

TEMPLATE 2 – GAP ANALYSIS - OVERVIEW

Case number: 2019ES391598

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

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GAP ANALYSIS

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the 40 articles have been renumbered under the following headings. Please provide the outcome of your organisation's GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter's implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation.

European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview

Status: to what extent does this organisation meet the following principles?	Implementation: ++ = fully implemented +/- = almost but not fully implemented -/+ = partially implemented	In case of --, -/+, or +/-, please indicate the actual "gap" between the principle and the current practice in your organisation. If relevant, list any national/regional legislation or organisational regulation currently impeding implementation Free text 300 words maximum	Initiatives undertaken and/or suggestions for improvement: Free text 200 words maximum
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	-- = insufficiently implemented		
Ethical and Professional Aspects			
1. Research freedom 4	+/- = almost but not fully implemented	<p>GAPs:</p> <ul style="list-style-type: none"> • Applicants for R1- R3 positions on national and european calls for proposals apply for pre-defined positions as these are already defined in the funding application, although these fellows also have the freedom to discuss content with their prospective supervisor. • For R4 postitions: It depends on the possibilities of funding and call for proposal topics. • The amount of information is very large and is located in quite diverse places. Then, the relevant information relevant concerning the HR policy is only accessible via intranet, which is available in Spanish only. • In general, there is a lack of training for R1, R2, R3 and R4. • Due to HRS4R workshops and results of the survey, the Analysis and Design Working Group (ADWG) considers it convenient to include information about this principle in the Welcome Manual for researchers. 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> • The CSIC supports and facilitates research staff members to pursue research in their field of expertise with full freedom to choose their research topic. • In carrying out their research, CSIC researchers work in accordance with the policies and procedures of the institution (Research Ethics, Good Scientific Practices, Research Misconduct, Intellectual Property, Procurement, Health & Safety and CSIC's Strategy for Research & Innovation) to ensure that all research is carried out to the highest standards of national and international best practice . • National Statement on Scientific Integrity (December 2015) https://www.csic.es/en/csic/scientific-integrity-and-ethics-csic/scientific-integrity-and-good-practises • Code of Good Scientific Practices of CSIC (March 2010) https://saco.csic.es/index.php/s/FtLjmdg9M3eQLIQ • CSIC's Manual of Conflicts of Interest (October 2015) https://saco.csic.es/index.php/s/tjLY3Q4ADtKHRKa • As established in the CSIC's statutes, researchers are authorised to carry out work related to scientific and technological research both within and outside the organic scope of the CSIC. <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> • Completion of the update of the Scientific Good Practises. • Incorporate information and links about ethical issues in the Welcome Manual for researchers. • Design of training courses online/presential on ethical topics. • Adding a clause to contracts with regulations (GDPR, confidentiality, patents, conflicts of interest, etc). • Implementation of an initial diffusion HRS4R campaign.

<p>2. Ethical principles 4,09</p>	<p>+/- = almost but not fully implemented</p>	<p>GAPs:</p> <ul style="list-style-type: none"> • Lack of training and better diffusion for R1-R4: • Researchers are aware that information concerning this principle exists, although it is not accessible to them • During the HRS4R workshops and the survey participants highlighted that information is scattered in several documents and intranet pages. • During the HRS4R workshops and the survey the Analysis and Design Working Group (ADWG) noticed some lack of knowledge of the ethical and good professional practice principles listed in the C&C by all the researchers and staff. • Lack of updating of the CSIC's Manual of Good Practices including topics listed on the C&C: researchers' ethical principles, professional responsibility, accountability, intellectual property, co-authorship, co-direction normative, etc. 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> • Code of Good Scientific Practices of CSIC (March 2010) https://saco.csic.es/index.php/s/FtLjmdg9M3eQLJQ • CSIC's Manual of Conflicts of Interest (October 2015) https://saco.csic.es/index.php/s/tjLY3Q4ADtKHRKa • National Statement on Scientific Integrity (December 2015) https://www.csic.es/en/csic/scientific-integrity-and-ethics-csic/scientific-integrity-and-good-practises • The CSIC's Ethics Committee (2013): Ethical Evaluation of Research, scientific integrity and the consequences of malpractice in research. Training actions and participation in national, transnational networks and forums https://www.csic.es/en/csic/scientific-integrity-and-ethics-csic/csic-ethics-committee • The CSIC is a member of the Network of Ethics Committees of Universities and Public Research Centers (RCE). • The CSIC's Staff Management Manual also outlines ethics on public action and scientific research https://saco.csic.es/index.php/s/Pa3yrtzSDa43Qmq. <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> • Completion of the update of the Scientific Good Practises. • It is important to continue fostering education and training in scientific and ethical integrity in research, to promote an institutional culture of honesty, to periodically review the codes adopted institutionally, implement conflict of interest policies and report malpractice, spreading its consequences and sanctioning it in a timely manner. • Incorporate information and links about ethical issues in the Welcome Manual for researchers. • Implementation of an initial diffusion HRS4R campaign. • Propose and create a Working Group on Research Assessment in the CSIC. • Adding a clause to contracts with regulations (GDPR, confidentiality, patents, conflicts of interest, etc).
<p>3. Professional responsibility</p>	<p>+/- = almost but</p>	<p>GAPs:</p>	<p>Initiatives undertaken:</p>

3,82	not fully implemented	<ul style="list-style-type: none"> • R1-R4 should be fully formed in this issue. • Low attendance or interest rates in the training courses on Industrial and Intellectual Property focused on patents: state of the art, avoiding redundant research and innovative results. • Awareness-raising should be reinforced for R1 and R2. • A significant number of researchers are not aware about the internal regulations on industrial and intellectual property in force • During the HRS4R workshops and the survey the CSIC's Analysis and Design Working Group (ADWG) noticed some lack of knowledge of the current rules and initiatives. • Due to HRS4R workshops and results of the survey, the Analysis and Design Working Group (ADWG) considers it convenient to include information about this principle in the Welcome Manual for researchers. • At the present time no anti-plagiarism software is being systematically used to verify the originality of the publications and research proposals made by CSIC's researcher. Nowadays, the TURNITIN software to control plagiarism is only applied for occasional purposes. 	<ul style="list-style-type: none"> • The Code of Good Scientific Practices of CSIC (2011) addresses the principles of Integrity and Professionalism. • VATC/VICYT have a norm that covers intellectual and industrial property, and a special unit at the VATC (Deputy Vice-Presidency for Knowledge Transfer) that supports IP issues. The CSIC protects researchers both from a contractually and legally. • Among the various conflicts discussed by the CSIC's Ethics Committee along its journey, ten of them included plagiarism (copying of texts, experimental data, figures or images and appropriation of other people's ideas without granting appropriate credit). • Existence of IP and patent courses provided by VATC. <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> • Conducting an analysis on C&C training needs. • Completion of the update of the Scientific Good Practises. • General transfer guide. • Integrated Project Monitoring/Management Office. • Training of PhD supervisors. • Promote the use of available tools (TURNITIN). • Update the CSIC Code of Good Scientific Practices (2011). • Incorporate information and links about IP norms and rights in the Welcome Manual for researchers. • Improve the diffusion of CSIC's training offers from VATC/VICYT (Including IP and Patents topics) and address them training offer to all research profiles. • Adding a clause to contracts with regulations (GDPR, confidentiality, patents, conflicts of interest, etc).
4. Professional attitude 3,86	+/- = almost but not fully implemented	<p>GAPs:</p> <ul style="list-style-type: none"> • It might be possible that young researchers (particularly at the early stages of their research career, R1-R2) are not very familiar with the 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> • The VICYT provides updated information regarding the importance of considering and formalising these issues, suggesting the

		<p>funding mechanisms governing the research environment, or at least not at the level they would like.</p> <ul style="list-style-type: none"> • During the HRS4R workshops and the survey participants highlighted that information is scattered in several documents and intranet pages. • Due to HRS4R workshops and results of the survey, the Analysis and Design Working Group (ADWG) considers it convenient to include information about this principle in the Welcome Manual for researchers. • A lack of knowledge about regulations and supporting available services concerning this principle has been detected, mainly among R1 and R2 levels. 	<p>procedures that should be followed and providing assistance, if needed.</p> <ul style="list-style-type: none"> • The VATC supports researchers in the process of the negotiating of technology transfer agreements with private companies and the industry. • The VRI assists researchers in the promotion and preparation of the calls, as well as in the management and economic justification. • Organisation of courses for directors and new tenured scientists. • The CSIC Strategic Plan 2018-2021 is the road map that accompanies the CSIC's strategy and helps to prioritize decision making. • A specific Wiki web page, open to all CSIC staff, includes information about the development of the Strategic Plan. https://wiki.corp.csic.es/CSIC2021/ • Regular institutional presentations (CSIC's directive staff meeting) and meetings take place (CSIC's research staff meeting). <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> • Welcome Manual for Researchers, including a set of internal rules to cover this principle • Global action training • Promotion and improvement of the management of scientific projects. • To carry out activities promoting interaction between research staff and companies. • To update the Code of Good Scientific Practices of CSIC (2011). • Adding a clause to contracts with regulations (GDPR, confidentiality, patents, conflicts of interest, etc).
<p>5. Contractual and legal obligations 3,56</p>	<p>+/- = almost but not fully implemented.</p>	<p>GAPs:</p> <ul style="list-style-type: none"> • Sometimes researchers are not familiar with the national, sectorial or institutional regulations governing training and/or working conditions. • There is a lack of knowledge about regulations and supporting available services concerning the principle, mainly among R1 and R2 levels. • There might not be enough information about the funding mechanisms when researchers start their relationship with the CSIC. 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> • All CSIC's employees are issued with contracts of employment which include all the conditions under national legislation and cover all CSIC's policies and procedures. Staff are notified of new policies and procedures introduced by the institution. Staff may

