

Important message to institutions:

Due to exceptional circumstances linked to COVID19, processing of HRS4R applications on the European Commission (EC) side might suffer additional delays. Moreover, in the context of extraordinary measures taken at national level (e.g. universities or other institutions closed), all self-assessment deadlines between 15 March and 30 April can be extended by one or two months, depending on your needs. You only need to apply for an extension electronically in your dashboard or, if you need more than one month extension, send an email to the functional mailbox: RTD-CHARTER@ec.europa.eu.

Site Visits: All in house audits planned for April (and possibly May – depending on how the pandemic situation evolves) are cancelled. HRS4R experts and/or EC will contact you in due course to arrange additional dates. No other site visits dates will be set before the situation both at EU and national level stabilises. Meanwhile, you can continue using the HR Excellence in research award.

Remote assessments: We will continue processing remote evaluations within the limits of HRS4R experts' availability and the special circumstances of EC staff being on mandatory teleworking. Please note that evaluation and communication of outcome might incur further delays.

Action Plan

Case number: 2019PT378411

Name Organisation under review: Instituto Gulbenkian de Ciência

Organisation's contact details: Rua da Quinta Grande, 6 - Apartado 142781-901 Oeiras, Oeiras

1. Organisational Information

*Please provide a limited number of key figures for your organisation. Figures marked * are compulsory.*

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	283
Of whom are international (i.e. foreign nationality) *	113
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	153
Of whom are women *	187
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	35
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	139
Of whom are stage R1 = in most organisations corresponding with doctoral level *	39
Total number of students (if relevant) *	89
Total number of staff (including management, administrative, teaching and research staff) *	380
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	14200000

RESEARCH FUNDING (figures for most recent fiscal year)

€

Annual organisational direct government funding (designated for research)

0

Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)

6700000

Annual funding from private, non-government sources, designated for research

7500000

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

The Instituto Gulbenkian de Ciência (IGC, [www.https://gulbenkian.pt/ciencia/](https://gulbenkian.pt/ciencia/)) is owned by the Fundação Calouste Gulbenkian, a private charitable foundation promoting innovation in charity, arts, education and science. The IGC is an internationally recognised research institute devoted to biological and biomedical research, innovative training and to transforming society through science, towards “solving tomorrow’s challenges”. The values IGC thrives to and aims to spread to society are scientific excellence, originality, open communication, tolerance and cooperative independence. IGC strategy also includes investment in outstanding central facilities, participation and development of national and international networks and activities, as well as in public dissemination, outreach activities and the promotion of science in the developing world (see more and quantitative info in <https://gulbenkian.pt/ciencia/homepage/igc/facts-and-figures/>)

2. Strengths and weaknesses of the current practice

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Note: Click on the name of each of the four thematic headings of the Charter and Code to open the editor and provide your answer.

Ethical and professional aspects* 

Strengths and Weaknesses (max. 800 words)

Strengths

Dissemination, exploitation of results is one of IGC main strengths, the institute diffuse the groups' research through several tools. All the publications made by the different groups are available on IGC website, and a summary is compiled in the annual report.

Additionally, the institute has a science & communication department, focused on the institutional communication. The Researchers are responsible for the publications of their own work. *"Take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises"* is a Senior researchers responsibility, assigned by IGC.

The **Non-discrimination** policy is another IGC strong point. As it is visible in their annual report, IGC has a huge community composed by several ethnics, nationalities, social origin, religion or belief etc. This non-discrimination policy is referred in many different communications instruments, as the code of conduct, the recruitment advertisements, the website, etc.

Weaknesses

IGC main weakness concerning the Ethical and professional aspects is the **Evaluation/appraisal systems**. The performance appraisal process to be implemented by IGC Board was developed within the scope of the HRS4R certification. This is will be a transversal process and applied to all IGC investigators regardless of their contractual relationship. Nowadays the existing evaluation is not uniform and is not applicable to all IGC employees and contracts. The evaluation is essential for the employees' development and the talent retention. Thus this point is seen as a priority by the IGC board.

