

HRS4R CSIC REVISED ACTION PLAN EXTENDED VERSION

REVISED ACTION PLAN (highlighting with green underline the actions implemented during the Initial Phase S1/2021 – S1/2023)

ANNEX: SCHEDULE

Case number: 2019ES391598

Name Organisation under review:

Spanish National Research Council (CSIC)

Organisation's contact details: Ana María Orejas (ana.orejas@csic.es)

1. ORGANISATIONAL INFORMATION

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

STAFF & STUDENTS	FTE
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	5644
<i>Of whom are international (i.e. foreign nationality)</i>	478
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	2597



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<i>Of whom are women</i>	1781
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	3479
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	1008
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	1535
<i>Total number of students (if relevant)</i>	442
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	13888
RESEARCH FUNDING (figures for most recent fiscal year)	€
<i>Total annual organisational budget</i>	1035994622,72
<i>Annual organisational direct government funding (designated for research)</i>	568679117,29
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	460349608,47
<i>Annual funding from private, non-government sources, designated for research</i>	73080174,63
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	



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The Spanish National Research Council (CSIC) is a State Agency ascribed to the Ministry of Science and Innovation, for scientific research and technological development, and the largest public institution in Spain dedicated to research and one of the most renowned of the European Research Area (ERA).

Main competences are generation of knowledge, transfer of results, creation of technology-based enterprises, expert advice provided to institutions, highly qualified pre-doctoral and post-doctoral training, promotion of scientific culture in society, management of large facilities and unique scientific and technical infrastructures, presence and representation in international bodies.

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2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE:

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

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES
Ethical and professional aspects	Strengths • CSIC clearly allows freedom of research. • Predominantly positive general assessment on ethical and professional aspects. • The CSIC counts on an Ethics Committee, providing regulations on ethical issues. • The CSIC counts on a Code of Good Scientific Practices of CSIC (March 2021) and a Manual of Conflicts of Interest (October 2015). Both are available in English in the website. • CSIC training course on "Ethics and Integrity in Research" launched annually (2 Editions), taught by members of the CSIC Ethics Committee and mainly addressed to scientific and technical staff. • An open access policy has been implemented and an institutional repository is available (Digital.CSIC). • Several units Ethics Committee, Deputy Vice-Presidency for Knowledge Transfer (VATC), Vice-Presidency for International Affairs (VRI) and Vice-Presidency for Scientific and Technical Research (VICYT) provide information updated and train researchers. • The CSIC Strategic Plan 2022-2025 is the road map that accompanies the CSIC's strategy. • CSIC's economic balance and administrative processes are regularly audited. • Support services for research management and transparent accountability. • CSIC also has an Occupational Risk Prevention Unit.



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- CSIC has a Deputy Vice-Presidency for Knowledge Transfer (VATC) that oversees the assistance and training of issues related to IP.
- Several actions are in progress within Strategic Plan 2022-2025.
- Dissemination and outreach. CSIC is the Spanish institution with the highest international projection in the press media.
- Leadership in Scientific Culture activities, CSIC counts on a Deputy Vice-Presidency for Scientific Culture (VACC), which is very active in direct engagement with the public and disseminating science and being the first receipt projects from the Spanish Foundation for Science and Technology (FECYT).
- Related to dissemination, outstanding participation of researchers and variety of actions and events.
- Open Access Institutional Policy (April 2019).
- The CSIC has an Equality Plan and a Strategic Action Plan 2022-2025 which includes annual aims and specific lines of action (disseminated through CSIC webpage).
- The CSIC has published and disseminated a welcome manual (also available in English) to provide important information to newcomers.

Weaknesses

- In general, there is a lack of training for researchers on several on theses aspects.
- Lack of training and better diffusion for R1-R4 on Ethical principles.
- Vast majority of researchers are not familiar with the national and CSIC's own regulations.
- Documents and relevant information are not written in English.
- General lack of institutional recognition of outreach activities.
- There were no direct procedures to evaluate the research activity of R1 and R2 researchers hired within research projects.

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Recruitment and selection	Strengths • Attractiveness of the scientific positions of the CSIC in the national and international context. • As a public entity has an open procedure for the selection and recruitment of research staff, management staff and collaborators in research tasks. • The CSIC complies with national and regional legislation regarding the composition of the selection committees. • There is a job bank, including regulations for the recruitment of researchers funded by research projects. • The processes of stabilization of temporary employment and the large public job offers promoted by the government are allowing the hiring of more staff and the consolidation of employment on an indefinite basis. • The Law 17/2022, of September 5, which amends Law 14/2011, of June 1, on Science, Technology and Innovation, includes some innovations aimed at promoting the attraction of talent and the mobility of research personnel. • The CSIC presidency has launched a strategic project called "Simplifica" to reduce administrative burdens. • The CSIC presidency launched in November 2022 a strategic programme called "CSIC-Breakthrough-Labs" to attract internationally renowned scientists. • The CSIC presidency will launch in 2023 a strategic project addressing the "Gender analysis of promotion to/from the scientific scales of the CSIC". • Since 2021, the resolution for awarding research scholarships to bachelor's and master's degree students includes the score they have obtained. Weaknesses • CSIC is discussing an OTM-R policy. • Although the recruitment procedures are aligned in their main aspects with the OTM-R principles, they do not fully meet the Charter&Code and OTM-R items. • Information is scattered in several documents. • Excessive administrative burden in research management. • Recommendations and training to selection committees could be improved. • Lack of publication of job offers on Euraxess.
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	• Foreigners are not familiar with the Spanish general recruitment information. • Information about job offers could be improved. • National regulations slow down the hiring of foreign researchers. • Various reasons, such as national legislation or Spanish extended budgets compromise the stabilisation and promotion of postdoctoral researchers.
Working conditions	Strengths • Ability to compose interdisciplinary teams. The Interdisciplinary Thematic and Connections Platforms are a finalist instrument of research and innovation, created to address multidisciplinary challenges of great scientific, economic, and social impact. • Offer a scientific-technical-management environment capable of attracting and retaining the best research teams, and ensuring that they identify with the institution. • Tackle projects with a mission-oriented approach, understanding their role in a more complex ecosystem, in which innovators, industries and government agencies participate, to achieve greater impact. • CSIC dimension and presence at international, state and regional level. • Suitable working environment in terms of health and safety conditions, facilities and infrastructures. • Heritage and scientific facilities and equipment. • Connection with relevant European and international initiatives. • Collaboration with the university environment. • Reference position as a national and regional research body. • Scientific Excellence, well developed research activity and areas of expertise. • Professional recognition. It is covered by the National law of science. • Innovation capacity. • Prestige of the 'CSIC' brand. • The CSIC's Staff Management Manual outlines several points of the Charter&Code. • The CSIC's action plan 2022-2025 aims, among other goals, to improve professional development and attract talent. The CSIC's Health & Safety Office prepares guidance documents, advises on risk assessments, and arranges external safety audits.



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- Representation at the highest international level to position the CSIC in decision-making bodies.
- CSIC launches its Award for Excellence in Prevention of Occupational Risks "Ramón Tobar".
- CSIC's annual Social Action Plan includes multiple benefits for employees. The next plan will be extended to increase the number of beneficiaries.
- It is CSIC's policy to offer as much security of tenure as possible and to ensure the optimum duration of contract. The labor reform approved by the Spanish government has generalized the hiring of permanent employees.
- The Law 17/2022, of September 5, which amends Law 14/2011, of June 1, on Science, Technology and Innovation, includes some innovations aimed at improving scientific careers, increasing the stability of researchers and promoting gender equality.
- CSIC applies a state initiative called "accumulated hours" for family reconciliation, among other initiatives included in the CSIC's work calendar
- The CSIC has recently approved the 3rd Equality Plan, more ambitious than the previous ones, and counts on a Women and Science Committee and a Delegated Commission for Equality with the participation of trade unions.
- The CSIC awards annually the "Gender Equality Accreditation Seal".
- CSIC has a protocol against sexual harassment.
- The CSIC presidency has launched the strategic project on equality that aims to continue advancing towards equality between women and men.
- A survey on sexual harassment and gender abuse was conducted in September 2019.
- The CSIC has a comprehensive annual training plan, which has been improved to be aligned with the HRS4R strategy.
- The CSIC presidency has designed the strategic project "MaXSO-CSIC", inspired by national and EU organisational and public policy self-assessment programmes (such as the Common Assessment Framework-CAF), in order to establish a progressive pathway to improve the scientific excellence of CSIC Institutes and its transfer to society.

Weaknesses

- Working conditions are regulated by different labour laws and collective labour agreements that could create a strict legal framework.



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	• Organizational complexity of the CSIC. • Need for the renovation of centre buildings, facilities and equipment of the centres. • Management procedures require greater agility and flexibility. • Executive structure with limited management training. • General lack of career advice and mentoring for researchers. • General lack of development of very clear career paths for researchers who want to work with industry, academia or teaching. • Although technology-based companies or spin offs are widely contemplated, there is low cross sectoral mobility, especially towards industrial environments. • Information about funding, salaries, professional development, access to career advice, mobility or there is none or is scattered on the web/intranet. • Salaries are established by national regulations and collective agreements, being thus less attractive than industrial salaries. • Being a research institution and not a university, teaching could not be considered as the main activity of our researchers. • There is not a Ombudsman or Mediator figure to deal with complaints/appeals of researchers. • R's perception of not participating in the different representative bodies.
Training and development	Strengths • The CSIC Annual Plan actions within CSIC Strategic Plan 2022-2025 will be committed to continuing access to offer research training and continuous development. • The Training Cabinet is committed to the continuous development of on-site personnel and offers a broad range of courses, including courses related to team management and group leadership in science, supervision of doctoral students, career development.



