MINISTERIO
DE CIENCIA, INNOVACIÓN
Y UNIVERSIDADES

HRS4R CSIC IMPROVED ACTION PLAN EXTENDED VERSION

HR EXCELLENCE IN RESEARCH

CSIC
CONSEJO SUPERIOR DE INVESTIGACIONES CIENTÍFICAS

IMPROVED ACTION PLAN

ANNEX: SCHEDULE

Case number: 2019ES391598

Name Organisation under review:

Spanish National Research Council (CSIC)

Organisation's contact details: hrs4r@csic.es

1. ORGANISATIONAL INFORMATION

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

STAFF & STUDENTS	*FTE*
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	7489
Of whom are international (i.e. foreign nationality)	1422
Of whom are externally funded (i.e. for whom the organisation is host organisation)	3401

Of whom are women	3258
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	4879
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	2610
Of whom are stage R1 = in most organisations corresponding with doctoral level	2032
Total number of students (if relevant)	223
Total number of staff (including management, administrative, teaching and research staff)	17471
RESEARCH FUNDING (figures for most recent fiscal year)	€
Total annual organisational budget	1.245.622.408,78
Annual organisational direct government funding (designated for research)	891.299.622,56
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	913.355.077,01
Annual funding from private, non-government sources, designated for research	45.657.834,86
***ORGANISATIONAL PROFILE** (a very brief description of your organisation, max. 100 words)*	

HRS4R CSIC IMPROVED ACTION PLAN
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The Spanish National Research Council (CSIC) is a State Agency ascribed to the Ministry of Science, Innovation and Universities, 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.

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 (up to 2 Editions), taught by members of the CSIC Ethics Committee and mainly addressed to scientific and technical staff. • Commitment to animal welfare standards (COSCE Transparency Agreement), implementation of the 3Rs principle, and mandatory Ethics Committee approval for animal and bioethics research. • 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 and the CSIC Management Contract 2023-2026 are the road map that acompanies 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. • CSIC has a Deputy Vice-Presidency for Knowledge Transfer (VATC), currently named Vice-Presidency for Innovation and Transfer (VIT), that oversees the assistance and training of issues related to Intellectual Property. • 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. CSIC has a Communication Department dealing with the dissemination of the institution's scientific results, and other aspects of institutional relevance and internal communication. • 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) and Open Access Institutional Monitor (2019). • The CSIC has an Equality Plan since 2013. The Plan is evaluated annually. Both the Plan and its Annual Assessment are available through CSIC webpage. • The CSIC has published and disseminated a welcome manual (also available in English) to provide important information to newcomers. • The CSIC has published and disseminated a Protocol for the onboarding and support of employees with disabilities. • The CSIC offers training to R1-R3 on Ethics and integrity in research. • The CSIC is compromised to publish its relevant information in English in its website. • The CSIC recognizes outreach activities in the evaluation of its Productivity Based on Objectives Fulfillment (PCO) • Launch of the CSIC's 'Decalogue and Guidelines on the Use of Generative Artificial Intelligence in Research' in February 2026. • At the SOMOS CSIC meetings (which have been held approximately five times a year since 2023 and are attended by staff from all categories), participants are reminded of the CSIC's procedures relating to ethical issues and integrity in research. **Weaknesses**

	• Training for researchers on these aspects can still be expanded and broadened to a wider audience. • A substantial number of researchers are not familiar with the national and CSIC´s own regulations. • There is not a monitoring system for the evaluation of R1 and R2 researchers hired within research projects. • Research integrity could be reinforced at institutional level.
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 carried out a study addressing the "Gender analysis of promotion to/from the scientific scales of the CSIC" in 2023. • Since 2021, the resolution for awarding research scholarships to bachelor's and master's degree students includes the score they have obtained. • The CSIC has published an OTM-R policy (2025). • The CSIC offers recommendations and training to selection committees. • The CSIC complies with the publication of the open competition positions for researchers and technicians on Euraxess.