Furthermore, it is important to mention that concerning the **Good practice in research**, a GDPR policy is available and published in our website. A written procedure for information technology disasters recovery will be available during 2020.

Recruitment and selection*



Strengths and Weaknesses (max. 800 words)

Strengths

The recruitment and selection process at IGC is one of the strongest for the certifications. All the website is in English and the Portuguese's, all the vacancies are posted on the institute's website (<http://www.pt.igc.gulbenkian.pt/pages/jobPositions.php>) and at EURAXESS and the positions are posted with at least 30 days until the end of the due date.

The is a standard advertising add with customize camps accordingly to the desired profile. This advertise contains:

- Application framework
- Applicable legislation
- Contract duration
- Workplace
- Activity purpose
- Scientific guidance
- Progression / evolution statement
- Academic background and knowledge / skills required
- Salary and working conditions
- Formalization of applications
- Selection and exclusion criteria
- Composition of the jury
- Non-discrimination and equal access policy
- Results notification
- Contest timeline

The administrative burden on job candidates is kept as low as possible.

The selection of employees is carried out according to the The European Charter for Researchers, the Code of Conduct for the Recruitment of Researchers (C&C) and the Open, Transparent and Merit-Based Recruitment Toolkit principals, the IGC selection consider all the candidates experience, evaluating their candidates trough a cv detailed analysis, an interview and the outcomes of their previous research works. They evaluate the merit quantitatively and qualitatively, given especial enforcement to the career previous options and choices, more than the number of publications.

There is a list of best practices to nominate the selection committees, and when it is possible they are naturally gender balanced and diverse in professional qualifications and nationalities.

So there is transparency of the selection process within selection committees

Working conditions*



Strengths and Weaknesses (max. 800 words)

Strengths

The **Research environment** at IGC is very good, IGC is equipped with 11 *facilities* and several complementary services as the library, the canteen and common areas. All the facilities and services are available for all the people present in IGC, the institute aim to offer the more stimulate environmental that it can, developing the maximum number of techniques, materials and methodologies internally in their labs and units.

IGC is equipped with all adequate and necessary equipment required to develop its groups investigations from the beginning to the end, having a vast network in the scientific area. IGC Laboratories and Facilities, offer differentiated products and services, this is even recognized among the scientific community, that external researchers come to Portugal and to IGC to use their services. Promoting a huge collaboration and synergies among institutions and researchers.

Regarding **Gender Balance**, at page 11 of IGC Annual Report (http://www.igc.pt/mediaRep/igc/files/uploads/annual_reports/Report2017.pdf), we can find an infographic that shows the diversity inside the institute.

Participation in decision-making bodies, is another important point. The IGC board has 3 members and 2 of them are leading investigators, ensuring the researchers community representation in the direction and decision bodies. Moreover there is a PostDoc Committee inside the Institution composed of volunteer motivated postdocs, that are responsible for carrying out various activities for all the postdoc community at IGC. Specifically, this committee is responsible for organizing the IGC PostDoc retreat, the weekly 20 minutes seminars, Portuguese language classes for foreigners, workshops and various social events (e.g. "Coffee with PI" sessions, mini-symposium etc. based on the committee's initiative).

Additionally, there is a Postdoc Delegates to act as a conduit for information between the postdocs, Postdoc Committee and the Direction.

Weaknesses

Working condition there is no internal code at IGC regarding the working conditions for disabled researchers. However, IGC is committed to providing equality of opportunity to people with disabilities in all aspects of employment. The Institute adopt the Portuguese Labour code and legislation for all the collaborators. IGC infrastructures are prepared to receive investigator with all types of disabilities and the schedule are flexible and possible to adapt in accordance with the experience needs.

Career development There is currently no specific career development strategy at the IGC for researchers at all stages. In the scope of the HRS4R certification IGC has established functional families and identified and developed natural career paths for research careers in accordance with European Framework for Research Careers. In order to inform the researchers about the professional paths that exist within the IGC, bringing transparency inside it.