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- A well-established relationship with PhD schools among universities, most of them with an internal quality management system to continuously improved the training and evaluation of R1 researchers. The School of Doctoral Studies mediates in conflicts between R1 researchers and their supervisors
- CSIC has organised several a CSIC PhD Day from June 2019.
- The CSIC has implemented a mentoring program as well as the “Buddy” program to bring current research personnel in contact with new researchers.
- The CSIC has launched the “CSIC Alumni” initiative with the aim of creating a network of contacts that will enable the creation of a scientific community for professional collaboration.
- CSIC has launched in January 2023 the I-MOVE Programme to foster the international mobility of R1 researchers.

Weaknesses

- Slow to adjust to new changes and requirements to remain competitive in attracting researchers.
- The relationship with supervisors it is not a topic that is formalized or protocolized within the framework of the CSIC.
- Lack of teaching being recognised as an important asset.
- Lack of tracking of the career destinations of former researchers.
- Lack of specialized training on team management and group leadership for researchers.
- Supervisory and management duties are not formally recognized enough.
- Perception that supervisors might have to undergo the appropriate training.

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3. ACTIONS

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

Web link to the organisation's HR Strategy dedicated webpage(s):

*URL: <https://www.csic.es/es/formacion-y-empleo/estrategia-de-recursos-humanos-para-investigadores-hrs4r>

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

PROPOSED ACTIONS	GAP PRINCIPLES	REALIZATION PERIOD	RESPONSIBLE UNIT	OBSERVATIONS (T: Targets I: Indicators)
General Aspects				
A1. HRS4R Kick-off and follow-up	3. Professional responsibility 4. Professional attitude 5. Contractual and legal obligations 6. Accountability 7. Good practice in research 8. Dissemination, exploitation of results 10. Non discrimination 13. Recruitment (Code)	COMPLETED	Vice-presidency for Scientific and Technical Research (VICYT) President's Office / General Secretariat (SEGE)	T: Kick-off: Steering Committee of HRS4R (2-4 members): Decision-making body in charge of strengthening awareness, commitment and implementation of the Charter & Code criteria. T: Implementation of "Follow-up Working Group (FWG)" (6-8 members): Creation and implementation of a working group with the task of deploy the HRS4R Action Plan actions, control the quality and follow-up of indicators, awareness of HRS4R in the research community and HHRR services, communicate the advances to CSIC's Steering Committee; made up of people in charge of each topic, representatives of the different specific areas and services, and R1 to R4 researchers. Incorporate new



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	24. Working conditions 27. Gender balance 28. Career development 30. Access to career advice 31. Intellectual Property Rights 32. Co-authorship 33. Teaching 34. Complains/ appeals 35. Participation in decision-making bodies 36. Relation with supervisors 37. Supervision and managerial duties 38. Continuing Professional Development 39. Access to research training and continuous development 40. Supervision			researchers that wish to join the FWG and to become “Delegates for HRS4R”. T: Follow-up and Support: The TO will coordinate the deployment of the HRS4R Action Plan, connecting the Specific Working Teams with the FWG. In addition, TO will oversee reporting to the FWG, give support for the preparation of deliverables, and ensure that all documents are delivered in an online version in Spanish and English. The TO will also be responsible for a dynamic workflow articulated along the plan: follow up on indicators and elaborate reports for internal and external evaluation, a cloud tool for easy access to information (wiki), regular meetings, ad-hoc subcommittees with key people for specific matters depending on the evolution of the process, quality control and international benchmark. Additionally, it will evolve, in a coordinated fashion, the communication plan, and the continuous evaluation process. I: WG HRS4R constituted. I: WG OTMR constituted. I: Surveys to address the awareness (Quality Observatory).
A2. Implementation of a diffusion HRS4R campaign. To carry out the campaign to publicise the actions contemplated in the CSIC’s action plan for the full implementation of Charter & Code, HRS4R and OTM-R	ALL	COMPLETED	Vice-presidency for Scientific and Technical Research (VICYT) President’s Office / General Secretariat (SEGE)	TARGETS T: Awareness: The goal is to attain an increasing application of the Charter & Code criteria in the research community and in everyday research practices. T: Dissemination campaign including info days, leaflets, online multilingual material explaining the advantages of the



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				application of the Charter & Code principles and specific information and updates about the strategy. T: Organize an OTM-R and Charter & Code seminar for the research and HHRR staff community to present the Action Plan. T: Organize periodical briefings in various departments to influence the dissemination of the Charter & Code key lessons to research staff. T: Organize periodical briefings with the institution's management committee, departments and boards to introduce the OTM-R and Charter & Code key lessons to the administration staff. I: Details and number of diffusion/communication actions. I: N° attendees and online participants in HRS4R/Charter & Code/OTM-R seminars. I: Online material available.
A3. Establishment of a working group to establish and completion a Welcome Manual and subsequent dissemination. A tool specifically designed to help new researchers and employees, providing the relevant information to facilitate a proper and quick integration into the CSIC work environment and managing the services and resources available at the CSIC.	3. Professional responsibility 4. Professional attitude 5. Contractual and legal obligations 6. Accountability 7. Good practice in research 8. Dissemination, exploitation of results 10. Non discrimination 13. Recruitment (Code) 24. Working conditions 27. Gender balance	COMPLETED	President's Office - General Secretariat (SEGE)	T: Collect all the welcome information from the CSIC and disseminate it in a timely manner. T: The manual should be easy to find, short, user-friendly, visually attractive, simple (infographics) and elaborated in collaboration with representatives from ICUs and scientists at all stages of the career, as they know better what needs to be included in a Welcome Manual from a practical point of view. In addition to what other units have suggested, VORI suggests to include issues like: - The organisation and internal regulations of the CSIC as a whole and in the new employee's ICU. - Infographics to show where to find relevant information for each category on the CSIC website or intranet (e.g. user cases)



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	28. Career development 30. Access to career advice 31. Intellectual Property Rights 32. Co-authorship 33. Teaching 34. Complains/ appeals 35. Participation in decision-making bodies 36. Relation with supervisors 37. Supervision and managerial duties 38. Continuing Professional Development 39. Access to research training and continuous development 40. Supervision			Centralised FAQs regularly updated and ordered by popularity. T: Include information about the scientific and technological equipment available at the research groups, institutes and research centres, highlighting the available singular scientific and technological institutes (ICTS), Interdisciplinary Thematic Platforms (PTI), Services catalogue, ESFRI). Also, include other available scientific services, outside of CSIC, that could be accessed by the CSIC researchers. and different regulations (GDPR, confidentiality, patents, conflicts of interest, etc.). I: Steering Committee approval. I: Working group set up. I: Number of downloads/consultations. I: Publication of the Welcome Manual.
A4. Translate into English the documents to be determined by "Follow-up Working Group (FWG)". Update and translate into English documents	5. Contractual and legal obligations 10. Non discrimination 12. Recruitment 13. Recruitment (Code) 15. Transparency (Code). 24. Working conditions	S2/2023 - S1/2026	President's Office Secretariat (SEGE)	TARGETS T: In English (whether or not on the intranet) those essential documents that facilitate the foreign scientific personnel stay (Welcome Manual) and those documents that directly affect their employment relationship with CSIC (for example, employment contracts, translations without legal validity, informative only). T: The CSIC website will be available in English in its entirety.



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				I: Number of general information documents translated. I: Number of contracts signed by foreign research staff with a sworn translation as an attachment as is done with the MSCA.
A5. Set up a working group to establish and conduct an analysis on Charter & Code training needs. The CSIC's Global Training Catalogue (offered by the Training Cabinet/ General Secretariat (SEGE), Department for Postgraduate and Specialisation (DPE), Vice-presidency for Scientific and Technical Research (VICYT), ETC) will be evaluated and aligned with the current CSIC/HSR4R Strategic Plan. It will be a work in progress as it will be adapted to the existing courses and develop new ones, to stay up-to date with the evolving needs of our researchers.	3. Professional responsibility 5. Contractual and legal obligations 8. Dissemination, exploitation of results 9. Public engagement 18. Recognition of mobility experience (Code) 24. Working conditions 30. Access to career advice 31. Intellectual Property Rights 36. Relation with supervisors 37. Supervision and managerial duties 38. Continuing Professional Development 39. Access to research training and continuous development 40. Supervision	COMPLETED	Vice-presidency for Scientific and Technical Research (VICYT) / General Secretariat (SEGE)	T: Increase training in the principles of Charter & Code and OTM-R. T: Training materials for all personnel, mainly based on manual material mentioned above and the scheduled Charter & Code training courses. T: Reinforce the diffusion of the training offers, especially for R1 and R2 researchers, of Vice-presidency for Scientific and Technical Research (VICYT), General Secretariat (SEGE) and Vice-presidency for International Affairs (VRI), in cross-disciplinary training and teaching. Further define the target groups (senior, postdoctoral researchers and PhDs) and develop custom training- ongoing. T: The Charter & Code affects the entire institution so course design and assistance will be encouraged to all personnel, included research management and administration staff. In order to facilitate HRS4R correct implementation and assimilation as part of the CSIC corporate culture. T: Dissemination of the NEFOR application, which recollect the training needs of all CSIC institutes, among all personnel, and encourage them to use it. I: Nº of new courses. I: Total Nº of attendees. I: Nº attendees by R. I: Satisfaction survey and report of results and recommendations.

