



HUMAN RESOURCES STRATEGY FOR RESEARCHERS
ACTION PLAN FOR THE PERIOD 2015-2018



FOREST SCIENCES CENTRE OF CATALONIA
October 2015

1. Introduction. CTFC and the HRS4R

CTFC (Forest Sciences Centre of Catalonia) is a public consortium developing innovative forest research, applied knowledge transfer and advanced university training and education. Founded in 1996 and based in Solsona (Lleida, Spain), it has an annual budget of 6 million EUR and it relies on a team of over a hundred of highly-skilled multidisciplinary professionals.

Among the outstanding results achieved by CTFC during its 20 years of activity we highlight the promotion of 15 associations and organizations, coordination and participation in more than 200 R&D projects at regional, national and international level, organization of over 1000 courses on a wide range of topics and disciplines and degrees (post-graduate education, vocational education and training, workshops, trade schools, professional certificates, seminars and symposia) and the active participation in over 50 international networks. The experience of the researchers and managing team guarantees excellence and high impact of the results achieved so far in research and transfer, and makes the CTFC an international referent within the Mediterranean region in the agroforestry and rural development area. At the same time, CTFC tackles with enthusiasm and responsibility all the new challenges faced by forestry, posed by a globalized economy and the rapidly evolving society of the XXI century.

CTFC headquarters in Solsona are located in two spacious buildings equipped with offices, laboratories, computational servers, meeting and training facilities, and laboratories certified by the ISO 9001. CTFC facilities include instrumented networks of permanent plots. CTFC benefits also from direct access to large scale forest databases (Catalan Forest and Ecological Inventory, Spanish National Forest Inventories, Biodiversity Atlases).

Research performed at CTFC revolved around 6 major thematic programs: 1. Silviculture and forest management, 2. Forest production: timber and bioenergy, 3. Ecosystems functioning and biodiversity, 4. Socioeconomics and forest policy, 5. Wildfires and other disturbances and 6. Non-wood forest products (NWFP). The institution vision aims at reinforcing the excellence of the activities developed at the CTFC and making of the institution an accepted reference research centre at local, national and Mediterranean-International level in the forest and rural development sectors. Staff consists of 12 **permanent group leaders** (from both research or transfer and innovation sectors), including 3 professors from the University of Lleida and 1 senior researcher from CREAM-CSIC, a fluctuating number of **non-permanent staff**, being 8 postdoctoral fellows and 7 PhD students on December 2014, and 18 **support technicians**. Progress towards scientific excellence was acknowledged by the Catalan Government Ministry of Economy and Knowledge in a recent evaluation of research institution in Catalonia.

CTFC is member of the CERCA network (Government participated network including the most relevant Catalan Research Centres (<http://cerca.cat/>)). CERCA supervision aims at promoting governance and operational models ensuring an efficient and flexibly management of research activities by implementing tailored, long term strategic plans. Among other certifications and accreditations, CTFC has been certificated by the ISO 9001 "Quality management systems: training activities and laboratory analysis for the forestry primary sector", the ISO 14001

“Environmental management systems: management and development of research, training and technology transfer”, and the EMAS “European Eco-Management and Audit Scheme”. In 2010, CTFC was awarded with the FUNDE prize on the work-life balance.

In August 2013, the CTFC **signed** the letter of endorsement for the European Charter for Researchers and Code of Conduct for the Recruitment of Researchers (C&C).

2. Internal Gap Analysis

The second step to apply for the HR Excellence in Human Resources logo consists on an internal analysis to compare the institution practices with the C&C. Comparisons are made in areas such as ethics, training and recruitment.

First task to follow on the process at CTFC was the establishment of the HRS4R working team to design and develop the process for the HRS4R implementation. During 2014, this working team was defined and members devoted some time familiarized themselves the HRS4R objectives. The team included staff members from different groups of employees, i.e. one representative from the Management (Mr. Denis Boglio, Director General), two representatives from scientists sector (Dr. Lluís Coll & Dr. Míriam Piqué, both R4, from research and transfer & innovation sectors, respectively), one representative from the Research Support Service (Ms. Laia Ximenis) and one from the Human Resources Department (Ms. Ester Moreno). Members from the HRS4R working team were involved in informative meetings related to the HRS4R implementation in Barcelona and attended an interview to evaluate the current state of the process at CTFC with the CERCA director on May 27th 2014.