	• The CSIC offers different services to foreigners who want to come to CSIC and are not familiar with the Spanish general recruitment information. Among them there is the WIT (**W**elcoming **I**nternational **T**alent) office and the "Landing at CSIC" website. • The Law 17/2022 allows the CSIC to signed open-ended contracts linked to a research line with researchers, increasing the stabilisation of researchers. This Law also provides a reservation of a minimum of 25% of places in the Public Employment Offer (OEP) for researchers with a R3/I3 certificate. • The CSIC has a broad multidisciplinary research structure, offering career opportunities across all scientific fields. • The CSIC provides publicly available guidance, templates and recruitment documentation to facilitate participation in selection procedures. • The CSIC promotes the continuous professionalization of recruitment through the development of internal guidance and best practices. • The CSIC participates in numerous European and international research projects, increasing the visibility of employment opportunities and facilitating international recruitment. • The CSIC has an Institutional Data Protection Officer (DPO) and privacy impact assessment procedures for human research data. **Weaknesses** • Further consolidation of OTM-R principles. • The publication of job offers on Euraxess could be enhanced. • Information about job offers could be improved. • National regulations slow down the hiring of foreign researchers.
Working conditions	**Strengths** • Ability to compose interdisciplinary teams. The Interdisciplinary Thematic Platforms and CSIC-HUBs Connections 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. • Libraries, archives 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. • Representation at the highest international level to position the CSIC in decision-making bodies. • CSIC´s annual Social Action Plan includes benefits for permanent and temporary CSIC employees. • 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. • The CSIC applies a state initiative called "accumulated hours" for family reconciliation, among other initiatives included in the CSIC´s work calendar • The CSIC approved in 2022 the 3rd Equality Plan, more ambitious than the previous ones, and CSIC evaluates annually the implementation of this Plan (1st, 2nd, 3rd Evaluation are reported in Spanish and English in the website).

	The CSIC counts on a Women and Science Committee and a Delegated Commission for Equality with the participation of trade unions. In 2025 CSIC was awarded as a EU Gender Equality Champion. • The CSIC is a diverse and inclusive institution that promotes the talent, skills, and capabilities of its staff, ensuring that the workplace is equitable, healthy, and safe for everyone. In this regard, noteworthy initiatives include its third Equality Plan between Women and Men, approved in 2022, the revision of the Protocol against Sexual Harassment in 2024, and the revision of the Protocol against Workplace Harassment in 2025. Along these lines, in 2024 a unit for the commissioner has been established to ensure a healthy and safe work environment. Since 2018, the CSIC awards annually the "Gender Equality Accreditation Seal". • Efforts have also been made to improve the integration of people with disabilities at the CSIC. A protocol for the onboarding and management of staff with disabilities has been approved, a survey of employees with disabilities was conducted in 2024 to assess their current situation and identify areas for improvement, and renewed emphasis has been placed on training in this area. • The CSIC presidency launched in 2023 the strategic project on equality that aims to continue advancing towards equality between women and men. • Surveys on work environment in the context of the Equality Plan and on sexual harassment and gender abuse are occasionally conducted, the latest was conducted in 2026. • 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 stablish a progressive pathway to improve the scientific excellence of CSIC Institutes and its transfer to society. • Salaries information for the different types of contracts is updated on the intranet • CAMINO Mentoring program is organised annually. • The Buddy Program is permanently open for newcomers. • Upgrades to cleanrooms, facilities and laboratories were implemented, together with the acquisition of new equipment, within the framework of the PRTR funds • The CSIC promotes Open Science and Research Integrity through institutional policies, training activities and support services. • The CSIC provides access to a wide network of state-of-the-art scientific and technical infrastructures that support high-quality research.

	Weaknesses • Working conditions are regulated by different labour laws and collective labour agreements that could create a strict legal framework. • Organizational complexity of the CSIC. • Management procedures require greater agility and flexibility. Administrative and technical support to research can be enhanced. • Executive structure with limited management training. • Researcher career development paths can be promoted • Although technology-based companies or spin offs are widely contemplated, there is low cross sectoral mobility, especially towards industrial environments. • 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. Instead, the "Emotional Well-being Programme # BIEM CSIC 360" has been implemented. • R´s perception of not participating in the different representative bodies. • The recognition of non-research activities in career evaluation frameworks could be further enhanced. • Internal communication of institutional initiatives and support services could be further improved.
Training and development	**Strengths** • The CSIC Annual Plan actions within CSIC Strategic Plan 2022-2025, its extension for 2026 and the CSIC Management Contract 2023-2026 reflect the commitment 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. Additional training on team management and leadership skills implemented.