Training and development*



Strengths and Weaknesses (max. 800 words)

Strengths

Continuous training and Professional Development IGC has an official Education and Training Office that aims to provide professional support and coordination to all education and training at IGC and together with IGC researchers contribute actively to the 5 missions of IGC:

1. multidisciplinary science in basic biological and biomedical research;
2. Identify, educate and incubate new research leaders;
3. provide international graduate teaching and structured training programmes;
4. improve through training the transfer of research expertise into developments;
5. promote the values of science in society.

It is as an office for all students and researchers.

It provides support and coordinates all education and training @ IGC, by sitting with several education and training committees. Moreover, assesses through survey methods, or other appropriate methods, training requirements from all staff at all levels, so that the appropriate Committees can provide adequate scientific training when required and advise on other training for career development when required. Once necessities are assessed, together with the direction it defines priorities to implement new training at IGC. In order to do this, the Education and Training Officer sits on meetings with all services and facilities in order to define what they can provide in terms of training. The office also provides all administrative support for all Education Programmes and Training and helps to develop new scientific advanced training for all staff at IGC. The officer liaises with all interested parties at IGC and defines priorities with IGC Direction.

Weaknesses

Relation with supervisors the senior researchers are responsible for the all their investigators and is their responsibility to establish a structure an regular relationship with their subordinates, in order to explore their maximum potential and capabilities.

Each researcher has their own LabBook, to keep record of his investigation and the evolution. This book is regularly validated and sign by the supervisor. However there is no singular rule for the fulfillment of the LabBook, leading to the lack of equity between teams.

Additionally, is defined in IGC code of conduct that:

"The supervisors must:

- establish a mutually respectful relationship, set regular meetings and define reasonable schedules, milestones, objectives and research outputs;
- ensure safe operations in their lab, making sure that all members have the appropriate training and approval for the experiments performed and designing experiments that minimize health and safety risks;
- be available for interaction with lab members for advice and guidance;
- take responsibility for the scientific quality of the work performed in the lab and likewise its accurate description in publications;
- store safely all data relevant to their publications for potential re-evaluation;
- ensure expertise and commitment in the student, as well as obedience to the principles stated above when delegating in other colleagues supervision duties;
- undertake every effort to guarantee the timely publication of the generated knowledge in peer-reviewed scientific journals."

3. Actions

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organization's Action Plan/HR Strategy dedicated webpage(s):

<https://gulbenkian.pt/ciencia/>

Please fill in the list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings.

Proposed ACTIONS

Action 1

1. Health & Safety (+/-): despite the mandatory training in biosafety issues an official emergency plan will be published in Jul/19 with the necessary drills to occur in Sep/19
2. Information technology disaster (-/+): plan to be published during 2020

GAP Principle(s)

(-/+) 7. Good practice in research

Timing (at least by year's quarter/semester)

1. in Oct 2019; 2. during 2020

Responsible

Unit Indicator(s) / Target(s)

1. BioSafety; 1. Publish Emergency Plan; 2. Publish IT recovery Plan
2. IT Unit; ;

Action 2

1. Approve evaluation/appraisal procedures and template for Research Community
2. Implementation of the new evaluation process for 2020

GAP Principle(s)

(-/+) 11. Evaluation/ appraisal systems

Timing (at least by year's quarter/semester)

1. Q4 2019; 2 Implementation until June 2020

Responsible

Unit Indicator(s) / Target(s)

1. Directors; All employees with defined objectives by June 2020
2. HR

Proposed ACTIONS

Action 3

Define work / Life balance policy regulating flexible working conditions

GAP Principle(s)

(-/+) 24. Working conditions

Timing (at least by year's quarter/semester)

During 2020

Responsible

Unit

Indicator(s) / Target(s)

1. HR

Development of a Work / Life Balance policy in accordance with FCG policies.