Before summer 2014, the HRS4R working team designed the strategy to implement the HRS4R at CTFC. An Internal Gap Analysis in the form of an internal survey was planned with the purpose to establish a priority principles list from the gaps identified. The table below shows the planned schedule for the HRS4R implementation at CTFC, including the design of the internal gap analysis, its evaluation and the final writing of the definitive action plan and strategy document:

	2014				2015				
	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Design of the internal gap analysis	x	x							
Survey design			x						
Survey conduction				x					
Survey results analysis					x				
Specific working teams meetings					x	x	x		
Action Plan & Strategy writing							x	x	
Board approval and submission to EU									x

METHODOLOGY

The HRS4R implementation Strategy designed at CTFC is structured following next steps:

✓ Survey design

The HRS4R working team prepared an on-line survey to be answered, anonymously and voluntarily. This on-line survey was sent to all researchers (permanent and non-permanent) and support technicians of the institution. Administrative and general services staff and researchers affiliated to other research institutes or universities were not invited to answer the survey.

The survey form consisted on a first screen containing general description of the process and the required information for the professional profile characterization of respondents (they were asked to identify their professional career category according to the CTFC standard classification). Next, a presentation including each of the 40 C&C principles was displayed. Each principle included specific information regarding its current situation at CTFC. Respondents were asked to evaluate, one by one, two variables per each of the principles listed: "Importance" and "Level of implementation at CTFC". Possible scores were from 0 to 6, being 0 the "Not applicable at CTFC", and 1-5 an increasing gradient including "No, low, medium, sufficient and high" categories), and 6 the "Not know/No answer" option. Also, a free window was offered to the respondents to give them the possibility to propose actions to be taken to improve the level of implementation of principles at CTFC. Annex 1 shows a screen caption from a survey question sample.

The final purpose of this survey was to obtain an ordered list with the more important and less implemented C&C principles from the point of view of the staff, to accordingly develop the improvement actions that should constitute the final Action Plan.

✓ Survey deployment

Survey was sent to all researchers (permanent and non-permanent, 23) and support technicians (18) being members of the institution, on December 10th, 2014 by the General Director. The introductory text described the HRS4R and its implementation procedure at CTFC. After some practical information about the functioning of the survey, specific URL-links were provided to respondents to allow for independent filling of specific sections of the questionnaire. A deadline on January 8th, 2015 was decided to allow enough time for the collection of the responses. Despite the time and communication efforts invested in explaining the importance of answering the survey, only 12 persons, including 3 researchers (2 group leaders and 1 PhD student) and 9 support technicians, completed the survey. It is worth mentioning that 4 more staff (2 researchers and 2 technicians), also answered some sections of the survey, but we did not consider these results as complete enough to be finally included

in our evaluation. Our results showed that 29% of our staff completed the survey. This low involvement within the small researcher community was most likely not related to low interest towards research management but rather to the generally high work load by most researchers which was probably exacerbated by the timing of the survey (near Christmas and at the same time that relevant research calls open at that time). Despite this low involvement, the results obtained were coherent and aligned with the issues relevant identified by the HRS4R working team. It was therefore decided to move forward with the planned program.

✓ **Survey results analysis and definition of the list of prioritized principles**

Answers to the HRS4R survey were compiled and average Implementation/Importance index was calculated for each Principle. In this way, we wanted to identify the lower values for this index, which would correspond to principles that may require priority in the implementation of specific corrective actions. Contrary, high values correspond to principles that were perceived as strengths of current CTFC practices and would rank low in the setting of new actions. A list of prioritized principles following the respondents' point of view resulted from this step.

✓ **Specific advice to design actions of the HRS4R Action Plan for CTFC, calendar and evaluation indicators**

The HRS4R working team held different interviews with specialized staff from CTFC to discuss and evaluate the survey results and assess the feasibility of the proposed actions identified for each principle from the prioritized list. People concerned by these meetings were representatives from the Human Research Department (Ms. Imma Clop and Ms. Eva Ciuró), the Works Council (Dr. Pere Rovira) and the Economics and Financial Department (Mr. Marc Carrera).