			<p>also participate in introducing new policies and procedures through attendance at various committees.</p> <ul style="list-style-type: none"> • The VATC advises researchers about intellectual and industrial property norms and technology transfer. <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> • Include it in the Researcher Welcome Manual and subsequent dissemination. • Completion of the update of the Scientific Good Practises. • Conducting an analysis on C&C training needs. • To update the Code of Good Scientific Practices of CSIC (2011). • General transfer guide. • Promotion and improvement of the management of scientific projects. • Improve the diffusion of CSIC’s training offers from VATC/VICYT (Including IP and Patents topics) and address them to all research profiles. • OTM-R. • Translate into English the documents to be determined by “Follow-up Working Group (FWG)” (sworn translation into English as the MSCA.) • Adding a clause to contracts with regulations (GDPR, confidentiality, patents, conflicts of interest, etc).
6. Accountability 4,06	+/- = almost but not fully implemented.	<p>GAPs:</p> <ul style="list-style-type: none"> • This is principle is fulfilled in general but it would be necessary to improve awareness and training in this field. • There might not be enough information about the funding mechanisms when researchers start their contract at the CSIC. 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> • The CSIC’s Ethics Committee promotes the commitment of researchers to make a responsible use of the means and resources available. • Open science mandate aims to improve replicability and openness. • The VICYT and VRI supports researchers in the application, financial management and justification of the regional, national or international research projects granted in competitive calls. VRI organises training sessions concerning the preparation and management of European projects.

			<ul style="list-style-type: none"> • CSIC's economic balance and administrative processes are regularly audited by the Delegate Intervention of the AECSIC . <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> • To update the Code of Good Scientific Practices of CSIC (2011). • Completion of the update of the Scientific Good Practises. • Adding a clause to contracts with regulations (GDPR, confidentiality, patents, conflicts of interest, etc). • Promotion and improvement of the management of scientific projects. • To promote researchers' awareness in relation to the regulatory science policy and the social frame. • To train support staff and project leaders on the financial and technical justification of research contracts, in particular European contracts.
<p>7. Good practice in research 3,69</p>	<p>+/- = almost but not fully implemented.</p>	<p>GAPs:</p> <ul style="list-style-type: none"> • Sometimes the information appears too disperse and there is a lack of awareness about this issue among researchers. • During the HRS4R workshops and the survey participants highlighted that information is scattered in several documents and intranet pages 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> • CSIC's Health and Security Committees monitors and advises issues related to workplace health; and a risk prevention policy. It has created a brochure that summarizes the basic rules of safety in workplace. • CSIC's Unique Scientific and Technical Infrastructures (ICTS) have their own procedures to guarantee their security. • The CSIC always adopts safe working practices, and is responsible of the Occupational Risk Prevention Unit. • There is plenty of information on the CSIC's intranet about safe working practices https://intranet.csic.es/prevencion-riesgos-laborales <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> • OTM-R. • Completion of the update of the Scientific Good Practises. • Incorporate information and links about security and workplace health in the Welcome Manual for researchers.

			<ul style="list-style-type: none"> • Adding a clause to contracts with regulations (GDPR, confidentiality, patents, conflicts of interest, etc).
8. Dissemination, exploitation of results 3,83	+/- = almost but not fully implemented.	GAPs: <ul style="list-style-type: none"> • Lack of information and training in this issue. • Lack of knowledge of the regulations and services regarding the exploitation of research results, especially by R1 and R2 researchers. • Lack of knowledge on the part of R2 and R3 researchers of the existence of CSIC departments such as Digital.CSIC, Ethics Committee or VATC. • There is a low percentage of articles published in OA. 	Initiatives undertaken: <ul style="list-style-type: none"> • General information and procedures can be found well detailed and updated on the intranet https://intranet.csic.es/transerencia • Continue with the different actions of the Strategic Plan 2018-2021 are: <ul style="list-style-type: none"> - To update the institutional website. - CSIC's commitment to society. - CSIC, can we collaborate? - Revision of the current patent catalogue - Patent and Publish - DINAMIZA programme - Compte programme. - "Transfer de la Cámara". • Continue the collaboration with FECYT related to this topics. • DIGITAL.CSIC is the institutional repository of open access. https://digital.csic.es/ • Continue developing on the Open Access Institutional Policy. https://digital.csic.es/bitstream/10261/179077/5/CSIC_institutional_open_access_mandate.pdf Suggestions for improvement: <ul style="list-style-type: none"> • Improvement of the patent exploitation process, facilitating the preparation of the Patents Guide. • Conducting an analysis on C&C training needs. • Completion of the update of the Scientific Good Practises. • General transfer guide. • Train all agents on promoting and transferring research results. Raise awareness among researchers and doctoral students about knowledge transfers through business creation. • To update the Code of Good Scientific Practices of CSIC (2011).

			<ul style="list-style-type: none"> • OA activities related to the dissemination of research outputs must be improved. Some resources, cultural change of mind, training around Copyright, open licenses...etc are needed. • Adding a clause to contracts with regulations (GDPR, confidentiality, patents, conflicts of interest, etc).
<p>9. Public engagement 3,46</p>	<p>+/- = almost but not fully implemented.</p>	<p>GAPs:</p> <ul style="list-style-type: none"> • There is a lack of recognition of public engagement activities for researchers. • The dissemination of research has been recently included in the CSIC evaluation systems (Productivity by Objectives Fulfilment, PCO) so the perception by the research staff is not complete. • Researchers focus their efforts and time on other more valued activities. 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> • CSIC counts on a Deputy Vice-Presidency for Scientific Culture (VACC), which is very active in direct engagement with the public and disseminating science. • There is a specific section on the CSIC's website called 'Science and Society' https://www.csic.es/en/science-and-society, for which information is gathered bottom up by the VACC from information provided by all ICUs. The regional delegations of the CSIC have websites and newsletters that gather jointly cover the activities of all the ICUs in their regions. • Communication Department (President's Office) manages the CSIC's social networks. • Continue the different actions of the SP18-21: <ul style="list-style-type: none"> - Communication Committee. - Crisis Communication and Corporate Reputation Manual. - Newsletter: https://newsletter.corp.csic.es/ - Support for Science, support for the CSIC - CSIC, Science for the Future of our Society. - Plan for the Promotion of Scientific Culture. - Dissemination and communication of the CSIC's activities. - I do research, I am CSIC. • CSIC is stimulating this issue by improving the consideration of these activities at curricula level, within the CSIC evaluation systems (Productivity by Objectives Fulfillment, PCO). <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> • Create the CSIC's Prize for Scientific Dissemination. • Conducting an analysis on C&C training needs. • To update the Code of Good Scientific Practices of CSIC (2011).

<p>10. Non discrimination on 4,03</p>	<p>+/- = almost but not fully implemented.</p>	<p>GAPs:</p> <ul style="list-style-type: none"> • Non-Spanish speakers have problems accessing the website as not all content is in English. • Lack of institutional support and advice institutional for national and especially foreign researchers. • Although this principle is almost fully implemented, the Analysis and Design Working Group (ADWG) has considered it convenient to include information about this principle within the Welcome Manual for Researchers. 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> • Women and Science Committee. https://www.csic.es/en/csic/gender-equality-science/women-and-science/women-and-science-committee-organisation • Delegated Equality Commission. https://www.csic.es/en/csic/gender-equality-science/equality-csic • CSIC's Equality Plan https://www.csic.es/en/csic/gender-equality-science/equality-csic • The protocol against sexual harassment was recently updated (March 2019) https://www.csic.es/en/csic/gender-equality-science/equality-csic • A survey on sexual harassment and gender abuse has been conducted in September 2019 due to the purpose of knowing the state of the situation in the CSIC. • Continuing the "Gender Equality Accreditation Seal" call (created in 2018), that recognises the CSIC centres or institutes that promote both the gender perspective and removing barriers found by women while exercising their profession. https://intranet.csic.es/group/i2-intranet-corporativa/area-personal-funcionario/-/contenido/c11dc90f-67fd-44bc-a5af-64a639559553 <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> • Translate into English the documents to be determined by "Follow-up Working Group (FWG)" • Include this information in the Welcome Manual for Researchers. • Promoting the integration of the gender dimension in research projects. • Conduct a survey on working conditions, including aspects related to: <ul style="list-style-type: none"> ○ Professional development. ○ Mental health and wellness. ○ Workplace and sexual harassment. • OTM-R. • Mention and recognition of the LGTBI collective. • Design and provision of an Attention Service for Research Staff. • Training of PhD supervisors.
<p>11. Evaluation/</p>	<p>+/- = almost but</p>	<p>GAPs:</p>	<p>Initiatives undertaken:</p>

