No	No	No	Old	Old	Old
3	11	Recruitment/ Selection	Inform recruiters and selectors on the value of alternative career paths and career breaks	No	No	No	No	No	New
3	12	Working Conditions	Review and internally discuss providing commensurate remuneration for researchers	No	New	No	No	No	No
3	12	Working Conditions	Review and improve support for flexible working conditions and work-life balance	No	Old	Old	No	Old	No
3	12	Working Conditions	Review and improve support for inclusivity, equal opportunities, and gender equality	Old	Old	Old	Old	New	Old
3	12	Working Conditions	Review and improve support for academic freedom and protection against interference	No	Old	Old	No	No	No
3	12	Working Conditions	Review and improve support to researchers with the fulfilment of administrative duties	New	No	Old	Old	No	No
3	12	Working Conditions	Review and internally discuss providing more permanent contracts to researchers	No	No	New	No	No	No
3	12	Working Conditions	Define a maximum threshold for number of fixed-term contracts and monitoring plan	No	No	No	No	No	No
3	12	Working Conditions	Review and internally discuss researcher access to relevant social protection benefits	No	No	No	No	No	No
3	12	Working Conditions	Collect and share best practices on improving the working conditions for researchers	No	No	No	New	New	New
3	13	Rights/Obligations	Raise awareness regularly on social protection rights and obligations to all researchers	No	No	No	No	No	No
3	13	Rights/Obligations	Provide individual personalised counselling on social protection rights and obligations	No	No	No	No	No	No
3	13	Rights/Obligations	Collaborate with external specialists in field of social protection rights and obligations	No	No	No	No	No	No
3	14	Pensions/RESAVER	Raise awareness about long-term pension planning and RESAVER among researchers	No	No	No	No	No	No
3	14	Pensions/RESAVER	Take part in RESAVER Pension Fund and join the consortium of member organisations	No	No	No	No	No	No
3	15	R1-R2 Support	This recommendation is adequately addressed in other recommendations	N/A	N/A	N/A	N/A	N/A	N/A

Pillar 4: Researchers Skilled for Intersectoral and Interdisciplinary Careers and for Entrepreneurship and Innovation

Table 11. Actions selected by each trial organisations under Pillar 4

Pillar	RC	Topic	Which actions could implement this recommendation at RPOs and RFOs?	UCY	UNIRI	UNL	UEFISCDI	PLOCAN	ADOC
4	16	Doctoral Training	Align doctoral training programmes with Principles for Innovative Doctoral Training	No	No	No	No	No	Old
4	16	Doctoral Training	Align doctoral training programmes with European Code of Conduct for Research Integrity	No	No	Old	No	No	No
4	16	Doctoral Training	Integrate policies and practices for Open Science into doctoral training programmes	No	New	No	No	No	No
4	17	ResearchComp	Raise awareness on ResearchComp and transversal skills/competences for researchers	New	New	New	New	No	New
4	17	ResearchComp	Integrate ResearchComp into training and career development support for researchers	No	No	No	No	No	No
4	17	ResearchComp	Integrate ResearchComp into researcher profiles and relevant regulations and policies	No	No	No	No	No	No
4	17	ResearchComp	Collect and share best practices on ResearchComp and transversal skills/competences	No	No	No	New	No	No
4	17	ResearchComp	Provide recommendations for future revisions of skills/competences in ResearchComp	No	No	No	No	No	No
4	18	Transversal Skills	This recommendation is adequately addressed in other recommendations	N/A	N/A	N/A	N/A	N/A	N/A
4	19	Intersectoral Skills	This recommendation is adequately addressed in other recommendations	N/A	N/A	N/A	N/A	N/A	N/A
4	20	Entrepreneurship	Raise awareness on entrepreneurship taking an inclusive and gender equal approach	No	No	Old	Old	No	Old
4	20	Entrepreneurship	Encourage, train, and support researchers for entrepreneurship, start-ups, and spin-offs	Old	Old	Old	Old	New	Old
4	20	Entrepreneurship	Create support offices, hubs, and centres for entrepreneurship and technology transfer	Old	Old	Old	Old	No	No
4	21	Lifelong Learning	This recommendation is adequately addressed in other recommendations	N/A	N/A	N/A	N/A	N/A	N/A
4	22	Intersectoral Initiatives	This recommendation is adequately addressed in other recommendations	N/A	N/A	N/A	N/A	N/A	N/A
4	23	Intersectoral Schemes	This recommendation is adequately addressed in other recommendations	N/A	N/A	N/A	N/A	N/A	N/A
4	24	Intersectoral Barriers	This recommendation is adequately addressed in other recommendations	N/A	N/A	N/A	N/A	N/A	N/A
4	25	Interdisciplinary Mobility	Encourage, train, and support researchers for interdisciplinary collaboration and mobility	Old	Old	Old	Old	No	New
4	25	Interdisciplinary Mobility	Collect and share best practices on supporting interdisciplinary collaboration and mobility	No	No	No	No	No	No