The criteria used to define the final list of principles to be included to the Action Plan were:

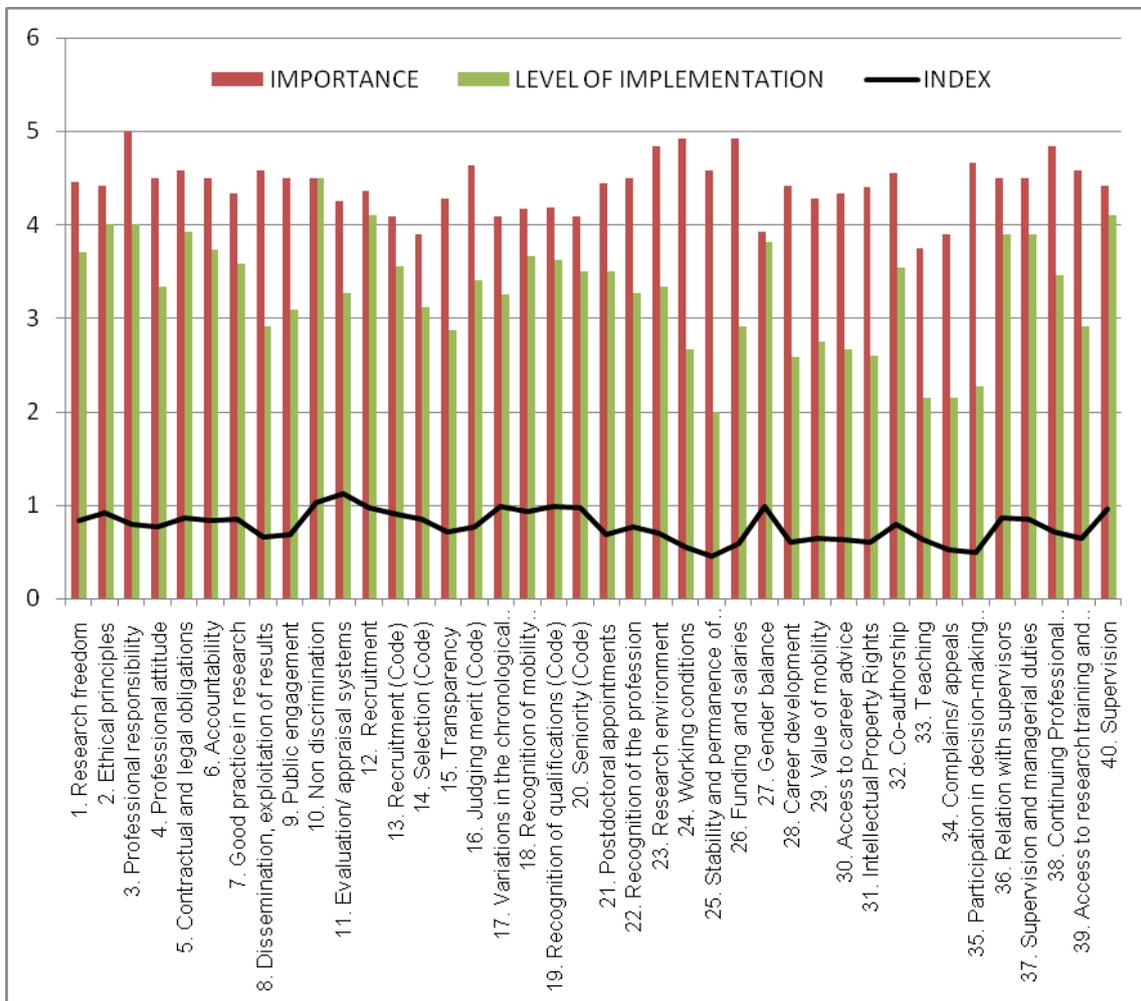
- The prioritized list of principles resulting from the survey.
- The economic and legal feasibility for the design and potential success of the proposed actions. Some of these actions were considered too difficult to be implemented under the current prevailing conditions and the decision was made to postpone their implementation to future updated of the strategy. Furthermore, another set of actions were considered to be already implemented in the current, active CTFC strategy and would required assessment and revision in future HRS4R updates.
- The suggestions to meet with some requirements suggested by the CERCA institution, consisting on the implementation of new regulations implementation or the updating of old ones.