appraisal systems 3,42	not fully implemented.	<ul style="list-style-type: none"> • There were no procedures for evaluating the research activity of R1, R2 and R3 researchers whose contracts were not provided by official competitive calls. • Lack of an internal assessment system of the researcher's professional performance. • The CSIC has not yet an own evaluation tool/programme for professional performance assessment of researchers. 	<ul style="list-style-type: none"> • CSIC follows national and regional systems for the evaluation of research activities of researchers (R3-R4). Predoctoral researchers (R1) are under evaluation procedures set by national laws and Universities's Doctoral Schools. • The "sexenios" and "quinquenios" system recognises the pattern of lifelong profesional development. VICYT is working on the automated annual monitoring of the "sexenios" y "quinquenios", as well as the semi-automatic preparation of their application. • Evaluation systems are in place through the internal applications of the CSIC ("conCIENCIA", Evaluation of Groups, etc.). Researchers and groups are periodically evaluated. • In addition, groups and researchers are subjected to evaluation by the funding agencies at the mid-term and end of the funded projects. <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> • OTM-R. • Implementation of a monitoring system. • Design, advice and institutional support for professional development: tracking of careers. • "Promotable": scientific-technical monitoring "where you are in the scientific cloud", action to know your scientific situation in order to promote
Recruitment and Selection			
12. Recruitment 3,42	+/- = almost but not fully implemented.	GAPs: <ul style="list-style-type: none"> • As an national organisation, the CSIC is subject to national legislation. There is a strict legal framework. Working conditions are regulated by different labour laws and collective labour agreements, applied to all employees regardless of their nationality. • Lack of recommendations for the selection committees. • Lack of publication of contracts in Euraxess. • Lack of general information for the recruitment of foreigners. • Lack of systematic process to manage international dissemination of job offers. • Recruitment of R1 and R2 researchers in competitive calls is governed by the funding organisms. 	Initiatives undertaken: <ul style="list-style-type: none"> • CSIC ensures that the entry and admission standards for researchers are clearly specified in job offers. • CSIC facilitates access for disadvantaged groups: 7% of the vacancies are reserved for people with disabilities (the Spanish rule RD 2271/2004). • A set of specific protocols for diverse recruitment cases have been posted on the CSIC intranet. • CSIC facilitates access for researchers returning to a research career, for instance, there are temporary leaves for civil servants established in the Spanish Science Law 14/2011. https://www.boe.es/buscar/act.php?id=BOE-A-2011-9617

		<ul style="list-style-type: none"> Recruitment of R3 and R4 researches is dependent on the public employee's positions, admitted by the Ministry of Science, and it's governed by the corresponding legislation. Access to information about job offers could be improved: it is disseminated through different sections of the web. Perception that the CSIC should align its recruitment and selection mechanisms with the principles of Open, Transparent and Merit-Based Recruitment. 	<p>Suggestions for improvement:</p> <ul style="list-style-type: none"> Modernise the Recruitment Portal interface for applicants. Publication on Euraxess Jobs Portal. Development of a Database of Expressions of Interest (BDEI). Guide for candidates to civil servant research staff in the CSIC. OTM-R. Design and provision of an Attention Service for Research Staff. Drafting of C&C and HRS4R recommendations for selection committees. Training for selection committees members. Translate into English the documents to be determined by "Follow-up Working Group (FWG)". Propose and create a Working Group on Research Assessment in the CSIC.
<p>13. Recruitment (Code) 3,17</p>	<p>-/+ = partially implement ed</p>	<p>GAPs:</p> <ul style="list-style-type: none"> As a national organisation, the CSIC is subject to national legislation. There is a strict legal framework. Working conditions are regulated by different labour laws and collective labour agreements, applied to all employees regardless of their nationality. Recruitment of R1 and R2 researchers in competitive calls is governed by the funding organisms. Recruitment of R3 and R4 researches is dependent on the public employee's positions, admitted by the Ministry of Science (or other financing agents) and governed by the corresponding legislation. Except for civil servants, the career development prospects are not included in the recruitment calls or advertisements except, since almost all contracts are temporary linked to projects under Spanish law. National regulations slow down the hiring of foreign researchers. Open recruitment procedures: foreigners find it difficult to access the Spanish System R+D+i. Limitations to attract researchers from abroad: there are no systematic procedures to manage neither the international dissemination of offers nor recruitment processes, most offers are not translated into other languages... Lack of general information for the recruitment of foreigners Lack of publication of contracts in Euraxess. 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> A set of specific protocols for diverse recruitment cases have been posted on the CSIC intranet. Transparency: the vacancies are published in different places: Official State Gazette, official webs, etc. Efficiency: for temporary contracts, the time allowed between the advertisement of the vacancy and the call for applications is ten days through the "Job Bank from CSIC". Job offers include the legislation that establishes the working conditions and entitlements. <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> Completion of a Welcome Manual and subsequent dissemination. Modernise the Recruitment Portal interface for applicants. Publication on Euraxess Jobs Portal. Development of a Database of Expressions of Interest (BDEI). Guide for candidates to civil servant research staff in the CSIC. OTM-R. Design and provision of an Attention Service for Research Staff. Drafting of C&C and HRS4R recommendations for selection committees. Training for selection committees members.

		<ul style="list-style-type: none"> • Advertisement, in certain cases, are so specialised that discourage suitable applicants. • Mostly, job offers or vacancy positions are published in Spanish, except those in which is mandatory to publish on international pages. • Lack of full and comprehensive job descriptions • Lack of information about some C&C contents in job advertising procedures • Lack of recommendations related to C&C and HRS4R for selection committees. • Low stability of employment conditions for researchers with temporary contracts, mainly those linked to public funding projects. 	<ul style="list-style-type: none"> • Translate into English the documents to be determined by “Follow-up Working Group (FWG)”. • Propose and create a Working Group on Research Assessment in the CSIC.
14. Selection (Code) 3,24	-/+ = partially implemented	GAPs: <ul style="list-style-type: none"> • Perception that CSIC should align its recruitment and selection mechanisms with the principles of Open, Transparent and Merit-Based Recruitment. • Members of selection panels are not trained, but just advised. • Selection committees tend to make use mostly of quantitative tools. • Recruitment of R1 and R2 researchers in competitive calls is governed by the funding organisms. • Recruitment of R3 and R4 researches depends on the public employee’s positions, admitted by the Ministry of Science (or other financing agents) and governed by the corresponding legislation. 	Initiatives undertaken: <ul style="list-style-type: none"> • The CSIC complies with national legislation regarding the composition of the selection committees. • the principles of impartiality and professionalism. Evaluation criteria and assessment methods are defined. Regulations include rules for the appointment of all selection committees for R4 civil servants. http://sac.csic.es/sgarh/tribunales/doc/manual%20tribunales%20cientifico.pdf • Selection committees have an adequate gender balance since the Spanish Equality Gender Law establishes the principle of balanced presence of men and women (40%-60%). https://www.boe.es/buscar/act.php?id=BOE-A-2007-6115 • Individual members of an selection committee are selected by the following requirements: adequate knowledge of the requirements of the job; an understanding of the recruitment and selection process; are of an equal or higher grade than the vacant position; are free from bias in relation to any candidate. • Selection committees could include members from different sectors since the Spanish Science Law allows the presence of professionals of recognised scientific or technical prestige. • There are a wide range of selection practices, that are different for civil servants and for people with contracts. Suggestions for improvement: <ul style="list-style-type: none"> • Guide for candidates to civil servant research staff in the CSIC. • OTM-R.

			<ul style="list-style-type: none"> • Drafting of C&C and HRS4R recommendations for selection committees. • Training for selection committees members. • Propose and create a Working Group on Research Assessment in the CSIC.
15. Transparency (Code) 3,19	-/+ = partially implemented	<p>GAPs:</p> <ul style="list-style-type: none"> • Perception that CSIC should align its recruitment and selection mechanisms with the principles of Open, Transparent and Merit-Based Recruitment. • There is no an established way to inform after the selection process about the strengths and weaknesses of job applicants, but anyone requesting this information obtains it. • Recruitment of R1 and R2 researchers in competitive calls is governed by the funding organisms. • Recruitment of R3 and R4 researches depends on the public employee's positions, admitted by the Ministry of Science (or other financing agents) and governed by the corresponding legislation. • Lack of information about some C&C contents in job advertising procedures. • Career development prospects are not usually mentioned in the descriptions of working conditions. • In recruitment processes linked to specific R&D projects, more detailed information about the members of selection committees could be given. • Although the candidates are informed during the whole process about the steps taken and the documents published, they are not informed about the strengths and weaknesses of their applications, unless it is requested. • It would be quite complicated to find an effective way to do so given the large number of applications received 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> • The CSIC complies with national legislation regarding the composition of the selection committees. • Evaluation criteria and assessment methods are defined. Regulations include rules for the appointment of all selection committees for R4 civil servants. http://sac.csic.es/sgarh/tribunales/doc/manual%20tribunales%20cientifico.pdf <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> • Modernise the Recruitment Portal interface for applicants. • Publication on Euraxess Jobs Portal. • Development of a Database of Expressions of Interest (BDEI). • Guide for candidates to civil servant research staff in the CSIC. • OTM-R. • To propose and define a service of Attention to the Investigative Personnel. • Drafting of C&C and HRS4R recommendations for selection committees. • Training for selection committees members. • Translate into English the documents to be determined by "Follow-up Working Group (FWG)". • Propose and create a Working Group on Research Assessment in the CSIC • Update and publication of the salary tables.
16. Judging merit (Code) 3,12	-/+ = partially implemented	<p>GAPs:</p> <ul style="list-style-type: none"> • General lack of awareness of the selection committees of the C&C. • Some aspects of the C&C are not fully implemented, such as, creativity or level of independence. • Recruitment of R1 and R2 researchers in competitive calls is governed by the funding organisms. 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> • The CSIC complies with national legislation regarding the composition of the selection committees. • Evaluation criteria and assessment methods are defined. Regulations include rules for the appointment of all selection committees for R4 civil servants.