Pillar 5: Career Assessment, Development, and Progression

Table 12. Actions selected by each trial organisations under Pillar 5

Pillar	RC	Topic	Which actions could implement this recommendation at RPOs and RFOs?	UCY	UNIRI	UNL	UEFISCDI	PLOCAN	ADOC
5	26	Recognition Mobility	Recognise international collaboration and mobility activities in research assessment	Old	Old	Old	Old	No	No
5	26	Recognition Mobility	Recognise intersectoral collaboration and mobility activities in research assessment	Old	No	Old	Old	No	No
5	26	Recognition Mobility	Recognise interdisciplinary collaboration and mobility activities in research assessment	Old	Old	Old	Old	No	No
5	26	Recognition Mobility	Recognise virtual collaboration and mobility activities in research assessment	No	No	No	No	No	No
5	27	Research Assessment	Integrate a qualitative and responsible quantitative approach into research assessment	Old	Old	Old	No	No	No
5	27	Research Assessment	Recognise diversity of roles, activities, and outputs of researchers in research assessment	Old	No	Old	No	No	No
5	27	Research Assessment	Recognise research manager and research management activities in research assessment	No	No	Old	Old	New	No
5	27	Research Assessment	Recognise research technician and technical support activities in research assessment	No	No	No	No	New	No
5	27	Research Assessment	Recognise research integrity and inclusivity and gender equality in research assessment	No	Old	Old	Old	No	No
5	27	Research Assessment	Recognise Open Science practices and societal impact of research in research assessment	No	New	Old	No	New	No
5	27	Research Assessment	Inform research assessors on the added value of reformed research assessment criteria	New	No	No	No	No	No
5	27	Research Assessment	Monitor any reforms in research assessment criteria for negative and unwanted effects	No	No	New	New	No	No
5	28	Assessment Initiatives	Sign the Agreement on Reforming Research Assessment and join CoARA as a member	Old	Old	Old	Old	No	No
5	28	Assessment Initiatives	Identify structural and administrative barriers to reform research assessment systems	No	No	No	New	No	No
5	28	Assessment Initiatives	Collect and share best practices on reforming existing research assessment systems	No	New	No	New	New	New
5	29	Career Support	Review and improve the career support and professional development of researchers	No	Old	New	No	Old	New
5	29	Career Support	Provide professional mentoring to researchers by experts in and outside the organisation	No	No	New	No	Old	Old
5	30	Tenure Track	Review regulations and status of TTLMs in national context and locally at organisations	No	No	Old	New	Old	No
5	30	Tenure Track	Define TTLMs in discussion and close collaboration with researchers at organisations	No	No	Old	No	No	No
5	30	Tenure Track	Develop an action plan for future implementation of defined TTLMs at organisations	No	No	No	No	No	No
5	30	Tenure Track	Engage with key stakeholders on TTLMs to collect and share best practices on TTLMs	New	New	New	New	New	New
5	30	Tenure Track	Engage with national research-funding bodies on need for long-term funding for TTLMs	New	No	Old	No	No	No

Pillar 6: Balanced Circulation of Talents and Making the Union an Attractive Destination