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A6. OTM-R Study, evaluation and development of an institutional policy in this area. Reflection of the OTM-R policy in all actions concerning the recruitment of research staff.	5. Contractual and legal obligations 7. Good practice in research 10. Non discrimination 11. Evaluation/ appraisal systems 12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code) 17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code) 19. Recognition of qualifications (Code) 20. Seniority (Code) 21. Postdoctoral appointments (Code). 26. Funding and salaries 27. Gender balance 29. Value of mobility 30. Access to career advice 36. Relation with supervisors.	S1/2024 – S1/2026	General Secretariat (SEGE)	T: Creation of the “OTM-R Working Team”, consisting of representatives of all services with competence in selection and recruitment of researchers. Tasks: i) Analyse and reviewing the processes of selection and recruitment of researchers. ii) Collect the whole set of internal rules regarding the advertisement, selection and hiring of the research staff at all levels within the CSIC, as well as the procedures and practices associated to them. iii) Follow up of the implementation for the progressive adaptation to the OTM-R system. iv) Awareness, training and dissemination on OTM-R policy for the Management team, administrative staff and lead researchers. Organize a specific seminar aimed at HHRR managers, researchers responsible of recruiting processes, FWG’s members, etc. to present the updated norms and Recruitment Guide v) Continuous internal monitoring and follow-up. I: Creation of a working team for this purpose. I: OTM-R protocol and Guide defined and published on the intranet (Number of downloads from the website and evolution). This guide will be accessible in Spanish and English, available to be downloaded from the CSIC’s webpage, and will be publicly among the research centres (seminar or webinar). It will be provided to the newcomers together with the welcome manual. I: Satisfaction survey on measures undertaken aimed at the research community. I: Schedule periodical briefings to the institution’s management committees and boards to introduce the key lessons of OTM-R and Charter & Code to the administration staff.
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	38. Continuing Professional Development. 39. Access to research training and continuous development			
A7. Creation of the “HRS4R documents” repository in a specific area of the Intranet. There is not a centralised repository of information about CSIC activities, facilities, regulations and other issues, and this information is not provided to the newcomers. To overcome this situation, CSIC will enable a specific document repository in CSIC intranet with all the information regarding the principles of Charter & Code Internal and External Rules and legislation.	1. Research freedom 2. Ethical principles 3. Professional responsibility 4. Professional attitude 5. Contractual and legal obligations 6. Accountability 7. Good practice in research 8. Dissemination, exploitation of results 9. Public engagement 10. Non discrimination 11. Evaluation/appraisal systems 12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code)	COMPLETED	General Secretariat (SEGE)	T: Information and support to all researchers. This repository will be prepared, accessible in Spanish and English, distributed among all the researchers and incorporate into the welcome manual for researchers and online. T: Improve communication between Direction, Board, Researchers and Administration (Infographics and use cases could be useful). T: Creation of the repository to provide information and support to all researchers (provide infographics and practical examples). I: Number of downloads/consultations. I: Survey to find out if there is demand for information on the topic HRS4R/repository satisfaction. I: Number of documents available.



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	17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code) 19. Recognition of qualifications (Code) 20. Seniority (Code) 21. Postdoctoral appointments (Code) 22. Recognition of the profession 23. Research environment 24. Working conditions 25. Stability and permanence of employment 26. Funding and salaries 27. Gender balance 28. Career development 29. Value of mobility 30. Access to career advice 31. Intellectual Property Rights 32. Co-authorship 33. Teaching 34. Complains/appeals			
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	35. Participation in decision-making bodies 36. Relation with supervisors 37. Supervision and managerial duties 38. Continuing Professional Development 39. Access to research training and continuous development 40. Supervision			
Ethical and Professional Aspects				
Ethical topics				
A8. Design of training courses online/on-site on ethical topics.	2. Ethical principles	COMPLETED	President's Office / General Secretariat (SEGE) Deputy Secretary General for Human Resources (SGARH)	T: Expand training in ethical issues. I: Number of courses taught. I: Number and type (R1 to R4) of attendees. I: Participants' feedback (Satisfaction survey). I3: Participants' feedback (Satisfaction survey)
A9. Greater dissemination of everything related to the Ethics Committee (to be included in the Welcome Manual). Improvement of the promotion and coordination of the courses.	2. Ethical principles	COMPLETED	President's Office / General Secretariat (SEGE) Deputy Secretary General for Human Resources (SGARH)	T: Researchers are informed about the new training offer of the Ethics Committee. T: Use of different tools: Social Media, website, seminars, networking, newsletter, etc. I: Information has been added to the Welcome Manual. I: At least 20% of new training contents offer. I: Public engagement website published.



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				I: Achieve at least 50% attendance of R1 and R2 researchers to training courses number of researchers informed, the number of downloads.
A10. Completion of the update of the Scientific Good Practices. Update of the Code of Good Practice, in alignment with the Charter & Code and OTM-R.	1. Research freedom 2. Ethical principles 3. Professional responsibility 5. Contractual and legal obligations 6. Accountability 7. Good practice in research	COMPLETED	President's Office (Ethics Committee)	T: Code of Good Practices on Research updated. T: Code of Good Practices available and widely disseminated among the research community. T: This guide will be accessible in Spanish and English, available to be downloaded from the CSIC's webpage, and will be publicly provided to the newcomers together with the welcome manual. I: Steering Committee approval. I: Nº Downloads or visits. I: Survey to measure the usefulness and scope of the guide among the research community. I2: Code of Good Practices on Research updated and published I3: CSIC Manual of conflicts of interest revised and published
A11. General Transfer Guide	1. Research freedom 2. Ethical principles 3. Professional responsibility 5. Contractual and legal obligations 6. Accountability 7. Good practice in research 8. Dissemination, exploitation of results 23. Research	S2/2025 S1/2026	Vice-presidency for Scientific and Technical Research (VICYT) / Deputy Vice-Presidency for Knowledge Transfer (VATC)	T: This guide will be accessible in Spanish and English, available to be downloaded from the CSIC's webpage, and will be publicly provided to the newcomers together with the welcome manual. I: Guide Published. I: Webpage monitoring (Number of visits). I: Number of downloads.

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	environment 24. Working conditions 31. Intellectual Property Rights			
A12. Support to the Open Science strategy, via the institutional repository DIGITAL.CSIC and Open Access publishing support programme.	8. Dissemination, exploitation of results	S2/2023 – S1/2026	Vice-Presidency for Institutional Affairs and Organisation (VORI) / Unit of Scientific Information Resources for Research (URICI)	TARGETS T: Increase the dissemination of CSIC's research results T: Promotion of services related to research results (impact and visibility): Author profiles, ORCID, DOI, FAIR T: Transformation of R&P subscription licenses T: Training and Professional Development around Open Access, Open Data, Data Management Plans, FAIR Data T: Implementation of Digital Preservation System INDICATORS I1: Number of training courses on OA/OD/RDM issues I: Implementing Digital Preservation Policy (2021). I: Provide Digital Preservation System (2025-2027). I: Implementation of the CSIC monitoring pilot platform for OA compliance (2020)
A13. Create the CSIC's Prize for Scientific Dissemination. Recognize the continuous effort of the CSIC's staff for the dissemination of scientific results.	9. Public engagement 22. Recognition of the profession	S1/2025 - S1/2026	Vice-Presidency for Institutional Affairs and Organisation (VORI) Deputy Vice-Presidency for Scientific Culture (VACC)- General Secretariat (SEGE) (Assistant Secretary	T: To increase awareness among the CSIC's staff and the visibility of the public as a whole by rewarding the best projects I: Design of the Award. I: Number of applications received. I: Dissemination of selected projects (social media, television, websites, etc.)

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			General for Economic Affairs (SGAAE)	
A14. Implementation of a monitoring system. Deploy a management tool to individualize the programming and monitoring of contracts / research projects.	11. Evaluation/ appraisal systems 29. Value of mobility 33. Teaching 40. Supervision	S2/2025	Vice-presidency for Scientific and Technical Research (VICYT) Department for Postgraduate and Specialisation (DPE)- Deputy Vice-Presidency for Scientific Planning (VAPC) - General Secretariat (SEGE) Assistant Secretary General for Information Technology (SGAI)	T: Establish procedures for the programming and monitoring and evaluation of R1 and R2 researchers hired within research projects. T: Define and write guidelines. T: We propose to issue a monitoring certificate for the R1, and R2 researchers funded by research projects, to certify their good performance and the description of technical abilities that they have performed during the contract. This certificate will be useful to demonstrate their experience for other selection processes both in and outside of academia. I: Creation of guidelines or official procedures for the monitoring of R1 and R2. These guidelines will be accessible in Spanish and English, available to be downloaded from the CSIC's webpage, and will be publicly among the research centres (seminar or webinar). It will be provided to the newcomers together with the welcome manual. I: Nº of R1 and R2 monitored. I: Number of monitoring certificate provided.
A15. "Promotable". Scientific-technical monitoring "where you are in the scientific cloud", action to know your scientific situation in order to promote.	11. Evaluation/ appraisal systems 17. Variations in the chronological order of CVs (Code)	S1/2025 - S1/2026	Vice-presidency for Scientific and Technical Research (VICYT) / Deputy Vice-Presidency for Scientific and	T: Communicate to the researcher at what stage of his professional career he/she is. T: System adapted to the researcher for his/her promotion. T: This monitoring will be managed through the Promotable tool, a technology developed by the Kampal Data Solutions spin off, which collects, classifies and updates the most relevant indicators of scientific production.