A second meeting with wider participation was celebrated on February 17th, 2015 together with the Strategic Committee of the institution (including Direction members and 3

researchers' representatives). During these meetings, discussion on concerned principles was conducted and main improving actions to be included to the Action Plan were finally agreed upon. The final contribution of the HRS4R working team consisted on establishing the implementing calendar and the evaluation indicators for the whole actions considered.

RESULTS

Next Graphic shows values obtained from the analysis of the survey outcomes results. Values correspond to the average Importance and the average Level of Implementation scores per each Principle. The average Implementation/Importance index is also showed. Analysis of the results by professional categories was not performed due to the low participation.



As described before, this information was used to define the final list of principles to be included to the Action Plan together with other criteria. This means that the rest principles from the C&C have not been implemented. Some of these actions were considered too difficult to be implemented under the current prevailing conditions and the decision was made to postpone their implementation to future updated of the strategy. Furthermore, another set

of actions were considered to be already implemented in the current, active CTFC strategy and would required assessment and revision in future HRS4R updates.

3. Action Plan implementation during 2015-2018

The Action Plan covers the period 2015-2018 and includes the actions planned for the final list of C&C principles defined by the process previously described. Each implemented principle is outlined with the current situation at CTFC and one or more improving actions are provided together with the corresponding indicator for evaluation, the department/s responsible/s for the action development and the expected completion date within the period 2015-2018. Some principles have been regrouped as they resulted in the implementation of the same actions within the Action Plan.

Next step for the HR Strategy & Action Plan at CTFC is to be presented and approved by the CTFC Board (see Annex 2). Then, as the last point before being submitted to the European Commission, the HR Strategy & Action Plan at CTFC should be published on the institute website to illustrate how CTFC will adopt the Strategy and, after the official approval of the award by the EC, the concerned information will be shown at an outstanding position within the institutional web page.

The development and compliance of the Action Plan will be internally monitored by the HRS4R working team on its role of monitoring committee. This self-assessment will be conducted every two years and will result on a progress report updating the Action Plan for the subsequent period. The external assessment of progress will be carried out by the CERCA network, who would act as supervisor for the HRS4R implementation if authorized by the European Commission. This external evaluation will be conducted at least every four years, at the same time that CERCA performs the 4-year evaluation to its members (next CERCA evaluation for CTFC is scheduled on 2016).

4. Conclusions

This process enables organizations to truly integrate the principles into their own human research policy, thereby promoting the organization as a stimulating and favorable work place. In this sense, the Action Plan for the CTFC comprises 22 actions to be undertaken during the next period 2015-2018. Few of these actions are very complex to be implemented and fully developed within the current economical situation, but they will represent a highly significant step to strengthen the CTFC recruitment practices and employment conditions, so that the whole process will be highly beneficial for both scientists who work and wish to work at CTFC and for our institution itself. Main improvements expected from the process implementation are to increase our attractiveness to researchers and provide them with a favorable working environment, high quality research and innovation and international mobility valorization.