		<ul style="list-style-type: none"> Recruitment of R3 and R4 researches depends on the public employee's positions, admitted by the Ministry of Science (or other financing agents) and governed by the corresponding legislation. Perception that CSIC should align its recruitment and selection mechanisms with the principles of Open, Transparent and Merit-Based Recruitment. 	http://sac.csic.es/sgarh/tribunales/doc/manual%20tribunales%20cientifico.pdf <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> Guide for candidates to civil servant research staff in the CSIC. OTM-R. Drafting of C&C and HRS4R recommendations for selection committees. Training for selection committees members. Propose and create a Working Group on Research Assessment in the CSIC.
17. Variations in the chronological order of CVs (Code) 2,97	-/+ = partially implemented	<p>GAPs:</p> <ul style="list-style-type: none"> General lack of training of the selection committees in order not to penalize temporal breaks. The candidates may not be fully aware of these variations in chronological order of the CVs, which are taken into account by the selection committees. Perception that CSIC should align its recruitment and selection mechanisms with the principles of Open, Transparent and Merit-Based Recruitment. 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> The Spanish Science Law establishes a suspension of the contract in cases of maternity or similar (article 21) and recognises leave periods without any penalisation. <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> OTM-R. Drafting of C&C and HRS4R recommendations for selection committees. Training for selection committees members. "Promotable": scientific-technical monitoring "where you are in the scientific cloud", action to know your scientific situation in order to promote. Design, advice and institutional support for professional development. Dissemination/training infodays on the possibilities of European and international programmes. Design and study the implementation of a common tool for the management of stay permits and mobility monitoring.
18. Recognition of mobility experience (Code)	-/+ = partially implemented	<p>GAPs:</p> <ul style="list-style-type: none"> General lack of awareness in general and specially in supervisors. The candidates may not be fully aware of the legal aspects and requirements in the call for applications, since the web page where the call are announced may not include all legal documents in English. 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> The CSIC's Staff Management Manual also outlines recognition of mobility experience https://saco.csic.es/index.php/s/Pa3yrtzSDa43Qmq. <p>Suggestions for improvement:</p>

3,58		<ul style="list-style-type: none"> Perception that CSIC should align its recruitment and selection mechanisms with the principles of Open, Transparent and Merit-Based Recruitment. 	<ul style="list-style-type: none"> Conducting an analysis on C&C training needs. OTM-R. Drafting of C&C and HRS4R recommendations for selection committees. Training for selection committees members. "Promotable": scientific-technical monitoring "where you are in the scientific cloud", action to know your scientific situation in order to promote. Design, advice and institutional support for professional development. Creation of a guide or web section on the external mobility of research staff. Design and study the implementation of a common tool for the management of stay permits and mobility monitoring. To widen the scope of participants who can participate in own calls for mobility/internationalisation (I-link, I-coop). Guide for candidates to civil servant research staff in the CSIC.
19. Recognition of qualifications (Code) 3,37	-/+ = partially implement ed	<p>GAPs:</p> <ul style="list-style-type: none"> As a national organisation, the CSIC is subject to national legislation. There is a strict legal framework, which implies that the drafting and publication of staff calls fall under the competence of the Ministry of Science and Innovation, as well as the Ministry of Territorial Policy and Public Function, and not of the institution itself. People are not aware of existing national law, conventions and specific rules on the recognition of these qualifications through all the available channels. Foreigners find it difficult to have their academic and professional qualifications recognized in Spain. The CSIC does not have institutional support for international researchers who ask for help with administrative tasks relative to equivalences of diplomas and labour issues. Difficulties in the equivalence/homologation to academic level of doctor and on the different criteria of the different universities. There is a large period of time to obtain the equivalence due to the universities' administrative procedures. On the deadline for submitting applications for civil servants R4 research positions, applicants with university degrees obtained abroad must prove that they are in possession of the corresponding 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> This principle is warranted by several national laws (EPIPF, RD 5/2015, RD 99/2011, RD 195/2016, RD 1393/2007 RD 1837/2008) There is normative on this issue (Manual de personal, Resolución de la bolsa de trabajo). <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> OTM-R. "Promotable": scientific-technical monitoring "where you are in the scientific cloud", action to know your scientific situation in order to promote. Drafting of C&C and HRS4R recommendations for selection committees. Training for selection committees members. Guide for candidates to civil servant research staff in the CSIC. Design and provision of an Attention Service for Research Staff New teaching management application. Search for new formulas for the recognition of teaching.

		homologation credential or, where appropriate, of the corresponding equivalence certificate http://sac.csic.es/sgarh/tribunales/doc/bases_comunes_2017.pdf	
20. Seniority (Code) 3,29	+/- = almost but not fully implemented.	<p>GAPs:</p> <ul style="list-style-type: none"> • Years of postdoctoral experience required for civil servant's research positions (R4) may be perceived as a barrier to entry. • Perception that CSIC should align its recruitment and selection mechanisms with the principles of Open, Transparent and Merit-Based Recruitment. 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> • Seniority is considered a positive criteria in the selection of R1 and R2 research staff hired within CSIC's Job Bank. • This principle is warranted by several national laws (EPIPF, RD 5/2015, RD 99/2011, RD 195/2016, RD 1393/2007 RD 1837/2008) <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> • OTM-R. • "Promotable": scientific-technical monitoring "where you are in the scientific cloud", action to know your scientific situation in order to promote. • Drafting of C&C and HRS4R recommendations for selection committees. • Training for selection committees members. • Guide for candidates to civil servant research staff in the CSIC. • To propose and define a service of Attention to the Investigative Personnel. • Study the feasibility of a R1 and R2 call (FSE application + 2021-2027). • Study of a new option: indefinite contracts associated with a line of research. • Distinguished researchers figure. • Call for proposals to the extension of MSCA-IF contracts. • New teaching management application. • Search for new formulas for the recognition of teaching.
21. Postdoctoral appointments (Code) 3	-/+ = partially implemented	<p>GAPs:</p> <ul style="list-style-type: none"> • Postdoctoral status is not transitional in CSIC/Spain. • At present, CSIC does not have a specific post-doctoral researcher call for proposals, so related regulations have not been developed. • Post-doctoral researcher call for proposal would enable the possibility of developing career development opportunities in the long-term. • Postdoctoral researchers (R2 and R3) are selected and governed according to the public funding programmes rules. 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> • A set of specific protocols for postdoctoral researchers addressed to official calls (i.e. Juan de la Cierva, Marie Curie, Ramon y Cajal) has been posted on the CSIC intranet. <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> • OTM-R. • Study the feasibility of a R1 and R2 call (FSE application + 2021-2027).

		<ul style="list-style-type: none"> For fixed-terms contracts, the automatic stabilization of the contract is not considered, once the public financing has been completed. 	<ul style="list-style-type: none"> Study of a new option: indefinite contracts associated with a line of research. Submit/launch proposal to the MSCA-COFUND programme. If granted, the CSIC will launch calls for proposals for R1 and R2. Study of a new option: indefinite contracts associated with a line of research. Distinguished researchers figure. Call for proposals to the extension of MSCA-IF contracts.
Working Conditions and Social Security			
<p>22. Recognition of the profession 3,24</p>	<p>+/- = almost but not fully implemented.</p>	<p>GAPs:</p> <ul style="list-style-type: none"> Predocctoral researchers (R1) are not treated as professionals, but as students or interns. There is a general lack of recognition of their profession of R1. Group leadership skills are an increasingly important requirement for career development of R2/R3 researchers. Due to the temporality of contracts of R2 and R3, postdoctoral researchers have not clearly defined their status, and many of their possibilities for developing their research career are not easy: principal researcher, project leadership, staff training. 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> There is the “quinquenios” and “sexenios” appraisal system. Spanish Science Law recognises the different levels in research as well as it does collective agreements and the CSIC statutes. https://www.boe.es/buscar/act.php?id=BOE-A-2011-9617 Continuing the different actions from the Strategic Plan 2018-2021: Planning and Scientific Monitoring (PCO) and Preservation of knowledge in the CSIC. <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> “Promotable”: scientific-technical monitoring “where you are in the scientific cloud”, action to know your scientific situation in order to promote. Create the CSIC’s Prize for Scientific Dissemination. Propose and create a Working Group on Research Assessment in the CSIC. Promote greater recognition of R1, R2, and R3 in the annual (Jun-Jul) research staff awards. Creation of a prize related to the novelty in research results and the impact and/or relevance in research. Maintain the meeting of researchers related to the new strategic plans. Creation of “The CSIC most relevant PhD Thesis Award”. Specific programme of R1-R2-company interaction. “Job fair” for CSIC’s Rs. Distinguished researchers figure. At the ICU level, promote the presence of all research personnel in the scientific meetings.