Action 4

1. Approve the career development plan 2. Develop and implement a clear career development plan for all job families

GAP Principle(s)

(-/+) 28. Career development

Timing (at least by year's quarter/semester)

1. Q1 2021; 2. Q2 2021

Responsible

Unit

Indicator(s) / Target(s)

HR

Defining a career development plan

Proposed ACTIONS

Action 5

aligned with action 4. The career development plan to be implemented must value mobility as an important mean to enhance scientific knowledge

GAP Principle(s)

(-/+) 29. Value of mobility

Timing (at least by year's quarter/semester)

Q2 2021

Responsible

Unit	Indicator(s) / Target(s)
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HR	Defining a career development plan
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Action 6

Define general procedures on how all scientific work progress is registered and supervised, including Lab Books filling

GAP Principle(s)

(+/-) 36. Relation with supervisors

Timing (at least by year's quarter/semester)

Q4 2020

Responsible

Unit	Indicator(s) / Target(s)
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Deputy Director for Science	Enhance the published code of conduct Definition of a single lab book procedure, including rules, best practices and supervision Disclosure of the procedure to the scientific community
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Proposed ACTIONS

Action 7

1. The IGC Strategic Goals (2019-2022) were announced and published 2. Every Research group mission was updated into the Institution website

GAP Principle(s)

(+/-) 4. Professional attitude

Timing (at least by year's quarter/semester)

Q3 2019

Responsible

Unit

Indicator(s) / Target(s)

IGC
Directors

The IGC's Strategic Goals (2019-2022) and the Mission of each research group have already been published on the IGC website.

Action 8

1. Define a career development plan/paths for all IGC researchers, with respective Functional families descriptions 2. Disclose the information to the Research community after approval

GAP Principle(s)

(+/-) 22. Recognition of the profession

Timing (at least by year's quarter/semester)

Q2 2021

Responsible

Unit

Indicator(s) / Target(s)

RH

Defining a career development plan Dissemination of information to investigators.

Proposed ACTIONS

Action 9

Define a salary table per job family

GAP Principle(s)

(-/+) 26. Funding and salaries

Timing (at least by year's quarter/semester)

Q4 2020

Responsible

Unit

Indicator(s) / Target(s)

RH

Developed a salary table per job family approved by FCG Board

Action 10

Define a clear IP Policy together with Legal Department and Tech Transfer Officer of IGC

GAP Principle(s)

(+/-) 31. Intellectual Property Rights

Timing (at least by year's quarter/semester)

Q4 2020

Responsible

Unit

Indicator(s) / Target(s)

Legal Dep. and TTO

Definition of an intellectual property policy with the Legal Department and Tech Transfer Officer of IGC

Unselected principles:

- (++) 1. Research freedom (++) 2. Ethical principles (++) 3. Professional responsibility (++) 5. Contractual and legal obligations
- (++) 6. Accountability (++) 8. Dissemination, exploitation of results (++) 9. Public engagement (++) 10. Non discrimination
- (++) 12. Recruitment (++) 13. Recruitment (Code) (++) 14. Selection (Code) (++) 15. Transparency (Code)
- (++) 16. Judging merit (Code) (++) 17. Variations in the chronological order of CVs (Code) (++) 18. Recognition of mobility experience (Code)
- (++) 19. Recognition of qualifications (Code) (++) 20. Seniority (Code) (++) 21. Postdoctoral appointments (Code)
- (++) 23. Research environment (++) 25. Stability and permanence of employment (++) 27. Gender balance
- (++) 30. Access to career advice (++) 32. Co-authorship (++) 33. Teaching (++) 34. Complains/ appeals
- (++) 35. Participation in decision-making bodies (++) 37. Supervision and managerial duties (++) 38. Continuing Professional Development
- (++) 39. Access to research training and continuous development (++) 40. Supervision

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan. (max. 1000 words) *

IGC enforces the Scientific job regulation (REC :

<https://www.fct.pt/apoios/contratacaodoutorados/docs/RegulamentoDoEmpregoCientifico.pdf>),

Developed by FCT, and it's applicable to all Portuguese scientific institutes. The regulation itself was developed in accordance with the disposed lines a), c) and e) of the 2nd and 3rd articles in the DL n55/2013, of April and the line h) of the 21st article of the law n 3/2004, from January, republished by DL n5/2012 and alter by the DL n123/2012 on June.