PRINCIPLE	CURRENT SITUATION	ACTIONS PLANNED	INDICATOR	RESPONSIBLE	COMPLETION DATE
25. Stability and permanence of employment.	<i>Most researchers are employed on the basis of temporary contracts. Renewal of these contracts is dependent on scientists' performance. Shortage of long term hiring opportunities is one of the characteristics of institutions with a weak, unstable structural financial system (i.e. CTFC with very small base funding ratio).</i>	In spite of these constraints, complementary and compensatory actions to improve the employees' stability can be introduced:			
		Action 1: Specific economical models design for senior researchers (Ramon y Cajal and forward). Protocol for their implementation and following.	Document availability & number of researchers subscribed to the specific research pathways.	Direction & Economics Dept.	4th quarter 2015
		Action 2: Reinforcements of career advice actions. These actions aim at favouring qualified, skilled, and informed researchers. Planned actions include providing information and support to apply for research labels and certificates at personal level (AQU, "sexenis", other...), and further advice on external career development options.	Number of researchers having applied to research labels.	Research Support Dept.	4th quarter 2017
		The Professional Career Structure implementation, will incentivate the advance on the professional career by means of salarial and working conditions improvements and the recognition of the researchers as professionals and their correspondent treatment. It will also conduct to a more transparent and independent evaluation the professional performance of the researchers.			
28. Career development.	<i>The current CTFC Collective Agreement does not promote the career development beyond the simply progression of time.</i>	Action 3: Update and assessment of the implementation of the Professional Careers Structure Plan aimed to clarify and develop researcher's professional development. Next steps include a) researchers assignment to research pathways, b) streamlining of salary and working conditions, c) implementation to the CTFC Collective Agreement, d) approval by the CTFC board and e) full implementation of the rule and its consequences.	Full implementation of the rule and its consequences.	Direction & Human Resources Dept.	1st quarter 2016
22. Recognition of the profession	<i>The current CTFC Collective Agreement does not promote the recognition of the profession beyond the simply classification into the established categories.</i>				
11. Evaluation/appraisal systems	<i>Professional performance of researchers is not evaluated. By the other side, there is no recognition of professional performance besides the academic background and a seniority scale.</i>				

PRINCIPLE	CURRENT SITUATION	ACTIONS PLANNED	INDICATOR	RESPONSIBLE	COMPLETION DATE
35. Participation in decision-making bodies.	<i>Researchers participate into the consultive bodies that the Direction considers decisive depending on the circumstances (IP meetings, and Strategic Committee meetings). However, researchers are not currently involved or directly participate in the higher level decisions bodies. On the other side, Direction feels that researchers' involvement in participation actions is low during these meetings celebration even if they inform and guarantee that, when possible, decisions are considered as binding agreements.</i>	According to the CTFC Statutes, decision-making is the responsibility of the Director who is supported by an International Scientific Advisory Board. Despite this rule, some actions have been planned to improve the communication channels between researchers and Direction:			
		Action 4: Pre and post minutes from the IP meetings will be made available at the intranet to let all researchers know about the agreements reached and the issues discussed. This should facilitate information exchange between researchers and their IP and lead to better, more informed decision-making.	Pre and post minutes from the Departments' leaders meetings availability on the CTFC intranet	Direction	3rd quarter 2015
		Action 5: To promote researchers active participation in IP meetings, by means of encouraging discussion and information exchange during the weeks preceding the meeting.	Existence of this kind of informations at the announcing messages.	Direction	3rd quarter 2015
24. Working conditions.	<i>Currently, CTFC regulations allow flexible working schedules. Teleworking is regulated and the use of a time controller is now mandatory. Researchers have however asked for more flexible teleworking conditions not requiring the use of time controller to better adjust unexpected working constraints to working timetables. There are people who do not meet current standards. Free contract system by IPs is enough to consider the proper functioning of the work assessment by means of achievement of objectives and the free time provision for some workers (those whose IP allows it and high performing researchers).As a result of these two aspects, sometimes contradictory situations arise, thus originating conflicts between IPs and the Direction.</i>	Action 6: As specification of the Action 3b (streamlining of salary and working conditions within the frame of the Professional Careers Structure implementation), the present actions consists on evaluate, define and write the rule on special working conditions requirements depending on the established categories. Possible modifications concern flexibility, teleworking and no need to use the time controller. Study the possibility to implement economical compensations to categories with stronger time constraints. Study the possibility to implement the free IP decision about the use of the time controller for their workers.	Full evaluation, design and writing of such regulation into the Professional Career Structure.	Direction & Human Resources Dept & Workers Council & Heads of Departments.	4th quarter 2015
		Action 7: To stop direct warnings from the Direction to the worker and convert them into notifications to the responsible IP.	Number and receiver of such warnings.	Direction	3rd quarter 2015

