

## TEMPLATE 1 – GAP ANALYSIS - PROCESS

Case number: 2019ES391598

Name Organisation under review: Spanish National Research Council (CSIC)

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### PROCESS

The HRS4R process must engage all management departments directly or indirectly responsible for researchers' HR-issues. <sup>1</sup> These will typically include the Vice-Rector for Research, the Head of Personnel, and other administrative staff members. In addition, the HRS4R strategy must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4<sup>2</sup>, as well as appoint a Committee overseeing the process and a Working Group responsible for implementing the process.

Please provide the name, the position and the management line/ department of the persons who are directly or indirectly engaged in the HRS4R process in your organisation:

Name	Position	Management line/ Department
Jesús Marco de Lucas	Vice-president / Research Full Professor (R4)	Vice-presidency for Scientific and Technical Research (VICYT) / Governing Board
Alberto Sereno Álvarez	General Secretariat / Cuerpo Superior de Administradores Civiles del Estado (Superior Body of Civil State Administrators)	General Secretariat (SEGE) / Governing Board
Elena Domínguez Cañas	Vice-president / Full Professor (R4)	Vice-presidency for International Affairs (VRI) / Governing Board
Víctor Velasco Rodríguez/ Rosina López-Alonso Fandiño	Vice-president Research Full Professor (R4) / Vice-president / Research Full Professor (R4)	Vice-presidency for Organization and Institutional Relations (VORI)

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Marina Villegas Gracia / Ana Arenillas de la Puente	President's Office / Research Scientist (R4) / President's Office Research Scientist (R4)	President's Office / Governing Board
Juan José Blázquez Mayoral / Beatriz Esteban Añover	Deputy Secretariat General / Cuerpo Superior de Administradores Civiles del Estado (Superior Body of Civil State Administrators)	Deputy Secretary General for Human Resources (SGARH-SEGE)
Victoria Moreno Arribas	Deputy- Vice-President / Research Scientist (R4)	Deputy Vice-Presidency for Scientific and Technical Areas (VAACT-VICYT)
Carmen Simón Mateo	Director / Tenured Scientist (R4)	Department for Postgraduate and Specialisation (DPE-VICYT)
Catalina Martínez García	Adviser to the Vice-Presidency / Tenured Scientist (R4)	Vice-presidency for Organization and Institutional Relations (VORI)
José M <sup>o</sup> Calleja Rovira	Deputy Vice-President / Cuerpo Superior de Administradores Civiles del Estado (Superior Body of Civil State Administrators)	Deputy Vice-Presidency for Institutional Relations (VARI)
Ana Orejas Brasero	Head of the area of civil servants and labour relations / Cuerpo Superior de Administradores Civiles del Estado (Superior Body of Civil State Administrators)	Deputy Secretary General for Human Resources (SGARH-SEGE)
Carlos García Aparicio	Advanced Technician specialised in Public Research Organisms (PROS)	Department for Postgraduate and Specialisation (DPE-VICYT)
Jesús González Ayuso	Technician Specialised in Public Research Organisms (PROS)	President's Office
Guillermo Sanjuanbenito García	Senior Technician of Autonomous Organizations of the Spanish Ministry of Agriculture, Fisheries and Food.	Vice-presidency for International Affairs (VRI)