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	18. Recognition of mobility experience (Code) 19. Recognition of qualifications (Code) 20. Seniority (Code) 22. Recognition of the profession 29. Value of mobility		Technical Areas (VAACT)	I: Full implementation of the tool. I: Number and type (R1 to R4) of researchers who have used the tool and promoted it.
A16. Promotion and improvement of the management of scientific projects. Undertake a set of structured actions to promote and improve project management	4. Professional attitude 5. Contractual and legal obligations 6. Accountability 24. Working conditions	S2/2023	Vice-presidency for Scientific and Technical Research (VICYT) (Deputy Vice-Presidency for Scientific Planning (VAPC) - General Secretariat (SEGE)	T: Actions that include: - specialized management training in project management from an integral perspective, which contemplates them from the beginning to the end, - the revision of the calculation of indirect project costs by defining a model agreed with the Spanish State Research Agency (AEI), - The establishment of an Integrated Project Monitoring Office and an Income and Expenditure Audit Office. I: Nº of courses. I: Number of attendants. I: % of R1, R2, R3 and R4 attendants.
Non discrimination				
A17. Promoting the integration of the gender dimension in research projects. Raise awareness within the CSIC community of the importance of including a gender perspective in	10. Non discrimination 27. Gender balance	S2/2023 – S2/2025	President's Office (Equality Commission) - Vice-presidency for Scientific and Technical Research (VICYT)	T: Train researchers on incorporating sex and gender analyses into research projects and content. T: Use the knowledge provided by gender and sex analysis to improve scientific research methods and innovation. I: Nº of activities

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all regular activities or gender within research projects.				I: Nº of training workshops for researchers I: Statistics on projects that include gender in research content.
A18. Mention and recognition of the LGTBI collective. Study and analysis of the situation of the LGTBI collective	10. Non discrimination 27. Gender balance	S1/2026	President's Office (Women and Science Commission)	T: Study and analysis of the situation through a survey to have a real diagnosis of the situation. T: The survey will be studied and different measures or actions to be carried out during the period of accreditation of the seal will be evaluated. T: Survey results will be studied, so specific actions to be implemented will be studied/evaluated. I: Conduct of the survey. I: Number of people completing the survey.
Recruitment and Selection				
Increase visibility and transparency				
A19. Publication on EURAXESS Jobs Portal. To give greater international visibility to the offer and the institution, as well as greater transparency in contracting	12. Recruitment 13. Recruitment (Code) 15. Transparency (Code)	S2/2024 - S1/2026	General Secretariat (SEGE)	T: Improvement of the management of the job offers. T: Through the CSIC website and the intranet, information will be given about the services of the EURAXESS portal and provide a link to the portal. T: Use of the CSIC's Database of Expressions of Interest for the uploading of both hosting and job offers. I: Number of Number of job advertisements and hosting offers published on EURAXESS. I: Evolution in the number of CSIC accounts open on EURAXESS portal
A20. Development of a Database of Expressions of Interest (BDEI). Design and implementation of a corporate tool to increase the	12. Recruitment 13. Recruitment (Code) 15. Transparency (Code)	COMPLETED	Vice-presidency for Scientific and Technical Research (VICYT) Department for Postgraduate	T: Provide greater transparency. T: Guideline will be accessible in Spanish and English, available to be downloaded from the CSIC's webpage, and will be publicly among the research centres (seminar or webinar). I: Nº of offer descriptions published in English.

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number and transparency of CSIC's job offers.			and Specialisation (DPE) – General Secretariat (SEGE) Assistant Secretary General for Information Technology (SGAI)	I: Nº of offer descriptions published on BDEI. I: Nº of job descriptions published on BDEI then on EURAXESS.
A21. Guide for candidates to civil servant research staff in the CSIC. Guide to present the practical terms and conditions of the application, the competition process itself and the recruitment procedure.	12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code) 18. Recognition of mobility experience (Code) 19. Recognition of qualifications (Code) 20. Seniority (Code)	S1/2025 - S1/2026	Vice-presidency for Scientific and Technical Research (VICYT) / Deputy Vice-Presidency for Scientific and Technical Areas (VAACT) - General Secretariat (SEGE)	T: Transparency and providing information on the process. This guide will be accessible in Spanish and English, available to be downloaded from the CSIC's webpage, and will be publicly among the research centres (seminar or webinar). I: Guide published. I: Guide in English/Spanish. I: Nº of downloads.
A22. Modernise the Recruitment Portal interface for applicants: Improve the accessibility to employment in the CSIC	12. Recruitment 13. Recruitment (Code) 15. Transparency (Code)	S1/2025	General Secretariat (SEGE) - Deputy Secretary General for Human Resources (SGARH)	T: Promoting the use of e-tools for the whole recruitment, considering job advertisements and reduce the administrative burden for candidates and selection committees. I: Update of the portal. I: Satisfaction survey of the portal.
Tribunals				
A23. Drafting of Charter & Code and HRS4R recommendations for tribunals. Awareness, training and dissemination of the	12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code)	S1/2025 - S1/2026	Vice-presidency for Scientific and Technical Research (VICYT) / Deputy	T: Improve the alignment of the CSIC selection boards' practices and procedures with the principles of the Charter and Code.

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HRS4R/ OTM-R principles and procedures to the selection committee and staff responsible of the recruiting process.	16. Judging merit (Code) 17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code) 19. Recognition of qualifications (Code) 20. Seniority (Code) 29. Value of mobility		Vice-Presidency for Scientific and Technical Areas (VAACT)	T: Including specific recommendations of support/best practice to help alignment the recruitment priorities for CSIC researchers. T: This guide will be accessible in Spanish and English, available to be downloaded from the CSIC's webpage, and will be publicly among the research centres (seminar or webinar). It will be provided to the newcomers together with the welcome manual. I: Recommendations guide approved. I: Number of visits/downloads of recommendations. I: Satisfaction survey related to the application by the jury of the recommendations, evaluate and review and propose actions if adequate.
A24. Training for tribunal members. Design and implement a pilot programme "Training programme for members of selection committees" (on line webinar or semi-on site).	12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code) 17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code) 19. Recognition of qualifications (Code) 20. Seniority (Code) 27. Gender balance	S2/2023 – S1/2026	Vice-presidency for Scientific and Technical Research (VICYT) / Deputy Vice-Presidency for Scientific and Technical Areas (VAACT)	T: Training the Selection Committee members, committing to compliance with the principles contained in the Charter & Code and OTM-R. T: The Selection Committee members will have to know and understand the Charter & Code principles and be commitment to apply objectively the defined scales, constantly endeavouring to select according to the principles of merit and ability in a multidimensional curriculum. I: Number of trained members. I: Publish in the website, include in Welcome Manual. I: The Satisfaction survey evaluates and reviews and proposes actions if adequate.
A25. Creation of a "Research Assessment Working Group" in	2. Ethical principles 12. Recruitment	S2/2024 – S1/2026	Vice-presidency for Scientific and	T: Assess the implications of the CSIC's signing of the DORA Declaration. A document will be the result of the working

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CSIC to study and analysis of the Research Assessment	13. Recruitment (Code). 14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code) 22. Recognition of the profession		Technical Research (VICYT) / Deputy Vice-Presidency for Scientific and Technical Areas (VAACT)	group's process of study and analysis. It will be the basis for discussing and approving the signature of the DORA Declaration by the CSIC, and for a future work plan to implement DORA principles in the CSIC. T: To look into the robustness of research assessment processes for grant allocation and career progression aligned to the "Research Assessment Practices" from Science Europe. I: Creation of the group. I: Number of working group meetings. I: Document resulting from actions.
Working conditions and social security				
A26. Design and provision of an Attention Service for Research Staff. Design and implementation of a service for the reception welcome and assistance to researchers.	10. Non discrimination 12. Recruitment 13. Recruitment (Code) 19. Recognition of qualifications (Code) 23. Research environment 24. Working conditions 29. Value of mobility	S2/2024	Vice-presidency for Scientific and Technical Research (VICYT) Department for Postgraduate and Specialisation (DPE)	T: Define CSIC the units implicated in the centralised service for the welcoming and reception of new researchers, it could include services for: Support services on arrival, stay and departure visas, residence permits, taxes, Social Security, health system, welcome and cultural integration actions, language, accommodation, family support, nursery school, processing of degree equivalences, etc. The website will have available in both Spanish and English this kind of information. I: Creation of the Service. I: Website or website section published and updated. I: Number of consultations received and resolved.
Recognizing the profession				
A27. Creation of a prize related to the novelty in research results and the impact and/or relevance in research. Recognition,	22. Recognition of the profession	S2/2024 S1/2025	President's Office – Vice-presidency for Scientific and Technical Research	T: To design the contest and the call on a yearly basis: a prize for scientific labour for the 4 categories of the different scientific profiles (R1, R2, and R3-R4).