PRINCIPLE	CURRENT SITUATION	ACTIONS PLANNED	INDICATOR	RESPONSIBLE	COMPLETION DATE
26. Funding and salaries.	<p><i>CTFC is not comparable to other research institutions because of the low level of structural funding in spite of the high fixed costs associated to the administrative and research/transfer body.</i></p> <p><i>Only few grants are done at CTFC and the tasks developed by the employees are, progressively, more adequate to the purpose of this kind of agreements, so this point does not represent a significant problem at CTFC.</i></p> <p><i>Currently, salaries are regulated by the CTFC Collective Agreement and depend on the professional categories established by the same document. The Professional Careers Structure will develop more coherent correspondences between professional categories and salaries. This new category structure should better fit the current challenges faced by the institution.</i></p>	The implementation of the Professional Career Structure will result in a salaries scale depending on the category and performance. Specific actions targeted at budget structure:			
		Action 8: As a specification of the described Action 3b (streamlining of salary and working conditions within the frame of the Professional Careers Structure implementation), the present action consists on evaluate, define and write the rules of procedure guiding the salaries structure according to the new professional categories defined.	Full evaluation, design and writing of such regulation into the Professional Career Structure.	Direction & Human Resources Dept & Professional Career Committee	4th quarter 2015
		Action 9: To implement a new rule: a 10% of the overhead generated by a research group in an autonomous way will be get back to that research group and will be included in the following's year budget to be freely used.	Number of research groups adhering the rule.	Direction & Economical Dept.	2nd quarter 2016
		Action 10: To implement a new rule: a 1% of the overhead generated by a research groups will finance a common budgeted to be used for the preparation of common international projects participated by more than two CTFC research groups.	Number of research groups adhering the rule.	Direction & Economical Dept.	2nd quarter 2016
		Action 11: Concerning grants, evaluate the importance of its affectation. Design and write an objective regulation to be used when doubts arise. Adapt the present grants to the new regulation.	Existence of the written regulation. Revision of all current grants and adaptation when necessary.	Direction & Human Resources Dept.	4th quarter 2016

PRINCIPLE	CURRENT SITUATION	ACTIONS PLANNED	INDICATOR	RESPONSIBLE	COMPLETION DATE
30. Access to career advice.	<p><i>CTFC targets his subject by means of the following actions:</i></p> <ul style="list-style-type: none"> - <i>The natural role of research IPs is to mentor their co-workers.</i> - <i>Research support service deals with the dissemination of all information about professional challenges in and outside the institution. It also helps the interested researchers with the application procedure, when required. This task should be implemented even when it does not entitle a clear benefit for the institution but for the researcher.</i> - <i>PhD Students and Postdoctoral Fellows, together with other researchers, regularly participate in training activities on scientific communication organized by the Institution.</i> 	Regarding the Professional Career Structure implementation, the following action is defined to arise this principle:			
		Action 12: Define a reference person for the Professional Career Structure interpretation and assessment. Inform CTFC staff of this decision.	Reference person defined. Message informing about that.	Direction	1st quarter 2016
29. Value of mobility.	<p><i>Mobility (understood as research stages or as temporal employment changes) is not valued neither facilitated by current CTFC Collective Agreement, which considers this subject only from a work option without professional purposes.</i></p>	To add value to the mobility as a means to internationalise research, next actions are planned:			
Action 13: To add the value of mobility, including variants like geographical, intersectorial, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector, as a requirement or merit to the Professional Career Structure (Research and Transfer careers).		Modification done.	Professional Career Committee	3rd quarter 2015	
Action 14: Accept and include different forms of mobility within the CTFC Collective Agreement. Eliminate current restrictions (e. g. loss of rights to re-admission).		Modification done.	Direction	4th quarter 2016	
18. Recognition of mobility experience (Code)					