This regulation goal is to establish the access condition and help in the hiring of doctoral researchers aiming their inclusion in the national scientific and technologic system (STCN). The main goals are :

1. Support, develop and specialize the scientific investigation activities, the technological development and the communication management, made by doctoral researchers;
2. Stimulate the scientific employment, concerning the hiring of doctoral investigators for this activities and the development distinct institutional contexts within the national scientific an technologic system

Additionally The European Charter for Researchers, the Code of Conduct for the Recruitment of Researchers (C&C) and the Open, Transparent and Merit-Based Recruitment Toolkit and have been used as a guideline to redesign IGC Recruitment Process (link) and adapt several recruitment tools, rules and principles.

The recruitment process includes 14 activities and its available in the IGC webpage, in order to be knownd for all the applicants. The correspondence with the OTM-R phases identified in the step-by-step guide and the activities defined in the IGC recruitment process is:

- Advertising and application phase (activity 1 to 8)
- Evaluation and selection phase (9 to 15)
- Appointment phase is covert by the whole process and the respective annexes

Advertising and application phase:

IGC has developed a role model advertisement, that is used as a base for the elaboration of all the employment announces published online. The announcement is composed by 23 bullets, some of the bullet are open and possible to edit and the other don't, in order to ensure the fulfillment of the good practices in research and the compliance with the HRS4R certification. The editable bullets should be adjusted in accordance with the recruiting position.

The role model announcement has a non-exhaustive description of the organization, the job title, the position, the profile, the contest due dates, the selection criteria, the working conditions, the type of contract and the perspectives inside IGC.

All the vacancies are posted in the IGC website, the Euraxess and other digital platform available. All the candidatures are addressed to the IGC director, and formalized by email. In order to apply to IGC, independently of the position, the candidates should provide a detailed CV, a motivations letter and references, all the complementary data, as the identification number, are send by internet or an alternative

electronic via, in order to have an agile process and to not overload the candidates with bureaucracy.

Evaluation and selection phase:

The selection committee is composed in accordance with the desired hiring profile. IGC is already compliant with the OTM-R good practices, being they judge panels composed by at least 3 elements, existing, when it is possible, a balance between genders and the presence of international members. This rules are presented in IGC recruitment process.

The screening process has 3 distinct phases, and the selection committee oversee the 3 phases:

1. The initial screening is based on the received documents, and it exclude any applicant that is not compliant with the pre-established requirements

2. The second phase is a detailed analysis of the CV. After the first screening, all CV are deeply analysed, regarding:

- International and professional mobility;
- Academic and professional qualifications, including non-formal qualifications (the exigency level is aligned with the hiring position);
- Appreciation of the candidate fulfilment;
- Individual development pattern.

3. After the second phase the CVs that show more potential are signaled and the respective candidates convoked for a final interview with the selection committee.

Appointment phase

Every candidate is notified every time he does not process to the next phase.

In the end of the candidature process, when the perfect candidate is found, all the other remain candidates are notified about their performance in the process, and their evaluation details is provided. This is available at the final contest minute, where the candidate area ranked accordingly with their potential, which is represented by a final grade. If the candidate does not agree with its evaluation, there is a

formal procedure to complain about the results. This procedure is communicated to all candidates, and they have 10 workdays to make the complain about the contest results.

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

URL:

<https://gulbenkian.pt/ciencia/research/hrs4r/>

4. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

Ten gaps were identified with clear action plans, timelines and responsables for each one of them. Naturally for some of them several departments have to work closely (eg. HR and Legal) to achieve a sucessfull implementation. We have already initiated the implementation os many of these actions therefore a shorter timeframe was indicated.

Until now no major hurdles were foreseen but some actions might take longer to implement as the Board of the Gulbenkian Foundation must be consulted (eg. actions 3, 8, 9 and 10).