Moira Torrent Enjuto	Technician Specialised in Public Research Organisms (PROS)	Vice-presidency for International Affairs (VRI)
Iñaki Sanjuan Pérez	Programme coordinator / Cuerpo Superior de Administradores Civiles del Estado (Superior Body of Civil State Administrators)	Deputy Secretary General for Human Resources (SGARH-SEGE)
Mercedes Muñoz Sánchez-Capuchino	Head of the Temporary Work Department / Cuerpo Superior de Administradores Civiles del Estado (Superior Body of Civil State Administrators)	Deputy Secretary General for Human Resources (SGARH-SEGE)
Adriana Gil Gil	Technician Specialised in Public Research Organisms (PROS)	Vice-presidency for International Affairs (VRI)
Berta Martínez García	Technician Specialised in Public Research Organisms (PROS)	Vice-presidency for International Affairs (VRI)
José Miguel Campos Martín	Union representative / Research Scientist (R4)	Workers' Commissions (CCOO)
Javier Martínez De Salazar Bascuñana	Union representative / Research Full Professor (R4)	General Union of Workers (UGT)
Rafael Morera Cuesta	Union representative / Titulado Superior (R1)	CSIF Trade Union
Carlos Prieto de Castro	Research Full Professor (R4)	Institute of Materials Science in Madrid (ICMM)
Eva Céspedes Montoya	Technician Specialised (PROS) Titulados Superiores Especializados (R1)	Institute of Microelectronics of Barcelona (IMB-CNM)
Adela García Aracil	Tenured Scientist (R4)	Institute for Innovation and Knowledge Management (INGENIO)
Inés María Antón Gutierrez	Tenured Scientist (R4)	Centro Nacional de Biotecnología (CNB)
Miguel Herrero Calleja	Tenured Scientist (R4)	Institute of Food Science Research (CIAL)

María Dolores Perez-Sala Gonzalo	Research Scientist (R3)	Margarita Salas Center for Biological Research (CIB Margarita Salas)
Joaquín Pérez Pariente	Research Full Professor (R4)	Institute of Catalysis and Petrochemistry (ICP)
Micaela Andrea Navarro Correa	PhD Student (R1)	National Centre for Biotechnology (CNB)
Fernando Martín Fernández	PhD Student (R1)	National Centre for Biotechnology (CNB)
Alejandro Navarro Galiano	PhD Student (R1)	National Centre for Biotechnology (CNB)
Javier Aramayona Delgado	Postdoctoral Researcher (R3)	Institute of Mathematical Sciences (ICMAT)
Laura Laguna Cruaños	Postdoctoral Researcher (R2)	Institute of Agrochemistry and Food Technology (IATA)

Your organisation must consult its stakeholders and involve a representative community of researchers ranging from R1 to R4<sup>3</sup>, as well as appoint a Committee overseeing the process and a Working Group responsible for the implementation of the HRS4R process.

*The term 'Human Resources' is used in the largest possible sense, to include all researchers ( Frascati definition: Proposed Standard Practice for Surveys on Research and Experimental Development, Frascati Manual, OECD, 2002) disregarding the profile, career ,level', type of contract etc. etc.*

For a description of R1-R4, see

<https://euraxess.ec.europa.eu/europe/career-development/training-researchers/research-profiles-descriptors>

Provide information on how the above groups were involved in the GAP-analysis:

*Stakeholder group	*Consultation format	Outcomes
HRS4R Steering Committee (SC)	Meetings and email	The HRS4R Steering Committee, as well as its Analysis Working Group (AWG), is the main discussion and decision-making body regarding many of the identified development areas in the GAP-analysis. A series of meetings were held between the components of this working group. Also, via