Table 13. Actions selected by each trial organisations under Pillar 6

Pillar	RC	Topic	Which actions could implement this recommendation at RPOs and RFOs?	UCY	UNIRI	UNL	UEFISCDI	PLOCAN	ADOC
6	31	Competitive Union	Review and internally discuss support to attract and reintegrate returning researchers	New	New	Old	New	New	New
6	31	Competitive Union	Review and internally discuss support to facilitate dual positions in different countries	No	No	No	No	No	No
6	31	Competitive Union	Engage with key stakeholders to contribute to the balanced circulation of researchers	No	No	New	Old	No	No

6	32	Balanced Circulation	This recommendation is not directly relevant for RPOs and RFOs	N/A	N/A	N/A	N/A	N/A	N/A
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Pillar 7: Support Actions for Research Careers

Table 14. Actions selected by each trial organisations under Pillar 7

Pillar	RC	Topic	Which actions could implement this recommendation at RPOs and RFOs?	UCY	UNIRI	UNL	UEFISCDI	PLOCAN	ADOC
7	33	Talent Platforms	Raise awareness on the EURAXESS portal and ERA Talent Platform among researchers	No	Old	Old	New	Old	Old
7	33	Talent Platforms	Disseminate job/grant opportunities in the EURAXESS portal and ERA Talent Platform	Old	Old	Old	No	New	New
7	34	Talent Initiatives	This recommendation is not directly relevant for RPOs and RFOs	N/A	N/A	N/A	N/A	N/A	N/A
7	35	Charter Importance	This recommendation is not directly relevant for RPOs and RFOs	N/A	N/A	N/A	N/A	N/A	N/A
7	36	Charter Encouragement	Raise awareness on the revised Charter among researchers	New	New	New	New	No	No
7	36	Charter Encouragement	Endorse and implement the revised Charter at organisations	No	New	No	No	No	No
7	37	HRS4R/Charter	Raise awareness on the HRS4R award and its relevance for researchers	No	Old	New	New	No	Old
7	37	HRS4R/Charter	Apply formally to receive the HRS4R award to the European Commission	No	Old	New	No	No	No
7	38	Support Tools	This recommendation is not directly relevant for RPOs and RFOs	N/A	N/A	N/A	N/A	N/A	N/A
7	39	Pilot Actions	This recommendation is about piloting the recommendations in the EFRC	N/A	N/A	N/A	N/A	N/A	N/A

Pillar 8: Monitoring of Research Careers

Table 15. Actions selected by each trial organisations under Pillar 8

Pillar	RC	Topic	Which actions could implement this recommendation at RPOs and RFOs?	UCY	UNIRI	UNL	UEFISCDI	PLOCAN	ADOC
8	40	ReICO	Engage with OECD and key stakeholders on development and implementation of ReICO	New	New	New	New	New	New
8	40	ReICO	Review and internally discuss collection and provision of relevant internal data for ReICO	No	No	No	No	No	No
8	41	ReICO Data	This recommendation is adequately addressed in other recommendations	N/A	N/A	N/A	N/A	N/A	N/A
8	42	ReICO Results	This recommendation is not directly relevant for RPOs and RFOs	N/A	N/A	N/A	N/A	N/A	N/A
8	43	ReICO/EHESO	This recommendation is not directly relevant for RPOs and RFOs	N/A	N/A	N/A	N/A	N/A	N/A
8	44	ReICO/Regulations	This recommendation is not directly relevant for RPOs and RFOs	N/A	N/A	N/A	N/A	N/A	N/A

Annex 2: Action plan to implement the SECURE RCF templates

Table 16. Templates action plan to implement the SECURE RCF

PILLAR # - Recommendation # - Short title	
SECURE RCF Action	<i>[Action from SECURE RCF]</i>
Reason for Selection	<i>[Short description why this action was selected for the trials]</i>
Activities for Action	<i>[Minimally 1 activity with a short implementation description]</i>
Targets for Activities	<i>[Achieved or quantifiable targets per activity in trial M6/M12)]</i>
Resources Required	<i>[Short description of required resources for the activities]</i>
Risks and Mitigation	<i>[Short description of any risk/mitigation for the activities]</i>

Sustainable Careers for Researcher Empowerment

WP4

Implementation of the Research Career Framework

Deliverable 4.1

Action Plans to Implement SECURE Research Career Framework

SECURE PROJECT

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