			<ul style="list-style-type: none"> • Design, advice and institutional support for professional development: team management and leadership skills. • Creation of a "Margarita Salas Medal" award for best supervision.
<p>23. Research environment 3,07</p>	<p>+/- = almost but not fully implemented.</p>	<p>GAPs:</p> <ul style="list-style-type: none"> • CSIC's weakness is the organisational complexity of the institution, which has more of 120 institutes of sizes and characteristics very varied, as well as the qualitative heterogeneity of the research activity. There is a perceived lack of connection between CSIC researchers. • In relation to european international calls: <ul style="list-style-type: none"> - Low success rate (14,5%). - Excessive bureaucracy of the call and the CSIC. - Lack of support in the preparation of proposals. - Lack of specialised administrative and management support in the centres - Search for partners. • During the HRS4R workshops and the survey participants highlighted that information is scattered among several documents and intranet web pages. • The need for renovation of centres, institutes, buildings and equipment, requires high investment. • Ignorance among part of the research community of the - Interdisciplinary Thematic Platforms (PTIs), Unique Scientific and Technical Infrastructures (ICTS), European Strategy Forum on Research Infrastructures (ESFRI), etc. Almost half of the CSIC researchers know the ICTS in which the CSIC participates. a quarter of them are aware of the access opportunities offered by European infrastructures. more than a half consider as a priority to reinforce and consolidate the already existing participation in European infrastructures against expanding • A specific contact for complaints or suggestions is missing. • There is a general lack of recognition of the research activities. 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> • Quality and Innovation 2018-2021 https://saco.csic.es/index.php/s/yHE7paYfnnZzgcG • CSIC complies with active advertising https://www.csic.es/es/el-csic/transparencia • The CSIC's Health & Safety Office prepares: guidance documents, advises on risk assessments, arranges external safety audits and provides safety training courses. • Every year CSIC launches its "Premio a la Excelencia en Prevención de Riesgos Laborales "Ramón Tobar", a prize that recognizes the RPL activities carried out by institutes. https://intranet.csic.es/premio-ramon-tobar • The CSIC provides services to the whole scientific community - national and international- through the management of Research Support Infrastructures. https://www.csic.es/en/research/research-support-infrastructures • The CSIC has provided its centres with different scientific and technical services, turning some of them into centres of reference https://www.csic.es/en/research/catalogo-de-servicios-cientifico-tecnico • Representation at the highest international level to try to position the CSIC in decision-making bodies. • Continuing the different actions of the Strategic Plan 2018-2021. <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> • Completion of the update of the Scientific Good Practises. • To carry out activities that promote interaction between research staff and companies. • Promotion and improvement of the management of scientific projects. • Design and provision of an Attention Service for Research Staff. • Include in the Welcome Manual a catalogue of scientific infrastructures ("PTIs", "Libro Blanco de Desafíos Científicos", services catalogue, ICTS, ESFRI).

<p>24. Working conditions 3,12</p>	<p>+/- = almost but not fully implemented.</p>	<p>GAPs:</p> <ul style="list-style-type: none"> • Teleworking is highly demanded by the whole research community. • The lack of knowledge of the regulations and legislation in force in this respect is noted, so the Working Group considers it convenient to increase its visibility • Difficulties in reconciling work, personal life and research, socialization and integration in the scientific community, lack of resources, absence of strategies to manage stress and emotional pressure. • Use of other forms of contract or financing during the completion of the thesis. • Duration of the doctoral thesis (academic) vs. duration of funding (contract). • There are difficulties in applying and processing the residence permit in Spain. • Lack of information on safety aspects in the field of work travels for short stays or professional travels to other countries. • In R2 and R3 researchers, despite taking some control and gaining some independence over what can be investigated, factors such as high levels of demand and the conflict between work and personal life persists. Added to it is necessary to add that researches link short contracts - 2 or 3 years of duration - which also usually occur in different countries, so that the researcher will have to change his residence every little time. The latter added to the long working hours makes it more difficult to maintain a social life. 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> • CSIC has a range of policies covering work life balance e.g., different leave arrangements and working patterns including: maternity leave, paternity leave, study and exam leave, force majeure leave and leave of absence for research. • CSIC applies “accumulated hours” for family reconciliation, among other initiatives included in the CSIC’s work calendar. https://saco.csic.es/index.php/s/NtnSqmmPFywMSyN • Social Action Plan https://saco.csic.es/index.php/s/XiDaBcEwfJBXeC7 • Elimination of architectural barriers. • Employees may request sabbatical leave at any time under conditions (CSIC’s Staff Management Manual https://saco.csic.es/index.php/s/Pa3yrtzSDa43Qmq). • Safe and health workplace. Periodic health recognition. • Course on occupational health and safety. <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> • Implementation of a teleworking pilot programme. • Welcome Manual of Researchers. • Promotion and improvement of the management of scientific projects. • Completion of the update of the Scientific Good Practises. • Promote and improve the management of scientific projects • Include in the Welcome Manual a catalogue of scientific infrastructures (“PTIs”, “Libro Blanco de Desafíos Científicos”, services catalogue, ICTS, ESFRI). • Investment in basic infrastructures and centres. • Conduct a survey on working conditions, including aspects related to: <ul style="list-style-type: none"> ○ Professional development. ○ Mental health and wellness. ○ Workplace and sexual harassment. • Design, advice and institutional support for professional development: information, tracking of careers. • Design and provision of an Attention Service for Research Staff.
<p>25. Stability and</p>	<p>-/+ = partially</p>	<p>GAPs:</p>	<p>Initiatives undertaken:</p>

<p>permanence of employment 2,34</p>	<p>implemented</p>	<ul style="list-style-type: none"> • CSIC is subject to national legislation. There is a strict legal framework. Working conditions are regulated by different labour laws and collective labour agreements. Lack of knowledge about these regulations. • Law 14/2011 defines the maximum duration of a temporal contracts up to five years. • Present economic conditions are not favourable to consolidate R2 researchers into stable Research positions and strongly limits the number of permanent positions that may be offered. • Due to the public funds received, the CSIC is subordinated to some specific regulations of the public sector with major restrictive policies related to contracting. It is difficult to guarantee a permanent position to all researchers. However, as far as possible, the organisation has the commitment to avoid uncertainty on contracts to improve the working conditions. • Related to public funding programmes: limited duration of contracts, delays in the availability of grants, continuity between calls for proposals. • Duration of the doctoral thesis (academic) vs duration of funding (contract). • Lack of funding, or under another type of contract (not predoctoral), as a source of funding for the doctorate. • Lack of transversal training during the doctoral thesis. • Perception that postdoctoral contracts in CSIC do not necessarily have to become permanent/indefinite, and that the only existing way to make a research career in CSIC is through a civil service examination. • There is a need to study new ways of hiring. • Lack of information about job opportunities both inside and outside the CSIC. Taking due consideration of the Organisational constraints with regards to its diverse employment contracts, the need to provide support and advice to Members of the personnel leaving the Organisation to further their careers was identified. • Lack of knowledge of the programme of courses of the training cabinet and low percentage of research staff who request and carry out courses of the training office. 	<ul style="list-style-type: none"> • CSIC has begun a stabilization process that affects 955 jobs. Unlimited but not permanent contracts, reaching 1341 stabilized jobs. https://www.boe.es/diario_boe/txt.php?id=BOE-A-2019-965 • CSIC has submitted in 2018 DP and 2019 FP proposals to the MSCA-COFUND programme. • CSIC's policy offers as much security of tenure as possible and to ensure the optimum duration of contract is determined at the outset. • In recent years, public job openings have been very powerful. <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> • Study the feasibility of a R1 and R2 call (FSE application + 2021-2027). • <i>Submit/launch proposal to the MSCA-COFUND programme. If granted, the CSIC will launch calls for proposals for R1 and R2.</i> • Study of a new option: indefinite contracts associated with a line of research. • Distinguished researchers figure. • Call for proposals to the extension of MSCA-IF contracts. • Search for new formulas for the recognition of teaching. • Design, advice and institutional support for professional development: information, training, team management, leadership skills and tracking of careers. • Dissemination/training infodays on the possibilities of European and international programmes. • Use of CSIC's Alumni. • Specific programme of R1-R2-company interaction. "Job fair" for CSIC's Rs. • Creation of a guide or web section on the external mobility of research staff • Launch of a Mentoring programme.
<p>26. Funding and salaries 2,79</p>	<p>-/+ = partially</p>	<p>GAPs:</p>	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> • Social security provisions are met http://www.seg-social.es/wps/portal/wss/internet/InformacionUtil/32078