	• 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. • The CSIC has organised a CSIC PhD Day annually since 2019. • The CSIC has implemented a mentoring program CAMINO 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. • The CSIC launched in January 2023 the I-MOVE Programme to foster the international mobility of R1 researchers. • The CSIC launched in 2025 a Smart digital ecosystem "CSIC Aprende" for personalized learning and the Micro-credentials Learning program • The CSIC enhances recognition of teaching and training activities and supervisory duties in the evaluation of its Productivity Based on Objectives Fulfillment (PCO) reformed in 2025. • Training for PhD supervisors organised annually through the Training Cabinet. • The institution ensures quality assurance mechanisms in doctoral training through coordination with external academic institutions. • The CSIC encourages community building among early-career researchers through regular institutional scientific events and networking activities. **Weaknesses** • Slowness 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. • Limited tracking of the career destinations of former researchers.

3. ACTIONS (highlighting with green underline the actions implemented during the S1/2021 – S1/2026 period)

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://hrs4r.csic.es/presentacion/; https://hrs4r.csic.es/en/presentation/; https://www.csic.es/es/formacion-y-empleo/estrategia-de-recursos-humanos-para-investigadores-hrs4r; https://www.csic.es/en/training-and-employment/human-resources-strategy-researchers-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	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	S1/2021-S2/2022	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

	10. Non discrimination 13. Recruitment (Code) 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 indecision-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			charge of each topic, representatives of the different specific areas and services, and R1 to R4 researchers. Incorporate new 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	ALL	S1/2021-S1/2023	Vice-presidency for Scientific and Technical Research (VICYT) President's	**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.

	implementation of Charter & Code, HRS4R and OTM-R			Office / General Secretariat (SEGE)	T: Dissemination campaign including info days, leaflets, online multilingual material explaining the advantages of the 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: Nº 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	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)	S2/2021-S1/2022	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.

the services and resources available at the CSIC.	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			• Infographics to show where to find relevant information for each category on the CSIC website or intranet (e.g. user cases) • 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	S1/2021 - 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, employ-ment contracts, translations without legal validity, informative only).

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				T: The CSIC website will be available in English in its entirety. 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	S1/2021-S1/2023	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.
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	S2/2021 – 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.

	36. Relation with supervisors. 38. Continuing Professional Development. 39. Access to research training and continuous development			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.
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)	S1/2021-S1/2023	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.

	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			

	35. Participation indecision-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	S1/2021-S1/2023	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 attenders. 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	S1/2021-S1/2023	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.

				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	S1/2021-S1/2023	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 among the research centres (seminar or webinar). It will be 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	S1/2021 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 among the research centres (seminar or webinar). It will be provided to the newcomers together with the welcome manual. I: Guide Published. I: Webpage monitoring (Number of visits). I: Number of downloads.

	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	S1/2021 – 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	S2/2022 - 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.)

			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	S2/2022-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)	EXTENDED S2/2026-S2/2028	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.

	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	S1/2021-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	S2/2021 – 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

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	EXTENDED S2/2026-S2/2027	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)	S1/2021-S1/2023	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.

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)	S2/2021 - 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)	DISCONTINUED	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)	S2/2025 - 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.

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	S2/2021 – 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	S2/2021 – 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

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-S1/2026	Vice-presidency for International Affairs (VRI)	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	DISCONTINUED	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).

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 academicals recognition of R1 researchers.	22. Recognition of the profession	S1/2021-S1/2023	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	DISCONTINUED	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				

A30. Investment in basic infrastructures and centres	24. Working conditions	S1/2021-S1/2023	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	S1/2021-S1/2023	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)	S1/2021-S1/2023	Vice-presidency for Scientific and	T: Incentivise the incorporation and retention of talent.