		<p>teleconferences and correspondence via e-mail among the members of the working group were held.</p> <p>In these meetings, all aspects of the entity that have a direct and indirect relationship with the objectives of the HRS4R strategy were discussed and evaluated. The 40 criteria of the C&amp;C were discussed and the general compliance of the institution in each of them was evaluated.</p> <p>Also HRS4R SC has been relevant to carry out an analysis of the gaps in compliance with the C&amp;C and OTM-R.</p>
Analysis Working Group (AWG)	Meetings, online surveys and email	<p>Include researchers (R1-R4 are represented), the personnel of the headquarters departments (ORG) and special mention to the participation of the representatives of the main unions located in CSIC. The confluence of diverse backgrounds and viewpoints stimulates a fluent debate that will be paramount for the Implementation Phase.</p> <p>AWG identified the initiatives undertaken by the CSIC, detected the “gap” and proposed the actions that will be discussed to design the CSIC’s HRS4R action plan.</p> <p>The Outcomes of the meetings and discussions is that the action plan submitted as part of the HRS4R application is synchronized and integrated in the work plan and strategic agenda for the CSIC</p>
Research staff	Online survey	<p>In order to broaden participation to all CSIC’s research staff by reducing possible biases, an online survey was developed and distributed to all of them.</p> <p>An online survey was prepared and distributed to 5510 people belonging to the CSIC, making rating the degree of development of each of the 40 principles and a space for observation.</p> <p>822 responses: Participation rate 15,0%. 105 R1 (13%), 38 R2 (5%), 190 R3 (23%) and 483 R4 (59%) filled out the survey.</p>
R1-R4 researchers	Online survey and participation in the Analysis Working Group (AWG)	<p>The constitution of 3 MiniAWG:R1-ORG (CSIC’s headquarters), R2 and R3- ORG and R4-ORG) and meetings held allow us to analyse and approve of the gap analysis (identified strengths and weaknesses), the initiatives undertaken and the proposals for the Action Plan.</p>

Please describe how was appointed the Committee overseeing the process:

Free text 200 words maximum (188 palabras)

Due to the strategic relevance of the adoption of the Charter and Code and the implementation of the HRS4R process in a large institution such as the CSIC, the Steering Committee (SC) it is composed by its Executive bodies, that are high level representatives of the main areas involved.

- Composition: Alberto Sereno (Secretary General, SEGE), Jesús Marco de Lucas (Vice-Presidency for Scientific and Technical Research, VICYT), Víctor Velasco (Vice-Presidency for Institutional Affairs and Organisation, VORI), Elena Domínguez (Vice-Presidency for International Affairs, VRI), Marina Villegas and Ana Arenillas (President's Office) and, depending on them, Juan José Blázquez Mayoral (March 2019- Sept 2019 and Beatriz Esteban Añober (Sept 2019- , Deputy Secretary General for Human Resources (SGARH), Victoria Moreno Arribas (Deputy Vice-Presidency for Scientific and Technical Areas, VAACT) and Carmen Simón Mateo (Director of the DPE).

- Ana Orejas (SEGE-SGARH) and Carlos García (VICYT-DPE) chaired the Analysis Working Group (AWG), and act as liaison with the Steering Committee, informing on the progress and proposals coming from the AWG and transmitting the decisions adopted by the SC.

- SC appointed different members of the AWG and holds follow-up regular meetings.

Please describe how was appointed the Working Group responsible for the implementation of the HRS4R process:

Free text 200 words maximum (194 palabras)

The Analysis Working Group (AWG) has been appointed by the HRS4R Steering Committee (17<sup>th</sup> June). This group, responsible for the diagnosis of the current situation and the design of improvement actions, is chaired by SGARH/VICYT with the participation of representatives of the research community and stakeholders involved in human resources and research issues.

Milestones and main tasks executed:

1. AWG Kick-off Meeting (21<sup>th</sup> Jun 2019): work methodology, general planning and allocation of tasks.
2. Collection of Information on the principles of the C&C (Jun-Aug 2019)
  - a. Survey for the AWG (28<sup>th</sup> Jun- 22<sup>th</sup> July): Punctuation of the degree of development: indicating the Initiatives undertaken or detecting the possible "gap" with the corresponding improvement proposal
  - b. Survey for researchers [Jul]: Scoring the degree of development of the 40 principles and a space for observation.
3. Constitution of MiniAWG and Meetings (10 and 25<sup>th</sup> Oct 2019) Issues: analyse and approval of the gap analysis and proposal of initiatives for the Action Plan.
4. Steering Committee and representatives from AWG meeting (25<sup>th</sup> Nov): approval of proposal of initiatives and first draft of the Action Plan.
5. Commitment sheets from the constituents of the SC (25<sup>th</sup> Nov-Dec 2019)

6. Final writing (Dec-March)