PRINCIPLE	CURRENT SITUATION	ACTIONS PLANNED	INDICATOR	RESPONSIBLE	COMPLETION DATE
39. Access to research training and continuous development.	<i>The CTFC provides training and talks in complementary skills: technology transfer, EU project and IP management, communication, etc. El CTFC informs regularly about external training opportunities. Anyway, it doesn't exist a regular training plan.</i>	Action 15: To design, write and implement a Training Plan on complementary skills to researchers and technicians. Evaluate staff interests regarding the subjects to be included. Study the possibility to share its management and organisation with other research institutes.	Existence of the Training Plan document.	Direction & Research Support Dept.	2nd quarter 2017
9. Public engagement	<i>As indicated by past evaluations results, dissemination to broad public is an aspect to improve. Specially, research dissemination should be more regular and only focussed to some important subjects rather than inform about everything. It should also create opinion instead of transferring knowledge, and the Mediterranean scope should be valorised in some way. The annual report should be renewed.</i>	Action 16: Design, write and implement an Annual Communication Plan. New Plan writing should incorporate the previous Plan evaluation, so positive actions remain, non success actions are eliminated and new actions are included.	Existence of the Annual Communication Plan document.	Direction & Communication Dept.	1st quarter 2016, 2017, 2018
		Action 17: Design a new Annual Report and implement it.	Existence of the new Annual Report.	Direction & Research Support Dept.	2nd quarter 2016
15. Transparency	<i>Despite the recruitment practices and human research policies are within the main focus on the research strategy of the CTFC, a specific document regulating such issues is not available.</i>	Action 18: Design, write and implement a "Human Resources Strategy" including whole aspects concerning recruitment at the C&C. It should be started by establishing a chronologic list of actions defined.	Availability of the document & following of its implementation	Direction & Human Resources Dept.	4th quarter 2016
16. Judging merit					
14. Selection					
13. Recruitment					
12. Recruitment					
20. Seniority					
17. Variations in the chronological order of CVs					
19. Recognition of qualifications					

PRINCIPLE	CURRENT SITUATION	ACTIONS PLANNED	INDICATOR	RESPONSIBLE	COMPLETION DATE
4. Professional attitude	<i>Regarding researchers' duty to inform their employers about their activity development and its results, CTFC has recently implemented a centralised documentary archive and a management system research results. Further from administrative staff, the use of such system is far from being optimised and needs some efforts to be improved.</i>	Action 19: Define a strategy to face up to the requirement of broad using of the Digital Archive, possibly linked to the Annual Report elaboration together with other information needs. Implement it during the following years.	Annual Report elaboration using the Digital Archive as major source of information	Direction & Research Support Dept.	2nd quarter 2017
1. Research freedom	<i>A commitment letter from researchers was asked to be signed in 2013 concerning some of these issues. As a complex field to improve, few actions will be planned to start on during next years.</i>	Action 20: To modify the Scientific Advisory Board Regulation to let researchers pose questions and complains concerning research freedom.	Modification done.	Direction	2nd quarter 2017
		Action 21: To design, write and implement an internal Code of Ethics adapted to the characteristics of the institution.	Availability of the document & following of its implementation.	Direction	4th quarter 2017
27. Gender balance	<i>Current "Equal Opportunities and Diversity Attention Plan" at CTFC dates from 2008.</i>	Action 22: Design, write and implement a new document concerning gender balance and non-discrimination.	Availability of the document & following of its implementation.	Direction & Human Resources Dept.	2nd quarter 2016
10. Non discrimination					

Annex 1. Screen caption sample from a survey question

IMPLEMENTACIÓ HRS4R AL CTFC - Sencer

1. Research freedom: Researchers enjoy freedom of thought and expression, but should recognize circumstances under which specific limitations to this freedom could arise (operational constraints, budgetary reasons, intellectual property).

Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices. Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.

Examples of actions:
- Identification of circumstances under which specific limitations to this freedom could arise.