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	S2/2022	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	S2/2022	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.

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	S1/2021-S1/2023	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	S1/2021-S1/2023	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	S1/2021-S1/2023	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).

			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)	S2/2021 – S2/2025	Vice-presidency of International Affairs (VRI) – General Secretariat (SEGE) Deputy Secretary General for Human Resources (SGARH)	T: Seminaries, 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

	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	DISCONTINUED	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	DISCONTINUED	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.

			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	S1/2021-S1/2023	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: Nº of researchers enrolled
A47. At the ICU level, promote the presence of all research staff	22. Recognition of the profession	S1/2021-S1/2023	Vice-Presidency for Institutional Affairs	T: Inclusion in the Welcome Manual that every researcher can be invited to participate.

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	S1/2021-S1/2023	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.

	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	S1/2021 – 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.

	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	S1/2022 – 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	DISCONTINUED	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.

	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).

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	S1/2021-S2/2021	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	S1/2021 – 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.

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	S2/2021-S1/2023	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	S2/2021-S1/2026	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

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 promotors 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.
Ethical and Professional Aspects				
A59. HUB CONVERGE: CSIC's open innovation Hub	4. Professional attitude 8. Dissemination, exploitation of results 31. Intellectual Property Rights	S2/2023-S1/2026	Vice-Presidency for Innovation and Transfer (VIT)	**TARGETS** T: To encourage public-private collaboration T: To boost undertaking between the researchers T: To strengthen the exchange of scientific knowledge with public administrations **INDICATORS** I: Number of initiatives launched Number of contracts signed with companies or public administrations I: Number of events for innovation
A60. Valorization of the technology developed	4. Professional attitude 8. Dissemination, exploitation of results 9. Public engagement	S1/2024-S1/2025	Vice-Presidency for Innovation and Transfer (VIT)	**TARGETS** T: To modernize the technology catalogue T: To recognize the transfer excellence of researchers and centres

	11. Evaluation 22. Recognition of the profession 28. Career development 31. Intellectual Property Rights			**INDICATORS** I: Publication of the technology catalogue I: 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-S2/2025	Vice-Presidency for Innovation and Transfer (VIT)	**TARGETS** T: To improve internal communication T: Researchers are aware of the transfer mechanisms, tools and services provided by VATC **INDICATORS** I: Number of technicians trained I: Number of new mechanisms developed I: Number of workshops I: Number of interested researchers I: 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	Vice-Presidency for Innovation and Transfer (VIT)	**TARGETS** T: To introduce a selected group of experts to the work of CSIC in key areas in a personalized way **INDICATORS** I: Launching of CICERON I: Number of events/itineraries I: Media coverage I: Number of public administrations and companies interested and in attendance
Training and development				

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	28. Career development 30. Access to career advice 38. Continuing Professional Development 39. Access to research training and continuous development	S2/2023-S1/2026	Vice-presidency for International Affairs (VRI)	**TARGETS** T: To further support the internationalisation of CSIC centres and research units T: To increase the number of research managers T: To further develop the network of research managers, as professionals **INDICATORS** I: Launching of one call per year I: Recruitment of 10 research managers per year
Ethics, Integrity, Gender and Open Science				
A64. Institutional strengthening of research integrity	1. Research freedom 2. Ethical principles 3. Professional responsibility 4. Professional attitude 6. Accountability 7. Good practice in research	S2/2026-S1/2029	President's office	**TARGETS** T: Draft, publish and disseminate the Second Edition of the CSIC Conflict of Interest Manual. T: Develop and disseminate the revised procedure for addressing breaches of research integrity. T: Promote the institutional culture of research integrity and good scientific practice through new training tools on research ethics and integrity: • Online microlearning modules. • Training activities for newly recruited research staff. T: Promote the ethical use of generative artificial intelligence in research. **INDICATORS** I: Dissemination of the Second Edition of the CSIC Conflict of Interest Manual and related documents, and other awareness-raising activities.