	<p>implemented</p>	<ul style="list-style-type: none"> • In the case of R1 research staff, they are paid the minimum salary required by the Statute of Pre-doctoral Research Staff in Training (known as EPIPF) or Royal Decree 103/2019. • It is noted that doctors are sometimes hired on a project basis using advanced degree contracts to perform doctoral work. • The salary of an Out-of-Convention Doctor (known as FC3) is the same as that of an Out-of-Convention Specialist Graduate (known as TISU) FC1. Therefore, there is no inconvenience in hiring doctors with this modality. • More budgetary resources for the CSIC. • Salaries are established by national regulations and collective agreements. Portability of social rights is guaranteed by national legislation. • As a national organisation, CSIC is subject to national legislation. There is a strict legal framework. Working conditions are regulated by different labour laws and collective labour agreements, applied to all employees regardless of their nationality. • Some differences in salary / scholarship and social security rights, however, are beyond the control of CSIC, for example, when an external funding agency sets the level of the scholarship or when it comes to social security rights for non-Spanish researchers. • The regulation and other information on the subject is spread across different sections of the web. <p>Limited remuneration of researchers in comparison with the offer of other institutions, especially international ones, and in the private sphere.</p>	<ul style="list-style-type: none"> • The salaries of public employees were assigned following unified salary scales (RD 310/2019). • There is a CSIC's Pension Fund Rules and Regulation and related Pension Fund • The Staff Management Manual have provisions with regard to salary, health insurance and pensions https://saco.csic.es/index.php/s/Pa3yrtzSDa43Qmq • The salaries of the R1, R2 and R2 researchers contracted within research projects were established by a retributive frame https://saco.csic.es/index.php/s/9bxFiaqc4AenQtK This regulation envisages the rising of the salary due to the increase of the Consumer Price Index (IPC). <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> • Study the feasibility of a R1 and R2 call (FSE application + 2021-2027). • <i>Submit/launch proposal to the MSCA-COFUND programme. If granted, the CSIC will launch calls for proposals for R1 and R2.</i> • Study of a new option: indefinite contracts associated with a line of research • Call for proposals to the extension of MSCA-IF contracts. • Update and publication of the salary tables. • To widen the scope of participants who can participate in own calls for mobility/internationalisation (I-link, I-coop). • Creation of a guide or web section on the external mobility of research staff. • Dissemination/training infodays on the possibilities of European and international programmes. • OTM-R.
<p>27. Gender balance 3,51</p>	<p>+/- = almost but not fully implemented</p>	<p>GAPs:</p> <ul style="list-style-type: none"> • Still inconspicuous bias and social and cultural stereotypes have prevented the total eradication of barriers for some groups. Though CSIC is an inclusive organisation, there are aspects that can be improved. Women represent the 26% of Research Professors, the highest category, but they represent more than 52% of the Ph.D. students. • The training of evaluators in "elimination of prejudices in selective processes" is recommended. • Perception that the imposition of the parity criterion in the formation of selection and evaluation committees is double-edged: because 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> • CSIC respects the principle of equal opportunities (National, regional and organisational legislation and regulation). • Women and Science Committee (CMYC) (2002): an advisory commission of the Presidency https://www.csic.es/en/csic/gender-equality-science/women-and-science/women-and-science-committee-organisation. Draws up annual reports: "CSIC Women Researchers Report" and "CMYC's report of selection committees of R4 researchers".

		<p>there are fewer of them, female researchers spend more time than their male colleagues on such committees, which is a disadvantage in an activity as competitive as research.</p> <ul style="list-style-type: none"> • The policies in place at the CSIC are adequate, but they need time to deliver results in the demographics of the organisation. • Although the 'Women and Science' Commission and the Equality Commission have worked seriously on gender policy in the last 15 years, the measures implemented to date, aimed at alleviating the imbalance in the workforce between men and women, have not yet been sufficiently effective, especially in the higher scientific scales (SP2018-2021) • CSIC tries to achieve gender balance at all levels. At supervisory and managerial levels is not always possible. • Knowledge of the evolution of the professional careers would allow CSIC to correct situations and implement measures leading to achieve the real and effective equality. • Lack of visibility or recognition to LGBTI collective: diversity principles are integrated in all organisational policies, procedures and practices 	<ul style="list-style-type: none"> • CSIC's Delegate Commission for Equality has developed the I and II Plans of Equality https://www.csic.es/en/csic/gender-equality-science/equality-csic • Special attention paid to the implementation of the gender balance in the processes of access to employment. https://www.csic.es/en/csic/gender-equality-science/equality-csic • The "Gender Equality Accreditation Seal" (created in 2018) https://intranet.csic.es/group/i2-intranet-corporativa/area-personal-funcionario/-/contenido/c11dc90f-67fd-44bc-a5af-64a639559553 • Multiple activities in the International Day of Women and Girls in Science (round tables and colloquia, etc). • The protocol against sexual harassment was recently updated (March 2019) https://www.csic.es/en/csic/gender-equality-science/equality-csic • Protocol of prevention and intervention against sexual harassment and harassment on grounds of sex <i>in the CSIC</i> https://www.csic.es/sites/default/files/report_190308_resolucic3b3n20sege_protocolo20acoso20sexual.pdf • An special section is annually collected in the CSIC's Annual Report. • A survey on sexual harassment and gender abuse (September 2019) • CSIC adopted the Guide for non-sexist use of the language of the Autonomous University. <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> • OTM-R: • Promoting the integration of the gender dimension in research projects • Mention and recognition of the LGBTI collective. • Training for selection committees members. • Training of PhD supervisors.
28. Career development 2,56	-- = insufficiently implemented	<p>GAPs:</p> <ul style="list-style-type: none"> • There is not a specific career development strategy for researchers. The CSIC does not have procedures to help researchers establish a professional development plan. • There is no global mentor programme. Mentorship is informally provided by the supervisor. No Mentorship attribution is addressed to other researchers or other people. 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> • For R4 researchers, the career development is detailed in the Staff Management Manual, published on the Intranet. https://saco.csic.es/index.php/s/Pa3yrtzSDa43Qmq <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> • Completion of a Welcome Manual and subsequent dissemination.

		<ul style="list-style-type: none"> • Although there are many regulations that affect the different stages of the researcher's professional development, there is no internal strategic document. • In the case for R1 level, universities Doctorate Schools provides in several cases a well-defined strategy and procedures defined. • Lack of career guidance courses and soft skills training • Possible perception of "career development" concept that it is confused with "career development within CSIC" related to internal promotion for scientific scales). • Lack of promotion of R2/R3 CSIC's vinculation as a positive CV's input serving as a springboard to work in the private sector or in universities. • Fellows who are at CSIC for more than 6 months could 'buddied up' with new Fellows recruited in order to provide newcomers with an extra layer of support and guidance, and to help with integration in the local area and the Organisation. • Lack of gender perspective in the career development (those R4 female researchers that can transmit their specific experience to the newest). 	<ul style="list-style-type: none"> • Study the feasibility of a R1 and R2 call (FSE application + 2021-2027). • Submit/launch proposal to the MSCA-COFUND programme. If granted, the CSIC will launch calls for proposals for R1 and R2. • Study of a new option: indefinite contracts associated with a line of research • Specific programme of R1-R2-company interaction. "Job fair" for CSIC's Rs. • Call for proposals to the extension of MSCA-IF contracts. • Design, advice and institutional support for professional development: Information, training, team management and leadership skills and tracking of careers • Launch of a Mentoring programme. • Launch of a "Buddy" programme. • Creation of "CSIC Alumni".
29. Value of mobility 3,04	-/+ = partially implement ed	<p>GAPs:</p> <ul style="list-style-type: none"> • Perception that mobility between the public and private sector and trans-disciplinary mobility is not well recognised/evaluated. • Perception that there are no own CSIC international (or national) mobility programmes • Lack of knowledge of R1 about the iLink and iCoop programmes and whether and how they could and how participate. • Perception that the work done by research staff in a research group during their stays abroad or in other sectors and disciplines is not being recognised. • Lack of the mobility promotion: R1 must know its importance and relevance in professional development. • The incompatibility of mobility and family reconciliation is noted. • Staff may not be fully aware of the legal aspects and requisites in the call for applications, since the web page where the call is announced may not include all legal documents in English. • Related to the CSIC's self-funded mobility programmes (iLink and iCoop programmes): Low success rate, the call information is not available in English, adaptation of an ambitious scientific project to a tight budget and a duration of 2 years, difficulty in finding collaborations with entities in the countries for development cooperation (i-Coop) or with competitive entities because their displacements cannot be financed (i- 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> • There are administrative instruments that allows the portability of both grants and social security provisions http://www.seg-social.es/wps/portal/wss/internet/InformacionUtil/32078 • CSIC's self-funded mobility programme includes two calls for international mobility to encourage mobility (iLink and iCoop programmes). • CSIC welcomes scientists from different nationalities. These scientists constitute part of the recruitment pool notably for researchers' positions. <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> • OTM-R: • Carry out activities promoting interaction between research staff and companies. • Implementation of a monitoring system. • "Promotable". • Drafting of C&C and HRS4R recommendations for selection committees. • Specific programme of R1-R2-company interaction. "Job fair" for CSIC's Rs. • Design and provision of an Attention Service for Research Staff.