Importance

1 - Null

2 - Low

3 - Medium

4 - Sufficient

5 - High

Not applicable at CTFC

Doesn't know/doesn't answer

Level of implementation at CTFC

1 - Null

2 - Low

3 - Medium

4 - Sufficient

5 - High

Not applicable at CTFC

Doesn't know/doesn't answer

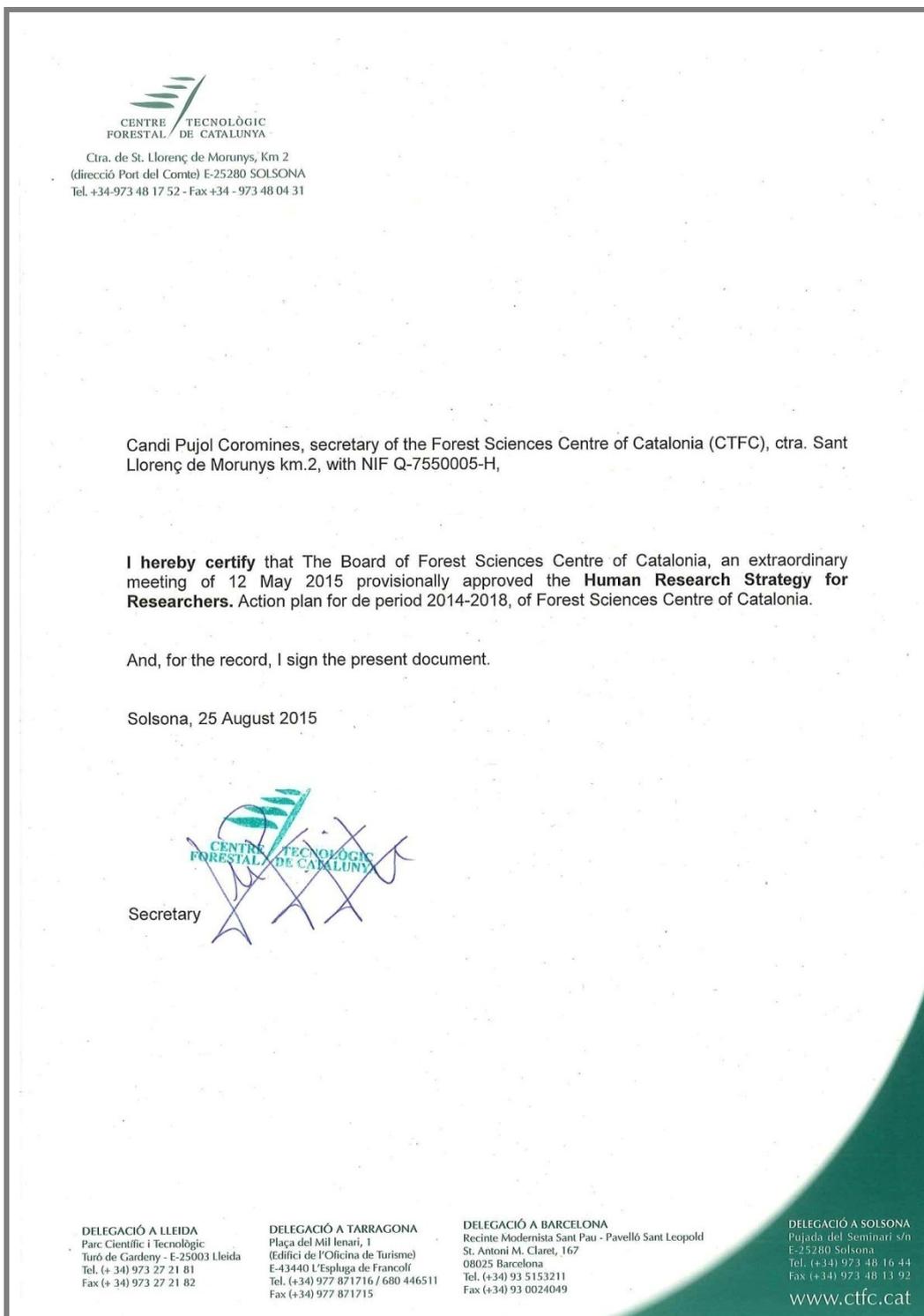
Write your proposal about possible actions to improve the level of implementation of this principle at CTFC

6% completat

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Annex 2. Certification showing the Board validation for the Human Resources Strategy for Researchers and the Action Plan 2015-2018 at CTFC.



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Candi Pujol Coromines, secretary of the Forest Sciences Centre of Catalonia (CTFC), ctra. Sant Llorenç de Morunys km.2, with NIF Q-7550005-H,

I hereby certify that The Board of Forest Sciences Centre of Catalonia, an extraordinary meeting of 12 May 2015 provisionally approved the **Human Research Strategy for Researchers**. Action plan for de period 2014-2018, of Forest Sciences Centre of Catalonia.

And, for the record, I sign the present document.

Solsona, 25 August 2015

Secretary

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