				I: Number of online microlearning modules and training courses on research ethics and integrity delivered to newly recruited staff. I: Dissemination of the Decalogue and Guidelines for the Use of Generative Artificial Intelligence in Research, and other related awareness-raising and outreach activities.
A65. Cross-cutting integration of open science	6. Accountability 8. Dissemination and exploitation of results 9. Public engagement	S2/2026-S1/2029	Vice-Presidency for Organization and Institutional Relations (VORI)	**TARGETS** T: Integrate explicit open science criteria into a new enhanced open access policy and into institutional funding calls. T: Recognise and value the adoption and expansion of open science practices within institutional evaluation processes. T: Strengthen the institutional visibility of open science and CSIC infrastructures and services by integrating open science as a strategic pillar in CSIC institutional publications and events. **INDICATORS** I: Number of institutional calls incorporating open science criteria. I: New enhanced policy on open science good practices at CSIC. I: Number of research outputs deposited annually and percentage available through open access in DIGITAL.CSIC (publications, datasets, software, etc.). I: Number of institutional events promoting open science skills and competencies within the CSIC community.
A66. Gender equality and intersectional inclusion	10. Non-discrimination 27. Gender balance	S2/2026-S1/2029	General Secretariat (SEGE)	**TARGETS** T: Monitor and evaluate the CSIC Gender Equality Plan. T: Update protocols, recommendations, programmes and good practices related to effective gender equality and intersectional inclusion.

				T: Prepare reports on the situation of women scientists within the institution. T: Review training provision on equality and the prevention of sexual harassment. T: Conduct a study and analysis of the situation of the LGBTI community (Continue the activities initiated under action A18). **INDICATORS** I: Number of Gender Equality Plan assessments conducted, with corresponding reports. I: Number of documents updated and published on effective gender equality and intersectional inclusion. I: Number of reports on women researchers produced. I: Number of individuals trained on equality and the prevention of sexual harassment. I: Number of actions undertaken to improve the situation of the LGBTI community.
Researchers Assessment, Recruitment and Progression				
A67. Analysis of researcher assessment processes to identify potential improvements	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)	S2/2026-S1/2029	Vice-Presidency for Scientific and Technical Research (VICYT)	**TARGETS** T: Progressively apply CoARA criteria, such as the recognition of diverse contributions, within CSIC internal evaluation processes. T: Document the progress made in integrating CoARA into CSIC internal evaluation processes. T: Develop training and awareness-raising activities on responsible research assessment for evaluation committee members and staff involved in evaluation processes. T: Analyse and assess the outputs published by the Spanish National Chapter and other CoARA National Chapters with a view to identifying potential improvements to the model.

	18. Recognition of mobility experience (Code) 19. Recognition of qualifications (Code) 20. Seniority (Code) 21. Postdoctoral appointments (Code)			**INDICATORS** I: Number of improvements incorporated into research and research career assessment instruments. I: Report on the integration of CoARA into internal processes produced and shared with the Ministry of Science, Innovation and Universities. I: Number of meetings and information activities held with members of evaluation committees to support the integration of CoARA criteria into evaluation processes. I: Number of reviews of guidelines or reports published by the Spanish National Chapter and other CoARA National Chapters with the aim of identifying potential improvements to the model.
A68. Consolidation of OTM-R recruitment practices	12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code)	S2/2026-S1/2029	General Secretariat (SEGE)	**TARGETS** T: Improve the international openness of recruitment processes. T: Promote the prior dissemination of centres' expressions of interest. T: Provide job applicants with more comprehensive information on the selection process and job opportunities. **INDICATORS** I: Number of measures intended to increase the international openness of recruitment processes. I: Number of actions carried out to promote the dissemination of expressions of interest. I: Number of actions intended to improve the information provided to job applicants.
A69. Study of researchers' career paths	11. Evaluation/appraisal systems	S2/2026-S1/2029	Vice-Presidency for Scientific and	**TARGETS** T: Analyse CSIC's capacity to train research talent.