		<p>Link), little time for the call for proposals since the announcement is published.</p>	<ul style="list-style-type: none"> • To widen the scope of participants who can participate in own calls for mobility/internationalisation. • Creation of a guide or web section on the external mobility of research staff. • Dissemination/training infodays on the possibilities of European and international programmes. • Design and study the implementation of a common tool for the management of stay permits and mobility monitoring. • Submit/launch proposal to the MSCA-COFUND programme. If granted, the CSIC will launch calls for proposals for R1 and R2. • Call for proposals to the extension of MSCA-IF contracts. • Design, advice and institutional support for professional development: Information, training and tracking of careers
<p>30. Access to career advice 3,22</p>	<p>-/+ = partially implement ed</p>	<p>GAPs</p> <ul style="list-style-type: none"> • General lack of career advice in CSIC. • There is no formal system that guarantees guidelines and qualities in such advice. • The access to career advice should be formally recognized as part of the work of the most veteran and prepared researchers. • Exists a need to enhance the visibility of the Alumni network on professional media to encourage establishment of a peer learning network as a complement to available resources. • There isn't a Mentorship Programme in the CSIC. 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> • CSIC collaborates with other institutes and universities world-wide. This frequently opens doors for subsequent employment opportunities, giving rise to geographical mobility. • CSIC Alumni is a proposal based on SP 2018-2021. This inclusive network aims at strengthening links between anyone who has been a member of personnel at CSIC and has since left as well as current CSIC Members of the Personnel. • Initial Training Networks (ITN) under H2020 encourage inter-sectoral mobility for the purposes of Early Stage and Experienced Researcher training, showed encouraging signs of post-CSIC employment. • Inter-sectoral mobility is becoming more frequent as collaborations with industry become more common, thanks to VATC labour. <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> • Completion of a Welcome Manual and subsequent dissemination. • Conducting an analysis on C&C training needs. • OTM-R: • Design, advice and institutional support for professional development: information, training, team management and leadership skills and tracking of careers. • Creation of a guide or web section on the external mobility of research staff. • Launch of a Mentoring programme. • Launch of a "Buddy" programme.

			<ul style="list-style-type: none"> • Creation of "CSIC Alumni". • To carry out activities promoting interaction between research staff and companies. • Specific programme of R1-R2-company interaction. "Job fair" for CSIC's Rs.
31. Intellectual Property Rights 3,41	+/- = almost but not fully implemented	<p>GAPs:</p> <ul style="list-style-type: none"> • Lack of optimal knowledge of intellectual property rights. • Perception that it is very difficult and time-consuming to not only file patent applications, but to find partners interested in licensing or commercialisation. • The need for more staff in the VATC is noted. • In the case of R1, once their relationship with the CSIC has started, there is a general lack of knowledge of the regulations and services concerning the legislation on Intellectual Property Rights (IPR), as well as the exploitation of the results of and training on IPR. • Although CSIC's policies and practices from CSIC are very well established, sometimes they are not clearly disseminated to researchers (in particular to R1 and R2). • Lack of knowledge of R2 and R3 researchers of the existence of CSIC departments such as Digital.CSIC, Ethics Committee or VATC. • The need to raise awareness among CSIC authors is needed. An explicit CSIC policy on who owns and manages the Copyright of institutional outputs (Institution vs Authors) 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> • Recognition of the work carried out by the Deputy Vice President for Knowledge Transfer (VATC), providing support and advice to all CSIC staff: giving training courses, workshops on patents, creation of EBTs, as well as initiatives to detect possible patents from scientific publications, etc. • Provide society with the scientific and technological knowledge generated in the institution. • Existence of IP and patent courses provided by VATC. • Continue with the Open Access Institutional Policy. https://digital.csic.es/bitstream/10261/179077/5/CSIC_institutional_open_access_mandate.pdf • General information and procedures on the intranet are very well detailed and updated. Specific collaboration agreements documentation. • This topic is enshrined in the CSIC's "Code of Good Scientific Practices" and the CSIC's "Manual of Conflicts of Interests". <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> • Lack of training on the C&C blocks or on the topics related to C&C and OTM-R: Train on issues related to intellectual property rights regulations, new products development and patents, data protection, publications and transfer of results. • Conducting an analysis on C&C • Completion of the update of the Scientific Good Practises. • General transfer guide . • Completion of a Welcome Manual and subsequent dissemination. • Adding a clause to contracts with regulations (GDPR, confidentiality, patents, conflicts of interest, etc).
32. Co-authorship 3,42	-/+ = partially	<p>GAPs:</p>	<p>Initiatives undertaken:</p>

	<p>implemented</p>	<ul style="list-style-type: none"> • Lack of knowledge of the legislation and internal regulations, especially among R1 and R2 researchers • Despite the above mentioned regulations, during the HRS4R workshops and the survey the CSIC's HRS4R Committee noticed some lack of knowledge of the regulations. • Furthermore, at the present time no anti-plagiarism software is being systematically used to verify the originality of the publications and research proposals made by CSIC researchers. • Participants also noted that information is scattered amongst several documents and intranet pages and highlighted the need for quantifiable and evaluable indicators for co-authorship. 	<ul style="list-style-type: none"> • The code of Good Scientific Practices of CSIC https://saco.csic.es/index.php/s/FtLjmdg9M3eQLJQ covers all aspects related to the policy of the publication of scientific documents in the CSIC and specifically identify the importance of appropriate recognition of intellectual input on co-authored papers. This includes author identification, approval procedures and the responsibilities of authors, experimental collaborations and department heads. • The CSIC has specific regulations on Author's responsibility in multidisciplinary publications. https://www.csic.es/sites/default/files/la_responsabilidad_de_los_autores_en_publicaciones_multidisciplinares.pdf • Good practice guidelines from the Editorial CSIC http://editorial.csic.es/publicaciones/estaticos?ns=GPG%202016%20Good%20practice%20guidelines_EditorialCSIC_v3_jun16_EN.pdf&dw= <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> • Completion of a Welcome Manual and subsequent dissemination (Include information about co-authorship/ joint supervision) • Completion of the update of the Scientific Good Practises. • Promote the use of available tools (TURNITIN).
<p>33. Teaching 2,75</p>	<p>-- = insufficiently implemented</p>	<p>GAPs:</p> <ul style="list-style-type: none"> • Being a research institution and not a university, teaching could not be considered as the main activity of our researchers. • Not being a teaching institution, opportunities for teaching within CSIC are limited. • Teaching duties are not taken into account in the evaluation/appraisal systems. • Control of the teaching is not totally reliable. • R1s could have several problems to carry out teaching activities. In certain aids (FPU) is a mandatory. For the rest, teaching is state at the EPIPF. • For R2 and R3, the lack of teaching activities represents an obstacle in their professional development, in order to face future accreditations processes. • The teaching labour of CSIC's researchers is a very common activity among them and, in the vast majority of cases, very necessary. 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> • The Statute of the CSIC states that the personnel from CSIC's staff may be authorized to carry out teaching activities in the teaching programmes of the Public Universities • A huge number of CSIC's researchers teach at different national universities, thanks/ according to our agreements on educational cooperation. • For CSIC's early stage researchers (R1) teaching is an important part of their activity. • Although CSIC does not organize proper teaching activities, it fosters the involvement of its researchers in teaching activities. • Since March 2019, Real Decreto 103/2019, 1th March, by which the new statute of "personal investigador predoctoral en formación" is approved. It is reflected that R1 can collaborate in teaching tasks, which we hope will improve the situation.

		<p>Teaching receives disproportionately little or no recognition in the evaluation/appraisal systems.</p> <ul style="list-style-type: none"> • Unambiguous identification of the tasks considered within the work of the researchers and their limits. • Participants also showed interest in building greater awareness of the teaching opportunities available at the universities and the importance of teaching as part of a researcher's career development. • The time required for such teaching activities may be taken entirely or partly from working hours. • Research staff are welcome to undertake teaching activities although the teaching section within the (Productivity by Objectives Fulfilment, PCO) were suppressed 	<ul style="list-style-type: none"> • CSIC is working on new models of agreements on educational cooperation with universities. The objective is to strength the link with universities to provide additional teaching opportunities in Grade and Master degrees. • Although the teaching section within the PCO were suppressed, it will be especially valued in the evaluation of the "Quinquenios". <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> • Completion of a Welcome Manual and subsequent dissemination. • Implementation of a monitoring system. • New teaching management application. • Search for new formulas for the recognition of teaching.
<p>34. Complains/ appeals 2,56</p>	<p>-/+ = partially implemented</p>	<p>GAPs:</p> <ul style="list-style-type: none"> • There are no appropriate procedures to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. • Although the CSIC has a quality unit that manage an e-office services for appeals and complaints most of them come from people outside the institution. • General lack of knowledge of this procedure. • In several cases R1 researchers do not know the existence of universities's alumni, and they could address complaints to their respective University Ombudsman. 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> • The CSIC has a quality unit that processes and manages an e-office services for appeals, complaints, initiatives or suggestions that citizens deem appropriate regarding the operation of the Administrative Units of the Centres and Institutes belonging to the CSIC. https://sede.csic.gob.es/quejas-y-sugerencias • CSIC is committed to ensuring the dignity of each of its employees and committed to ensuring a workplace is free from bullying, sexual harassment and harassment. The CSIC is also committed to the developing and maintaining of a positive working environment for all employees. • CSIC has protocols to resolve specific complains, for example, in cases of labour abuse and sexual harassment. https://www.csic.es/en/csic/gender-equality-science/equality-csic • Protocol for dealing with harassment in the CSIC's workplaces. https://documenta.csic.es/alfresco/download/direct/workspace/SpacesStore/df4189d2-9ba0-404a-af54-ae6747087abb/Protocolo%2520de%2520actuacion%2520frente%2520a%2520acoso%2520laboral%2520en%2520la%2520Agencia%2520Estatal%2520CSIC.pdf • CSIC's Staff Management Manual and manual of conflicts of interest cover disputes and disciplinary matters https://saco.csic.es/index.php/s/Pa3yrtzSDa43Qmq <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> • Creation of the "Mediator" figure.