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through an award, of the research work of research staff			(VICYT)- General Secretariat (SEGE) Assistant Secretary General for Economic Affairs (SGAAE)	I: Dissemination of the announcement and awarding of the prize (newsletter, social media, email, etc.). I: Number of awards granted I: Award-winning researchers.
A28. Creation of "The CSIC most relevant PhD Thesis Award". Encourage professional and academics recognition of R1 researchers.	22. Recognition of the profession	COMPLETED	Vice-presidency for Scientific and Technical Research (VICYT) Department for Postgraduate and Specialisation (DPE) - General Secretariat (SEGE) (Assistant Secretary General for Economic Affairs (SGAAE)	T: Design the essentials of the contest and a call on a yearly basis. I: Dissemination of the announcement and awarding of the prize (newsletter, social media, email, etc.). I: Number of awards granted I: Award-winning researchers.
A29. Promote greater recognition of R1, R2, and R3 in the annual research staff awards, to make visible and promote institutional recognition of the CSIC's research staff	22. Recognition of the profession	S2/2023	President's Office	T: Modification of the information request template including all the R. T: At the level of the President's Office-ORGC: Promote the presence of R1, R2 and R3 in the ceremony of recognition in the assembly hall. T: At the level of ICUs: Consider R1, R2 and R3 in the filling of the template sent to ICUs (with division by Rs). I: Number of awards received by RI-R3. I: Number of recognitions in the assembly hall of R1-R3.
Improve work conditions				

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A30. Investment in basic infrastructures and centres	24. Working conditions	COMPLETED	General Secretariat (SEGE)	T: Actions are planned in Galicia, Asturias, Comunidad Valenciana, Castilla y León, Cataluña, Islas Baleares, y Comunidad de Madrid, from the drafting of the projects to the continuation/completion of the works. I: Number of institutes involved.
A31. Conduct a survey on working conditions, including aspects related to: Professional development. Mental health and wellness. Workplace and sexual harassment. To know the situation of the research personnel in these subjects	10. Non-discrimination 24. Working conditions	S1/2026	General Secretariat (SEGE)	T: Analysis, evaluation and implementation of measures where appropriate. I: Number of people incorporated in the pilot programme.
A32. Implementation of a teleworking pilot programme. Study and design of a teleworking programme	24. Working conditions	COMPLETED	General Secretariat (SEGE)	T: Offer greater flexibility in working conditions. I: Number of people incorporated into the pilot programme.
Funding and salaries				
A33. Study the feasibility of a R1 and R2 call (FSE application + 2021-2027). Define the procedures to generate a to promote the employability and training of people in order to achieve the EU objectives (If the Ministry of Labour finally gets the funds)	20. Seniority (Code) 21. Postdoctoral appointments (Code) 25. Stability and permanence of employment 26. Funding and salaries 28. Career development	S2/2023	General Secretariat (SEGE)	T: Incentivise the incorporation and retention of talent. I: Publication of calls. I: Number of researchers hired.
A34. Submit launch proposal to the MSCA- COFUND programme.	20. Seniority (Code)	COMPLETED	Vice-presidency for Scientific and	T: Incentivise the incorporation and retention of talent.



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If granted, the CSIC will launch calls for proposals for R1 and R2.	21. Postdoctoral appointments (Code) 25. Stability and permanence of employment 26. Funding and salaries 28. Career development 29. Value of mobility		Technical Research (VICYT) Department for Postgraduate and Specialisation (DPE) - Vice-presidency for International Affairs (VRI)	I: Publication of calls. I: Number of researchers hired.
A35. Study of a new option: indefinite contracts associated with a line of research. Development by the CSIC of the first final provision of Royal Decree Law 3/2019, of 8 February, on urgent measures in the field of Science, Technology, Innovation and University.	20. Seniority (Code) 21. Postdoctoral appointments (Code) 25. Stability and permanence of employment 26. Funding and salaries 28. Career development	COMPLETED	General Secretariat (SEGE)	To offer greater stability to both researchers and lines of research. I: Number of contracts associated to a research line. I: Number of lines of research. I: Approval of CSIC regulations/instructions.
Improve stability and permanence of employment				
A36. Distinguished researchers' figure. Study of the situation of the figure in the CSIC	20. Seniority (Code) 21. Postdoctoral appointments (Code) 22. Recognition of the profession 25. Stability and permanence of employment	COMPLETED	Vice-presidency for Scientific and Technical Research (VICYT) / Deputy Vice-Presidency for Scientific and Technical Areas (VAACT) - General Secretariat (SEGE)	T: Agreement with the Ministry on the development of the ID figure. T: Establishment of a regulatory framework for the promotion to Research Scientist. T: Improvement in salary conditions: to reach an Out-of-Convention Doctor (known as FC1). I: Number of distinguished researchers that promotes. I: Salary of an Out-of-Convention Doctor (known as FC1) reached or recognised.

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A37. Call for proposals to the extension of MSCA-IF contracts. Design and launch of a call for proposal to fund and provide stability to MSCA-IF researchers granted and developing the stay in the CSIC	20. Seniority (Code) 21. Postdoctoral appointments (Code) 25. Stability and permanence of employment 26. Funding and salaries 28. Career development 29. Value of mobility	COMPLETED	Vice-presidency for International Affairs (VRI)	T: Granting of an annual extension that allows them, during that period, the preparation of an ERC STG or COG project with CSIC. I: Number of extensions granted. I: Number of IF researchers who join the CSIC on a stable basis in the medium term (5 years).
A38. Update and publication of the salary tables. In line with the OTM-R policy, to be defined and implemented in the CSIC, to give greater transparency to the salary tables.	15. Transparency (Code) 26. Funding and salaries	COMPLETED	General Secretariat (SEGE) - Deputy Secretary General for Human Resources (SGARH)	T: Provide more transparency. I: Update of the table. I: Number of visits received.
Increase support for mobility				
A39. To widen the scope of participants who can participate in own calls for mobility/internationalisation (I-link, I-coop). New more open approach (both as a profile of the applicants and as part of the CSIC team), and reinforcement in own internationalization calls (I-link and I-coop).	4. Professional attitude 18. Recognition of mobility experience (Code) 29. Value of mobility	COMPLETED	Vice-presidency for International Affairs (VRI) – General Secretariat (SEGE) Deputy Secretary General for Human Resources (SGARH) – Vice-presidency for Scientific and Technical Research (VICYT) Department for Postgraduate	T: Proposal to revise the current regulations (Staff Management Manual and others). T: Proposal to review current calls for the promotion of mobility and, subsequently, to modify future own calls to extend the participation of both applicants and CSIC teams. I: Number of stays abroad by staff (R1 to R4).

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			and Specialisation (DPE) - Deputy Vice-Presidency for Scientific Planning (VAPC)	
A40. Creation of a guide or web section on the external mobility of research staff. A step-by-step manual for outgoing mobility will be made available to outgoing employees.	18. Recognition of mobility experience (Code) 25. Stability and permanence of employment 26. Funding and salaries 29. Value of mobility. 30. Access to career advice	S2/2024	Vice-presidency for International Affairs (VRI), General Secretariat (SEGE), Vice-presidency for Scientific and Technical Research (VICYT)	T: Create a guide or a website section as a result of a compilation or/and taking as a reference the “Guidelines for the management of the mobility of the foreign researcher in Spain” of EURAXESS/FECYT, current CSIC’s Staff Management Manual with instructions on stays / mobility (Social Security, contracts, etc and main opportunities for local, regional, national, European and international mobility grants. This guide will be accessible in Spanish and English, available to be downloaded from the CSIC’s webpage, and will be publicly among the research centres (seminar or webinar). It will be provided to the newcomers together with the welcome manual. T: All the information concerning will be updated periodically and included in a dedicated website. Spanish and English versions of the website will be available, I: Website updated. I: Number of downloads / Number of consultations made.
A41. Dissemination/training info days on the possibilities of European and international programmes. To promote the mobility of research personnel by providing information and training in different national and international possibilities.	17. Variations in the chronological order of CVs (Code). 18. Recognition of mobility experience (Code)	S1/2024 – S2/2025	Vice-presidency of International Affairs (VRI) – General Secretariat (SEGE) Deputy Secretary General for Human Resources (SGARH)	T: Seminars, to provide researchers with the access to this information. I: Number of actions carried out in this regard. I: Number of participants. I: Feedback participants

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	25. Stability and permanence of employment. 26. Funding and salaries. 29. Value of mobility		– Vice-presidency for Scientific and Technical Research (VICYT) Department for Postgraduate and Specialisation (DPE)	
A42. Design and study the implementation of a common tool for the management of stay permits and mobility monitoring. Knowledge, analysis and management of mobility by CSIC research staff (R1, R2 and R3).	17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code) 29. Value of mobility	S1/2026	Vice-presidency of International Affairs (VRI) – General Secretariat (SEGE) Assistant Secretary General for Information Technology (SGAI) – Deputy Secretary General for Human Resources (SGARH)	T: A registration and reporting tool for in and outgoing mobility will be design and develop. I: Creation of the tool. I: Number of international stays of CSIC. personnel and foreign personnel in the CSIC. I: Number of stays abroad of de R1 – R4.
Increase recognition and facilitate teaching				
A43. New teaching management application. Identification, management and analysis of the teaching given by the Rs	19. Recognition of qualifications (Code) 20. Seniority (Code) 33. Teaching	S1/2025	Vice-presidency for Scientific and Technical Research (VICYT) Department for Postgraduate and Specialisation (DPE) – General Secretariat (SEGE) Assistant Secretary General for	T: Creation of a new application for the management of teaching requests. T: Digitize or computerize the procedure to request teaching. Likewise, the information provided should be synchronized with other corporate databases, such as conCIENCIA. I: Creation of the application. I: Number of researchers informed. I: Number of users.