	17. Variations in the chronological order of CVs (Code) 20. Seniority (Code) 21. Postdoctoral appointments (Code) 25. Stability and permanence of employment		Technical Research (VICYT)	T: Study career development. T: Conduct a gender study of R1–R4 researchers at CSIC. T: Analyse internal promotion processes for the scientific staff categories and develop an assessment tool for research career progression (Continue the activities initiated under action A15). **INDICATORS** I: Number of reports on researchers' career paths by institute produced and shared with the respective CSIC institutes. I: Number of global reports on researchers' career paths produced. I: Data-based tool developed and user guidance prepared.
Working Conditions and Practices				
A70. Well-being and work-life balance	23. Research environment 24. Working conditions	S2/2026-S1/2029	General Secretariat (SEGE)	**TARGETS** T: Improve staff well-being at work by promoting occupational health and safety through the prevention of occupational risks. T: Improve staff well-being in their personal and family spheres through employee support programmes. T: Update harassment protocols as a tool to promote and strengthen well-being at work through the early identification of psychosocial risk factors. T: Foster healthy and safe working environments to promote the emotional well-being of staff. **INDICATORS** I: Number of resources or actions on occupational risk prevention made available to staff. I: Number of training resources or actions made available to staff, whether related to work, personal or family well-being. I: Number of revisions of harassment protocols carried out.

				I: Number of visits to institutes/centres intended to provide information on harassment protocols and to promote respectful and healthy working environments.
A71. Strengthen administrative and technical support for research	3. Professional responsibility 8. Dissemination and exploitation of results 23. Research environment 24. Working conditions	S2/2026-S1/2029	General Secretariat (SEGE)/ Vice-Presidency for Scientific and Technical Research (VICYT)/ Vice-Presidency for Organization and Institutional Relations (VORI) / Vice-Presidency for International Affairs (VRI) / Vice-Presidency for Innovation and Transfer (VIT)/ President's office	**TARGETS** T: Design initiatives to strengthen research management, knowledge transfer, outreach initiatives and bring research closer to society and internationalisation. T: Foster the exchange of experience and good practices among research support staff through training, peer-learning events and institutional networks. T: Automate administrative procedures by replacing manual tasks with automated processes. **INDICATORS** I: Number of training activities delivered on research management, strategy, knowledge transfer, science communication and internationalisation. I: Number of experience-sharing days and peer-learning workshops held among management and technical staff. I: Number of institutionally supported outreach activities that give visibility to the work of research support staff. I: Number of administrative procedures automated.
Research Careers and Talent Development				
A72. Promoting the diversification of research careers towards knowledge valorisation	8. Dissemination and exploitation of results 9. Public engagement 28. Career development 31. Intellectual property rights	S2/2026-S1/2029	Vice-Presidency for Innovation and Transfer (VIT)	**TARGETS** T: Strengthen the institutional recognition of knowledge transfer, innovation and engagement with society as part of the development of diverse, sustainable and recognised research careers.

	38. Continuing professional development			T: Maintain and further develop institutional programmes supporting knowledge valorisation, scientific entrepreneurship and knowledge transfer. T: Improve the visibility of CSIC capabilities, technologies and knowledge-based companies. T: Promote internal and external communication actions on knowledge transfer and innovation. T: Promote innovation and knowledge transfer within the framework of public administrations. T: Consolidate public-private collaboration mechanisms. **INDICATORS** I: Number of institutional programmes or initiatives intended to support knowledge transfer, innovation or scientific entrepreneurship. I: Number of active instruments or initiatives for collaboration with companies, public administrations or other actors within the innovation ecosystem. I: Number of internal and external communication actions, as well as dissemination activities, carried out in the field of knowledge transfer and innovation.
A73. Promoting international research career	28. Career development 29. Value of mobility 38. Continuing professional development	S2/2026-S1/2029	Vice-Presidency for International Affairs (VRI)	**TARGETS** T: Strengthen institutional support services for internationalisation. T: Promote the use of EURAXESS and other European mobility initiatives. T: Development and establishment of onboarding protocols at various CSIC centers.