The implementation and steering committe is already appointed and working on theses actions having bi monthly status meetings. On every IGC staff meeting an implementation status will be given to all researchers.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Note: Click on each question of the checklist to open the editor.

How will the implementation committee and/or steering group regularly oversee progress?*



Detailed description and duly justification (max. 500 words)

The Steering committee will have bi-annual meetings to oversee the progress of the Working Group that will 'in the field' implement the defined actions. The same HR Deputy will be part of both groups in order to better coordinate the implementation. Each functional level (R category) of the Working Group will oversee the actions implementation throughout the whole IGC research community in his/her respective level. They will afterwards take the possible feedbacks to the Working Group meetings that will later resume the results to the Steering Committee.

How do you intend to involve the research community, your main stakeholders, in the implementation process?*



Detailed description and duly justification (max. 500 words)

The Implementation Group will, at least, involve one member of each researcher level from R1 to R4. Ideally, these members will represent further bodies at IGC, such as the Section for Doctoral Students, Postdocs, etc. Members of the Implementation Group will be expected to obtain feedback from their colleagues on various aspects during the implementation and other activities required in the future. The group will visit the different labs and facilities at regular base to obtain feedback and to determine how the implementation processes are proceeding.

How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in * the organisation's research strategy, as the overarching HR policy. 

Detailed description and duly justification (max. 500 words)

As already stated in our Strategic Goals "The IGC strategy plan will embrace the key aspects of Responsible Research and Innovation (RRI): research integrity, open science, gender, transparency, science governance and public engagement. Having signed the endorsement letter to the HRS4R certification the IGC is strongly committed to enhance the professional development of its researchers by promoting research freedom, advocating ethical principles, innovating in research and its relevance to society, providing adequate training amongst other principles that are the basis for a successful development of both early stage as well as experienced researchers working at the IGC"

On the other hand by applying for the HRS4R, the IGC internal policies will be enhanced to embrace all the 40 principles that guide the certification.

Alignment of the HRS4R will occur successively from now onwards, having the HRS4R badge will become visible for all the researcher and the potential candidates. Since the Implementation Group is based at the HR Department, the head of the group will ensure the alignment of HR policies with HRS4R.

How will you ensure that the proposed actions are implemented?*



Detailed description and duly justification (max. 500 words)

Control mechanisms must be set as the regular meetings mention before, involving key persons and subsequent reporting to monitor the implementation. If some steps cannot be taken or will need to be postponed for some reason, an explanation has to be provided and further action to remedy the problem will be applied. The implementation group should present a full status report including full processes and procedures for follow-up and indicators of all of the initiatives each 6 months.

Also as mentioned before both the Director and Managing Director of IGC are part of the Steering Committee, and this by itself is a clear organizational commitment to HRS4R

How will you monitor progress (timeline)?*



Detailed description and duly justification (max. 500 words)

As mentioned before all actions have clear timelines that will be supervised directly by the Steering Committee. The IGC Direction will also inform all the research community via the bi-annual meeting on the certification progress.

How will you measure progress (indicators) in view of the next assessment?*



Detailed description and duly justification (max. 500 words)

During the implementation process, an internal evaluation and bi-monthly reports will be performed. In addition, partial surveys, special Focus Groups meetings or face-to-face interviews will be taking place. This process should allow IGC to assess progress in the HR process and to reveal gaps that may arise during implementation.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)

The Steering Committee and the implementation group meet on a bi-monthly basis to evaluate the implementation of the proposed actions.

The implementation group is monitoring and validating the actions that are implemented and based on the feedback captured, identifies activities needed for the future.

The implementation group visits the different labs regularly to get feedback and determine how the process is being implemented.

Control mechanisms involve the following key groups:

IGC Board, Steering Committee produce minutes of the meetings, Implementation Group and the Human Resources Department that issues, follow up reports for all processes.

All actions have clear deadlines that will be supervised directly by the Steering Committee.

The IGC Board will also inform the entire scientific community at a biannual meeting on the progress of certification.