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			Information Technology (SGAI)	
A44. Search for new formulas for the recognition of teaching: Search and analysis of possibilities for the recognition of teaching.	19. Recognition of qualifications (Code) 20. Seniority (Code) 25. Stability and permanence of employment 33. Teaching	S2/2024 – S1/2026	Vice-presidency for Scientific and Technical Research (VICYT) Department for Postgraduate and Specialisation (DPE)	T: Study of the recognition of Final Degree Project (TFG), Final Master's Degree Project (TFM) Unofficial Master's Degrees, as teaching. I: New formulas found.
A45. Creation of the “Mediator” figure. Mediator, who deals with the complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and researchers.	34. Complaints/ appeals	S2/2023 – S2/2025	President’s Office	T: Give confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment. I: Resolution to create the figure of the Mediator. I: Number of complaints or queries received.
Enhance participation in decision-making bodies				
A46. Support and collaboration with the R1, R2 and R3 research association: CSIC will promote networking, sharing expertise, and the identification of common issues. Also, strengthen the CSIC-Association relationship and mutual interests	35. Participation in decision-making bodies	COMPLETED	President’s Office – Vice-presidency for Scientific and Technical Research (VICYT) Department for Postgraduate and Specialisation (DPE) - Deputy Vice-Presidency for Scientific Planning (VAPC)	T: Give voice to this collective. T: As the advisory scientific committee is an advisory body, it could be considered to support the consultation, in certain relevant matters, to the R1, R2 and R3 association. I: Number of consultations made. I: N° of researchers enrolled
A47. At the ICU level, promote the presence of all research staff	22. Recognition of the profession	COMPLETED	Vice-Presidency for Institutional Affairs	T: Inclusion in the Welcome Manual that every researcher can be invited to participate.



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in the scientific boards: Raising awareness of participation	35. Participation in decision-making bodies		and Organisation (VORI) - Vice-presidency for Scientific and Technical Research (VICYT)	T: Remind directors of the possibility in current regulations of allowing all staff to attend scientific meetings. Encourage the incorporation of this information into the calls of the scientific board. T: To raise awareness among young researchers of the possibility that they can be invited to the cloisters, if the director of the ICU so decides. I: Communications made to the management positions. I: Number of researchers by R attending scientific meetings (as measured by the FWG).
A48. Maintain the meeting of researchers related to the new strategic plans.	22. Recognition of the profession 35. Participation in decision-making bodies	COMPLETED	President's Office -- Vice-presidency for Scientific and Technical Research (VICYT) / Deputy Vice-Presidency for Scientific Planning (VAPC)	T: Improve the research environment, especially for R2 and R3. T: Open the meeting to R2 and R3. I: Hold the meeting. I: Number of R1, R2 and R3 attendants. I: Presentations by R2 and R3. I: Discussions or round tables on the role of R2 and R3.
Training and development				
Design, advice and institutional support for professional development				
A49. Information: Implementation of a guide or a section of the CSIC's website dedicated to provide information to researchers on the mechanisms for career development and career path support offered by the CSIC	17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code) 24. Working conditions	S1/2025 – S2/2025	Vice-presidency for Scientific and Technical Research (VICYT) - General Secretariat (SEGE)	T: Include general information on the map of the scientific career in Spain, grants, support units... as well as the CSIC's own actions: advisory services, training for different stages, types of recruitment calls, etc. This guide or web section will be accessible in Spanish and English, available to be downloaded from the CSIC's webpage, and will be publicly among the research centres (seminar or webinar). It will be provided to the newcomers together with the welcome manual.



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	25. Stability and permanence of employment 28. Career development 29. Value of mobility 30. Access to career advice 38. Continuing Professional Development 39. Access to research training and continuous development			T: Provide: • Support to researchers on their professional career. • A realistic idea of the career opportunities in/out academia. • Support and guidance for the personal and professional development of researchers • Advice and possibilities of international or industry opportunities in professional development. T: Strengthen/communicate/coordinate the training activities related to professional career. I: Number of online visits. I: Number of visits / number of downloads.
A50. Training: Design training activities for professional development	17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code) 25. Stability and permanence of employment 28. Career development 30. Access to career advice 36. Relation with supervisors 38. Continuing Professional Development	S2/2023 – S1/2026	Vice-presidency for Scientific and Technical Research (VICYT) - General Secretariat (SEGE)	T: An ideal set of internal and external trainers with academic and non-academic background, on the following topics: 1. Transferable skills: (e.g. Writing and Oral skills, Leadership and management skills, Entrepreneurial skills and Technology Transfer, Motivation Skills for Research Staff, Team Building, Presentation Skills for Research Staff, CV Clinic, Grant Writing, Research Integrity, Supervising and Working with PhD Students, funding your Research, Communicating your research, Research Planning Tools and Techniques, Innovation & Entrepreneurship, Commercial Awareness and Knowledge Transfer) 2. Scientific tools and techniques (e.g. Statistical Analysis, Image creation and photographic edition, etc. 3. Health & Safety (e.g. Courses focused on job requirements in the laboratory and offices, safety courses.). 4. Languages (e.g. English, Spanish) 5. Development of a career plan, especially at R1.

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	39. Access to research training and continuous development			I: Nº workshops or courses. I: Number of attendees to courses. I: Participants' feedback (Satisfaction survey)..
A51. Team management and leadership skill: Specialized training sessions on team management and group leadership for researchers	22. Recognition of the profession 25. Stability and permanence of employment 28. Career development 30. Access to career advice. 37. Supervision and managerial duties 38. Continuing Professional Development 39. Access to research training and continuous development	S2/2023 – S1/2026	Vice-presidency for Scientific and Technical Research (VICYT) / Deputy Vice-Presidency for Scientific Planning (VAPC)	T: Organize courses devoted to leadership and team management over the first half of the HRS4R project. T: 1. Coaching tools are put into used to help new academic staff with a supervisory role in guiding colleagues, staff and students so that they perform well; 2. On boarding initiatives are launched to provide necessary information to new academic staff with a supervisory role; 3. A leadership development programme is set out for this target group; 4. Initiatives are taken to help supervisors and their team members find a good work-life balance. I: Number of courses and people trained. I: Participants feedback (Satisfaction survey).
A52. Tracking of careers. Establish the career destinations of former researchers. Measure the impact of CSIC-provided training/careers support on the careers of those who left CSIC.	11.Evaluation/appraisal systems 17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code) 24. Working conditions	S2/2023	Vice-presidency for Scientific and Technical Research (VICYT)-President's Office	T: A survey will be designed and will be piloted tested by CSIC Alumni members. T: The results of the survey will be reported, including specific recommendations for support/best practice to help shape the ongoing training priorities for CSIC researchers. T: Use of the CSIC Alumni network to: track postgraduates, mentoring, impact of training / careers supports, etc.



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	25. Stability and permanence of employment 28. Career development 29. Value of mobility 30. Access to career advice 38. Continuing Professional Development 39. Access to research training and continuous development			I: To keep information on the first jobs' placements of PhD graduates in the CSIC. I: Participants' feedback (Satisfaction survey). I: Nº of responses. I: Report on tracking its impact of training/careers support.
A53. Specific programme of R1-R2-company interaction. "Job fair" for CSIC's Rs	22. Recognition of the profession 25. Stability and permanence of employment 28. Career development 29. Value of mobility 30. Access to career advice	S2/2023 – S1/2026	President's Office – Vice-presidency for Scientific and Technical Research (VICYT) Department for Postgraduate and Specialisation (DPE) Deputy Vice-Presidency for Knowledge Transfer (VATC) / Deputy Vice- Presidency for Scientific Planning (VAPC) - Vice-presidency for International Affairs (VRI)	T: Organization of Job Fairs / job boards. T: Highlight the need to support the careers of those seeking to make the transition into industrial R&D, programmes like "Alumni and friends in Industry" and "Recruiters in Industry: CV & Interview skills". I: Number of events held. I: Participants' feedback (Satisfaction survey). I: Number of meetings/exchanges/stays with companies (2 meetings per year).