				T: Creation of an employer guide regarding the internationalization permit for foreign nationals (Unit for Large Companies and Strategic Groups, UGE) under law 14/2013. **INDICATORS** I: Number of welcome service measures available. I: Number of international researchers using welcome services. I: Number of inquiries received regarding the welcome protocol. I: Presentation of the internationalisation guide (UGE) at an institutional event.
A74. Capacity building and mentoring	28. Career development 30. Access to career advice 33. Teaching 36. Relation with supervisors 37. Supervision and managerial duties 38. Continuing professional development 39. Access to research training and continuous development 40. Supervision	S2/2026-S1/2029	Vice-Presidency for Scientific and Technical Research (VICYT)	**TARGETS** T: Promote research development pathways that integrate scientific skills, leadership, project management, open science and knowledge transfer, in line with diverse career paths. T: Consolidate institutional mentoring and career guidance programmes. **INDICATORS** I: Number of initiatives for the development of scientific skills. I: Number of active institutional mentoring and career guidance programmes, and number of participants.

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.

As a result of the OTMR working group meetings, two essential documents have been prepared and published online. The first reflects the current state of OTMR policy within the institution, and the second outlines the improvements that the CSIC aims to achieve in this area over the coming years, indicating the unit responsible for each milestone. Both documents address the different phases in the selection processes for both civil servants and contract staff: publication and application, selection and evaluation, and finally, appointment. These documents include web links with evidence for each phase and are available in both English and Spanish.

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

URL: https://www.csic.es/es/formacion-y-empleo/estrategia-de-recursos-humanos-para-investigadores-hrs4r; https://www.csic.es/en/training-and-employment/human-resources-strategy-researchers-hrs4r; https://hrs4r.csic.es/acciones-globales/#analisis-politica-otm-r; https://hrs4r.csic.es/en/global-actions/#analisis-politica-otm-r

4. IMPLEMENTATION

General overview of the implementation process:

HRS4R CSIC IMPROVED ACTION PLAN EXTENDED VERSION

The implementation strategy of the Revised Action Plan 2023-2026 is based on the experience and practices adopted during the implementation of the Action Plan 2020-2022.

The Revised Action Plan is a transversal project and is fully aligned with the current CSIC strategic documents: Strategic Plan and Management Contract 2023–2026.

The implementation process of the Action Plan has been performed through different levels of responsibility:

1. The Governing Board (GB) as the highest responsible group for coordinating the implementation and the follow-up of the HRS4R-derived measures. It is composed of:
    - Vice-Presidency for Scientific and Technical Research (VICYT)
    - Vice-Presidency for Organization and Institutional Relations (VORI)
    - Vice-Presidency for International Affairs (VRI)
    - Vice-Presidency for Innovation and Transfer (VIT)
    - General Secretariat (SEGE)
    - President's Office
2. The “Follow-up Working Group (FWG)” composed of 6-8 technician representing the main units involved in the implementation of the strategy. It internally monitors the development and compliance of the Action Plan, controling the quality of implementation, verifiying the follow-up of indicators and keeping the GB informed. The FWG meets at least four times per year, and so often as deemed necessary. It informs the GB at least once a year.
3. The “OTM-R Working Team” composed of 2-3 Human Resources staff members, researchers and other administrative staff members. It coordinates the deployment of the specific OTM-R-related actions from the HRS4R Action Plan and also controls the quality and monitoring of the indicators.

HRS4R CSIC IMPROVED ACTION PLAN
EXTENDED VERSION

The FWG meets on a regular basis, both onsite and online according to operational needs, in order to monitor the implementation of the Action Plan, assess progress achieved, coordinate forthcoming actions, address potential challenges and ensure the quality and consistency of the implementation process. The group operates under a collegial approach, with decisions adopted by consensus.

The FWG reports periodically to the GB on the state of implementation, achieved milestones and future priorities. In addition to the annual reporting cycle, extraordinary meetings may be convened whenever strategic or operational issues require escalation or institutional endorsement.

The OTM-R Working Team meets once per semester and as required by operational needs to oversee the implementation of OTM-R-related actions. Several members also participate in the FWG, ensuring effective coordination and communication between the two groups.