<p>35. Participation in decision-making bodies 3,15</p>	<p>-/+ = partially implement ed</p>	<p>GAPs:</p> <ul style="list-style-type: none"> • Related to R1, perception of not participating in the different representative bodies. They do not usually participate in the scientific boards of the institutes, although in some institutes there is an R1 representative on the institute's board. • R2/R3 recommend being invited to meetings of the scientific personnel of CSIC institutes whose presence is not already regulated by CSIC regulations. • In general, in each institute and depending on its direction, participation in the meetings of the scientific staff of the CSIC institutes and boards of the institutes varies. 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> • The governance systems established by the regulations governing the organisation and operation of the CSIC https://saco.csic.es/index.php/s/qDn5fonosTDZQRj • Young researchers and other scientific staff with temporary contracts (as well as technical staff) can be invited to the meetings of the scientific personnel of CSIC institutes, if the director of the institute decides to do so, and it is a regular practice. • The statutes of CSIC confer representation in the boards of institution representation: meetings of the scientific personnel, departments, research groups. • The researchers have elected representatives in the Steering Committee, Governing Council, Scientific Advisory Committee, Women and Science Committee and Ethics Committee. • Participate in the Commission of Unique Scientific and Technical Infrastructures (ICTS) and participation in European Research Infrastructures. • The specific representative bodies of the CSIC civil servants are the Personnel Delegates and the Personnel Boards. The personnel hired by the CSIC have the Personnel Delegates and the Works Councils. <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> • Completion of a Welcome Manual and subsequent dissemination. • Support and collaboration with the R1, R2 and R3 research association. • At the ICU level, promote the presence of all research staff in the scientific boards. • Maintain the meeting of researchers related to the new strategic plans.
Training and Development			
<p>36. Relation with supervisors 3,51</p>	<p>-/+ = partially implement ed</p>	<p>GAPs:</p> <ul style="list-style-type: none"> • It is recalled that the absence or lack of a establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) can undermine seriously the research career. • In most cases, for R1 researchers, the organisation, procedures and supervision of the Ph.D. studies are clearly established through the universities. 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> • An specific section within CSIC's Code of Good Scientific Practices (March 2010) is related to " Training and testing" including the obligations of directors, tutors and trainee's. <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> • Completion of a Welcome Manual and subsequent dissemination. • Conducting an analysis on C&C training needs.

		<ul style="list-style-type: none"> National regulation and universities establish the different functions and obligations as tutors of thesis directors. Recently results showed that the most relevant aspects in the doctoral journey were related to supervision, which corroborates the significance of perceptions about supervision on the shaping of doctoral students' journeys. The relationship with supervisors it is not a topic that is formalized or protocolized within the framework of the CSIC, so that it is left to the randomness of the system applied by the one who acts as a supervisor, to the rules that universities may impose on their doctoral students, etc. 	<ul style="list-style-type: none"> OTM-R Creation of "CSIC Alumni". Creation of a "Margarita Salas Medal" award for best supervision. Training of PhD supervisors. Design, advice and institutional support for professional development. training
37. Supervision and managerial duties 3,59	-/+ = partially implement ed	<p>GAPs:</p> <ul style="list-style-type: none"> There is no global mentor programme. Mentorship is informally provided by the supervisor. No Mentorship attribution is addressed to other researchers or other people. There isn't a Mentorship Programme in the CSIC. Supervisory and management duties are not formally recognized enough for R4 researchers, so there are no general guidelines that give a certain homogeneity to the work and those who perform it do not have to be qualified for it. Lack of a minimum training for mentors and supervisors, as well as, with the strictly necessary scope and in management duties. National regulation and universities establish the different functions and obligations as tutors of thesis directors. Some courses of the Training Cabinet that could be related to these topics are barely known. The funding organisms define the obligations of researchers as project leaders. 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> An specific section within the CSIC's Code of Good Scientific Practices (March 2010) is related to " Training and testing" including obligations of directors and tutors and trainee's. <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> Conducting an analysis on C&C training needs. Launch of a Mentoring programme. Completion of a Welcome Manual and subsequent dissemination. Creation of "CSIC Alumni". Creation of a "Margarita Salas Medal" award for best supervision. Training of PhD supervisors. Design, advice and institutional support for professional development: team management and leadership skills
38. Continuing Professional Development 3,53	-/+ = partially implement ed	<p>GAPs:</p> <ul style="list-style-type: none"> Possible gap related to funding sources/possible imposed constrains to R1-R2 researchers. The CSIC is planning to review the competences and skills of the research career as an integral part of adopting the European Charter and Code for Researchers to meet the development needs of research staff across the institution, improve performance, enhance quality and promote a culture of continuous improvement. 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> The Training Cabinet is committed to the continuous development and offers a broad range of courses. The CSIC has an CSIC's annual training plan (https://saco.csic.es/index.php/s/n7tBSKWatstZywx) offering up to 4 courses per year to a wide variety of topics for scientific profiles. This training offer is reviewed and updated every year.

		<ul style="list-style-type: none"> • Perception of a lack related to researcher the training with transferable skills training, reflecting on the growing need of internationalization, interdisciplinary, open science, cross-cultural, or gender equality aspects in the work of the 21st century work. • Lack of training on the possibilities offered by developing the research career outside the CSIC. • It is suggested, in any case, the creation of a collection of “webinars” and master lectures recorded, as CSIC brand, as do other institutions, which serve as an opened resource for all CSIC staff. 	<ul style="list-style-type: none"> • Seminars are a common means of communication inside ICUs, they are widely advertised widely via ICUs web pages and internal websites. • The CSIC and its ICUs/research groups organises various international schools on several fields. • The CSIC’s Staff Management Manual also outlines the purpose of learning and development at CSIC. • Newsletter as well as by e-mail to a wide list of addresses (currently 11.500 people). • The CSIC Strategic Plan 2018-2021 will be committed to continuing professional development. • CSIC has organised, for the very first time, a CSIC PhD Day on June 2019 https://csicjornadadoctorandos.wordpress.com/ <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> • Completion of a Welcome Manual and subsequent dissemination. • Conducting an analysis on C&C training needs. • OTM-R • Design, advice and institutional support for professional development. information, training, team management and leadership skills and tracking of careers. • Creation of "CSIC Alumni". • Launch of a Mentoring programme. • Launch of a “Buddy” programme. • Training of PhD supervisors.
39. Access to research training and continuous development 3,35	-/+ = partially implemented	<p>GAPs:</p> <ul style="list-style-type: none"> • Gap in regarding accessibility to the continuous development of researchers (in particular R1-2). • The CSIC is planning to review the competences and skills of the research career as an integral part of adopting the European Charter and Code for Researchers to meet the development needs of research staff across the institution, improve performance, enhance quality and promote a culture of continuous improvement. • Perception of a lack related to researcher the training with transferable skills training, reflecting on the growing need of internationalization, interdisciplinary, open science, cross-cultural, or gender equality aspects in the work of the 21st century work. 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> • The CSIC Strategic Plan 2018-2021 will be committed to continuing access to offer research training and continuous development so that all staff members at any stage of their career have access to training, • The Training Cabinet is committed to the continuous development of on-site personnel and offers a broad range of courses that address technical skills and technical management. The CSIC has an CSIC’s annual training plan (https://saco.csic.es/index.php/s/n7tBSKWatstZywx) offering up to 4 courses per year to each worker, with a wide variety of topics for scientific profiles. This training offer is reviewed and updated every year.

		<ul style="list-style-type: none"> Lack of training on the possibilities offered by developing the research career outside the CSIC. 	<ul style="list-style-type: none"> The CSIC's Staff Management Manual also outlines the purpose of learning and development at CSIC and stipulate the importance of maintaining, updating and developing competencies needed for the performance of present and future functions First CSIC PhD Day on June 2019 https://csicjornadadoctorandos.wordpress.com/ continuing in coming years <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> Completion of a Welcome Manual and subsequent dissemination. Conducting an analysis on C&C training needs. OTM-R Design, advice and institutional support for professional development. information, training, team management and leadership skills and tracking of careers Creation of "CSIC Alumni". Launch of a Mentoring programme. Launch of a "Buddy" programme. Training of PhD supervisors.
40. Supervision 3,25	-/+ = partially implemented	<p>GAPs:</p> <ul style="list-style-type: none"> Have the time and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures is sometimes difficult to ensure. At the institutional level, supervisors are not identified as people available and with expertise in a specific topic. For R1, lack of a real tutor in the CSIC, who is different from the supervisor. Lack of annual report in the CSIC (especially in R1 within job bank), R1 and R2 propose to use, in some way, the reports that are already prepared for doctoral schools or funding agencies. Lack of recognition of supervision. Perception that supervisors might have to undergo the appropriate training before carrying out the appraisal of staff member. 	<p>Initiatives undertaken:</p> <ul style="list-style-type: none"> Each early stage researcher is engaged with a PI supervising his/her PhD. The doctorate norms include the procedures and capacitation to perform the tutorship of a doctoral thesis. <p>Suggestions for improvement:</p> <ul style="list-style-type: none"> Completion of a Welcome Manual and subsequent dissemination. Conducting an analysis on C&C training needs. Creation of "CSIC Alumni". Creation of a "Margarita Salas Medal" award for best supervision. Training of PhD supervisors. Implementation of a monitoring system.