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Providing advice and counsel				
A54. Launch of a Mentoring programme. Design a pilot programme of mentors for researchers.	25. Stability and permanence of employment 28. Career development 30. Access to career advice 37. Supervision and managerial duties 38. Continuing Professional Development 39. Access to research training and continuous development	COMPLETED	Vice-presidency for Scientific and Technical Research (VICYT) Department for Postgraduate and Specialisation (DPE)	T: The mentor will help and guide the mentee to develop his/her research career, as well as other aspects in his/her personal and professional life. This network will be made up of CSIC Alumni, senior researchers and professionals outside CSIC, such as executives, businessmen, etc. Key aspects will be the selection and training of a network of mentors aimed to develop the potential of young researchers, by transfer of knowledge and learning through the experiences of seniority and the matching mentee-mentor process. I: Biennial assessment of satisfaction with the Mentor Programme: survey and report of results and recommendations. I: Number of R attendees. I: Evaluation results of the Mentoring programme (number of researchers engaged in the mentorship programme).
A55. Launch of a “Buddy” programme. Promote national and international relations and encourage the contact between R1, R2 and R3 of the CSIC and the new ones who are recently incorporated at our institution	28. Career development 30. Access to career advice 38. Continuing Professional Development 39. Access to research training and continuous development	S1/2025 – S2/2025	Vice-presidency for Scientific and Technical Research (VICYT) Department for Postgraduate and Specialisation (DPE)	T: An effective and easy way to build a network of researchers. T: Buddies will help them achieve a better understanding of the CSIC/ICUs/city, thus improving their international experience and gaining personal intercultural knowledge. I: Nº of R1, R2 and R3 participating. I: Set-up of the pilot mentorship programme. I: Results of the evaluation and plan to expand this activity to other researchers. I: Number of R1 and R2 buddied.
A56. Creation of “CSIC Alumni” (former CSIC “students”). Design and creation of an alumni	28. Career development. 30. Access to career advice	S2/2023 – S2/2024	President’s Office - Vice-presidency for Scientific and	T: Alumni and friends in Industry – guest alumni and friends shared their experiences of transitioning from academia to Industry.

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network, people who used to be part of the CSIC	36. Relation with supervisors 37. Supervision and managerial duties 38. Continuing Professional Development 39. Access to research training and continuous development 40. Supervision		Technical Research (VICYT)	T: Review the use of LinkedIn and other alternatives to providing an Alumni network for careers counselling purposes. T: Use of the CSIC Alumni network for: tracking of graduates, mentoring, impact of training/careers support, etc. I: Number of alumni participating. I: Number of people participating in the activities developed for this action. I: Monitoring of number of interactions and events related to career advice on the alumni network. I: Monitoring of available data on interactions between external companies/organisations and alumni network members, as well as on the participation in entrepreneurship meet-ups.
Supervision and promotion of recognition				
A57. Creation of a “Margarita Salas Medal” award for best supervision. Promote recognition of supervisory tasks.	22. Recognition of the profession 36. Relation with supervisors. 37. Supervision and managerial duties 40. Supervision	COMPLETED	Vice-presidency for Scientific and Technical Research (VICYT) Department for Postgraduate and Specialisation (DPE) - President's Office- General Secretariat (SEGE) Assistant Secretary General for Economic Affairs (SGAAE)	T: Award supervisor/s who have demonstrated exceptional performance in doctoral supervision. I: Resolution of creation of the award. I: Design the contest and the call on a yearly basis I: Prize call disseminated, and prize awarded. I: Number of nominations received.
A58. Training of PhD supervisors. Design a pilot “Training program	3. Professional responsibility 10. Non discrimination	S2/2023	Vice-presidency for Scientific and Technical Research	T: PhD supervisors will be invited to take part in a “Training programme for PhD thesis directors” involving different aspects of PhD supervision. After following the training, participants will

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for PhD thesis directors" (on line or semi-presential).	18. Recognition of mobility experience (Code) 27. Gender balance 36. Relation with supervisors 37. Supervision and managerial duties 38. Continuing Professional Development 39. Access to research training and continuous development 40. Supervision		(VICYT) Department for Postgraduate and Specialisation (DPE) - Deputy Vice-Presidency for Scientific Planning (VAPC)	be better informed about what CSIC expects from its PhD supervisors, the rules and regulations regarding the PhD process, and how to properly supervise PhD candidates in order to improve their professional and personal success and satisfaction. T: The aim is that promoters and supervisors feel empowered to play a mediating role in conflicts from the outset (or as early as possible) and to be able to rely on or refer to the support of mediators. I: Participants' feedback (Satisfaction survey). I: Number of attendees. I: Follow-up indicators.
New Actions				
A59. HUB CONVERGE: CSIC's open innovation Hub	4. Professional attitude 8. Dissemination, exploitation of results 31. Intellectual Property Rights	S2/2023 S1/2026	– VIT	TARGETS T1: To encourage public-private collaboration T2: To boost undertaking between the researchers T3: To strengthen the exchange of scientific knowledge with public administrations INDICATORS I1: Number of initiatives launched Number of contracts signed with companies or public administrations I3: Number of events for innovation
A60. Valorization of the technology developed	4. Professional attitude 8. Dissemination, exploitation of results 9. Public engagement	S1/2024 S2/2024 S1/2025	VIT	TARGETS T1: To modernize the technology catalogue T2: To recognize the transfer excellence of researchers and centres



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	11. Evaluation 22. Recognition of the profession 28. Career development 31. Intellectual Property Rights			INDICATORS I1: Publication of the technology catalogue I2: Yearly update of the catalogue
A61. Improvement of communication in the technology transfer field	4. Professional attitude 8. Dissemination, exploitation of results 9. Public engagement 31. Intellectual Property Rights	S1/2024 S2/2024 S1/2025 S2/2025	VIT	TARGETS T1: To improve internal communication T2: Researchers are aware of the transfer mechanisms, tools and services provided by VATC INDICATORS I1: Number of technicians trained I2: Number of new mechanisms developed I3: Number of workshops I4: Number of interested researchers I5: Number of interested technicians in the workshops
A62. CICERON Programme: a window to CSIC for society	4. Professional attitude 8. Dissemination, exploitation of results 9. Public engagement 31. Intellectual Property Rights	S2/2023 – S1/2026	VIT	TARGETS T1: To introduce a selected group of experts to the work of CSIC in key areas in a personalized way INDICATORS I1: Launching of CICERON I2: Number of events/itineraries I3: Media coverage I4: Number of public administrations and companies interested and in attendance

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A63. Launch and management of “RedInter”: an internal call for talent attraction, improvement of employment rates, diversification of the research career path, and professionalisation of research managers		S2/2023 – S1/2026	VRI	TARGETS T1: To further support the internationalisation of CSIC centres and research units T2: To increase the number of research managers T3: To further develop the network of research managers, as professionals INDICATORS I1: Launching of one call per year I2: Recruitment of 10 research managers per year
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The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan.

The main action implemented to address the OTM-R principles has been the creation of a specific “OTM-R Working Team”, consisting of representatives of all services with competence in selection and recruitment of researchers, with the followings tasks, that will develop a key role in the development of the OTM-R policy:

1. Analysis and review the processes of selection and recruitment of researchers for the progressive adaptation to the OTM-R system.
2. Collect the whole set of internal rules regarding the advertisement, selection and hiring of the research staff at all levels within CSIC, as well as the procedures and practices associated to them.
3. Follow up of the implementation for the progressive adaptation to the OTM-R system.

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4. Continuous internal monitoring and follow-up.

This working group organized a workshop to identify the strengths and areas for improvement of the current recruitment and selection policy, discuss possible solutions and design a roadmap. The Spanish Foundation for Science and Technology (FECYT) was invited to participate in that workshop to explain how they have implemented their OTM-R policy and share ideas and proposal.

As a result of the workshop, the group concluded that CSIC's selection and recruitment policy is largely aligned with OTM-R principles, so the first step should be to prepare and disseminate an explanatory document to make known our current OTM-R policy. This document is currently under preparation and, as soon as it is available, it will be published on the website and intranet. This document will complement the recruitment instructions and forms already available on the intranet.

The next step will be to determine what improvements could be implemented considering Spanish regulations, the CSIC's competencies and the need to reconcile OTM-R principles with an agile and efficient recruitment procedure.

The aim is to reduce as much as possible, considering the Spanish law framework, the administrative burden for candidates and researchers hired and ensure outreach to the international visibility of the positions offered while assuring high quality standards.

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

URL: Currently CSIC does not have a recruitment strategy in order to implement the principles of Open, Transparent and Merit-Based Recruitment. Therefore, no web link is available.

4. IMPLEMENTATION

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General overview of the expected implementation process:

This Action Plan 2020-2022 was approved by the Steering Committee on HRS4R (SC) and its design and implementation are enabling the development of a model of governance, coordination mechanisms and monitoring tools that are accelerating the adoption of new policies and practices of human resources management in research, according to European references.

Due to HRS4R is a transversal project that affects almost all the functions of the institution, the CSIC Strategic Plan 2022-2025, like the previous one, is aligned with the principles of HRS4R Strategy, including the attraction and retention of professional talent as one of the global goals.

The implementation process began in the third quarter 2020 and is being performed through three different levels of responsibility:

- Steering Committee on HRS4R (SC). It is composed of the five Executive bodies and Deputy Vice-Presidencies and the Deputy Secretary-Generals. The SC remains the highest responsible group for coordinating the implementation and the follow-up of the HRS4R-derived measures. It is in charge of making strategic decisions to guide and control the Follow-up Working Group's performance. It will also communicate the advances to CSIC's Governing Board.
- Follow-up Working Group (FWG) composed of 6-8 technician representing the main units involved in the implementation of the strategy. Other research and administrative staff members could be invited to participate in its meetings depending on the subject under consideration. Depending on the FWG:
- The "OTM-R Working Team" is composed of 5 Human Resources staff members and other administrative staff members. It coordinates the analysis and deployment of the specific OTM-R-related actions from the HRS4R Action Plan and will also control quality and the follow-up on indicators.
- "Research Assessment Working Group" is composed of Human Resources staff members, and other administrative staff members could be invited to participate. Its main purpose is to study and analyse the Research Assessment in the CSIC.
- The HRS4R technicians who are part or the FWG and are responsible for the preparation of deliverables, quality control and follow-up on indicators. They ensure a dynamic workflow articulated during the plan: a cloud tool of easy access to information, regular meetings, ad-hoc subcommittees with key people for specific matters depending on the evolution of the process, quality control and international benchmark.

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Regarding work methodology, the FWG distributes tasks internally among its members, so that each of them is responsible of promoting, monitoring and controlling those actions related to his/her scope of activity. Thus, technicians adopt the necessary measures to ensure that their respective areas or departments comply with the specific actions assigned.

To monitor progress, they track the status of actions and indicators through an Excel document which is review and discuss in the working group. The technicians also study other issues that will be presented at the weekly meetings and review the documents prepared by other members of the group, maintaining fluid contact via e-mail and through a digital folder with shared resources.

The FWG meets both face-to-face and online (once a week or less, according to needs) to share the progress achieved, guide future actions, solve eventual problems, control quality and follow-up of indicators. It acts in a collegial manner and adopts decisions by consensus.

In February 2022, the group invited the Spanish Foundation for Science and Technology (FECYT) to participate in a workshop on OTM-R policy, in order to learn about their experience in this regard and exchange ideas. This initiative could be replicated in the future if necessary to preliminarily address other issues of the strategy.

The FWG also communicate the advances and future prospects to CSIC's Steering Committee through regular meetings once a semester, although extraordinary meetings may also be called if the group needs to refer a matter of relevance to the committee. In particular, four meetings have been held between the FWG and the SC in the period 2021-2022 to follow up on the Action Plan:

1º Meeting (8th April 2021): to launch the implementation of the Action Plan and define the FWG.

2º Meeting (3th November 2021): to assess the 1st Semester of the Action Plan implementation (March-Sept 2021).

3º Meeting (27th May 2022): to assess the first year after obtaining the seal and 2022 implementation.

4º Meeting (29th September 2022): to present the project to the new CSIC management team.

After two years of implementation, the FWG has conducted the first self-assessment so technicians are evaluated the status of their assigned measures and the group has discussed about the timeline, milestones and actions that must be altered or omitted for justified reasons. The results have been compiled on a progress report updating the Action Plan for the subsequent period.

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All the information about the Action Plan Implementation is available on the CSIC-HRS4R website, available in Spanish (<https://hrs4r.csic.es/>) and English (<https://hrs4r.csic.es/en/>).

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

Checklist	*Detailed description and duly justification
How have you prepared the internal review?	The FWG is in charge of the Internal Review after 24 months, where a report on the progress of actions has been compiled to be the basis of the Revised Action Plan. The evaluation templates available in EURAXESS has been used for the reports. Each member of the group has been responsible for preparing a draft of their assigned actions and the report has subsequently been reviewed and discussed by the entire group.
How have you involved the research community, your main stakeholders, in the implementation process?	The CSIC has targeted the participation of all research personnel (R1-R4) in the development of the Human Resources Strategy. Firstly, the research community is involved in the implementation process through the Steering Committee on HRS4R (SC) where they are represented. Furthermore, the Scientific Committee of CSIC, which is formed by external stakeholders (internationally renowned researchers and eminences reflecting both an academic perspective and a more business-oriented perspective) is consulted about the implementation plan and its feedback is taken in account to redirect or improve the implementation process, if needed.



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	Specifically, on-line and on-site meeting between the research community and the Management Team have been held during the period 20221-2022 to co-design the new "CSIC2025 Strategic Plan". In June 2022, the II "Meeting CSIC with Researchers", was attended by more than 1000 researchers. Several dissemination actions have been proposed and some of them already realized (such as the "HRS4R Dissemination Campaign" to announce the actions contemplated in the CSIC action plan) for the knowledge of all staff. In addition, the persons in charge of each actions can also ask for representatives of researchers before, during or after actions concerning them, if necessary. For example, the last draft of the Welcome Manual was review by some researchers and their comments were considered.
Do you have an implementation committee and/or a steering group regularly overseeing the progress?	The "Follow-up Working Group (FWG)" appointed by the Steering Committee on HRS4R (SC) is instituted to supervise the implementation of the actions. Once the FWG and HRS4R technician were appointed and members chosen, a kick off meeting took place to set responsibilities and deadlines for all different actions on the basis of their priority. This group meets in an ordinary manner (at least once every 3 months, but usually on a weekly basis) in order to follow up the progress on the HRS4R action plan implementation and in an extraordinary way all those that are required. Progress on the HRS4R action plan has been established as a permanent agenda point for review at each meeting. Furthermore, each action responsible regularly checks the status of the indicators and sends up-dates to said Committee. The FWG reports and holds bi-annual meetings with the Steering Committee on HRS4R (SC) to inform about the implementation process. The Steering Committee on HRS4R (SC) is in charge of supervising the whole

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	process and at the end of each year, reviews the status of the implementation of the action plan and takes decisions, if needed.
Is there any alignment of organisational policies with the HR award? For example, is the HR award recognised in the organisation's research strategy or overarching HR policy?	The HRS4R Human Resources strategy is integrated into the CSIC Strategic Plan 2022-2025 (like in the previous one, corresponding to the period 2018-2021). The different CSIC's annual action plans, within Strategic Plan, include specific references to the HRS4R as well as some objectives and actions related to it. Other relevant documents, such as the training catalogue or the equality plan, are also aligned with the principles of HRS4R. The President's Office, VICYT, SEGE, VRI and VORI of CSIC are part of the Steering Committee on HRS4R (SC) and therefore the alignment of the organizational policies with the HRS4R is complete. In the same way, the Steering Committee on HRS4R follows up the progress on the HRS4R and makes sure that the whole research strategy is aligned with it. In addition, the new strategic projects of the CSIC's presidency contribute to the achievement of the aims of HRS4R Strategy. Finally, as part of the General State Administration, the CSIC applies procedures that guarantee the principles of equality, merit and capacity in its recruitment processes. Therefore, we are already aligned with the spirit of the HRS4, since its principles complement and enhance the national legislation.
How has your organisation ensured that the proposed actions would be also implemented?	The FWG is composed of the main responsible for each of the actions involved, so each named action responsible has a broad competences and skills for the implementation and reports to the FWG the status on them. The FWG ensures the appropriate progress of the action plan and provides support for solutions and alternatives if unexpected obstacles are encountered. The FWG systematically follows-up on the action items becoming due and encourages the appropriate units to take steps to comply with their due actions.



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	A prioritization and a detailed calendar have been established in the Action Plan that is allowing the monitoring of the degree of implementation of all activities by the working group. If any deviation of the timeline is shown, the FWG informs to the Steering Committee on HRS4R (SC) that takes the necessary decisions to control the deviations. However, certain planned actions have not been implemented, generally due to a lack of financial and human resources.
How are you monitoring progress (timeline)?	As mentioned above, each action responsible sends updates to the FWG about the situation. Those responsible for each action are responsible for measuring the established indicators. The FWG monitors the progress of the action plan. It organizes meetings on an ordinary manner at least once every 3 months in order to follow up, monitoring the continuous progress in the action plan implementation and also provide feedback on the measures that have been done. The action plan developed shows a series of indicators and a detailed calendar with all the proposed actions. The FWG also centralizes the suggestions and non-conformities of those responsible for the different areas that make up the work group, is responsible for identifying deviations in the planning and proposes specific improvement actions The FWG reports and holds periodic meetings with the Steering Committee on HRS4R (SC) to inform about the implementation process. Thus, it is possible to ensure a good progress pace and a dynamic articulation of solutions to deal with contingencies. The indicators defined in the Action Plan are formalised more precisely and transmitted to the relevant Services/Departments, which implement them so as to allow for monitoring, regular updates and provision of data when requested.

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How will you measure progress (indicators) for the next assessment?	The Action Plan already defines some indicators related to the implementation process, but the FWG is identifying the most suitable indicators, milestones and deliverables for monitoring progress, so that it can be assessed quantitatively and/or qualitatively for the next assessment. Each technician is responsible for gathering the necessary information to determine compliance with the indicators and communicating it to the working group.
How do you expect to prepare for the external review?	The FWG will be in permanent contact to prepare everything necessary for the external evaluation and will be supported by the rest of the staff, who are directly or indirectly involved in the implementation. The group is compiling all the information related to the fulfilment of the actions and their corresponding indicators. These documents, duly organized and updated, will be available to external evaluators and any additional information will be provided to them during the interview. The FWG could also prepare a presentation to explain to the evaluators the status of the project, the main milestones achieved, the difficulties identified and future prospects.

Additional remarks/comments about the proposed implementation process:

As an additional comment, CSIC has a Scientific Advisory Board, that is entrusted with informing and advising the CSIC Presidency and the Governing Board about scientific-technological issues. Specifically, it should prescriptively inform the management contract, the Multi-Annual Action Plans and the creation, modification or ending of CSIC institutes and research units.

It is a permanent body and is chaired by the Presidency. The vice-presidencies and a number of renewed scientists and technologists from the public and private sector, representing different scientific areas sit on the board.