Concerning the working methodology, responsibilities have been distributed among FWG members according to their areas of expertise and institutional competences. Each member is responsible for promoting, coordinating and monitoring the implementation of the actions assigned to their respective area or department, ensuring institutional engagement and effective execution at operational level.

Implementation progress has been monitored through a shared tracking system including actions, deliverables, indicators and timelines. The status of implementation has been regularly reviewed during FWG meetings in order to assess achievements, identify deviations and adopt corrective measures where necessary. In parallel, FWG members have maintained continuous coordination through digital collaborative tools, shared documentation repositories and regular communication channels.

The Action Plan includes, for each action, the corresponding implementation indicators, responsible units or departments, expected outcomes and indicative timeframe for completion during the implementation period.

The implementation process has contributed to the effective embedding of the principles of the Charter and Code into the institution’s human resources strategy and organisational culture, reinforcing the institution’s commitment to continuous improvement in research management and working conditions.

HRS4R CSIC IMPROVED ACTION PLAN EXTENDED VERSION

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/) with the double purpose of showing the organization's commitment to the Strategy and of ensuring accountability.

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 meets on a regular basis in order to ensure systematic monitoring of implementation progress, assess the status of actions and indicators, and identify any deviations requiring corrective measures. Extraordinary meetings have convened whenever necessary to address specific issues of strategic or operational relevance. The FWG is responsible for overseeing the Internal Review process foreseen after 36 months of implementation of the Revised Action Plan. To this end, an assessment of the degree of implementation, the achievements attained and the challenges identified has been performed, also as the basis for the Improved Action Plan and the continuous improvement process. According to the internal governance and monitoring arrangements, each FWG member has contributed to the review exercise by drafting the assessment of the actions under their respective area of responsibility. The resulting report has subsequently undergone a collective review and validation process within the group, ensuring consistency, institutional alignment and a participatory approach to the evaluation of progress achieved.
How have you involved the research community, your main stakeholders, in the implementation process?	The research community is actively engaged in the implementation and monitoring process through its representation within the Governing Board, ensuring researchers' participation in institutional governance and decision-making related to the Action Plan.

	Furthermore, the Scientific Committee, composed of external stakeholders including internationally recognised researchers and experts representing both the academic sector and innovation-oriented environments, is consulted on the progress and implementation of the Action Plan. Their recommendations and feedback contribute to the continuous improvement of the implementation process and support the alignment of institutional practices with international standards and good practices. Researchers have also participated directly in targeted implementation activities through thematic working groups established for the development and deployment of key measures, particularly those related to the implementation of the OTM-R policy and principles. To further strengthen institutional participation, visibility and awareness of the HRS4R process, dissemination and communication activities have been organised through institutional events such as SOMOS CSIC and Management Team meetings, fostering a participatory and institution-wide approach to implementation. With the aim of gauging the level of awareness and engagement among researchers regarding the HRS4R, a section of questions was included in the workplace climate survey conducted in 2026.
Do you have an implementation committee and/or a steering group regularly overseeing the progress?	The Follow-up Working Group (FWG), appointed by the Governing Board (GB), is established as the operational body responsible for the monitoring and follow-up of the implementation of the HRS4R Action Plan. Monitoring of the Action Plan constitutes a standing agenda item in all FWG meetings, thereby ensuring continuous oversight and traceability of implementation progress. In addition, each action owner is responsible for the ongoing monitoring of the corresponding indicators and for providing timely updates to the FWG, ensuring the reliability, completeness and regular updating of implementation data. The FWG reports on a regular basis to the GB and holds periodical meetings with it to provide structured and evidence-based updates on the state of implementation of the Action Plan. The GB is responsible for the

	overall strategic supervision of the HRS4R process and performs an annual review of the implementation status, assessing progress against objectives and, where appropriate, taking decisions to ensure alignment, corrective action and continuous improvement of the Action Plan.
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 fully integrated into the CSIC Strategic Plan 2022–2025 and the Management Contract 2023–2026, which include explicit references to the HRS4R framework, as well as specific objectives and actions linked to its implementation. HRS4R will also be integrated into the next Strategic Plan and Management Contract starting in 2027, being the cornerstone of the CSIC HR Strategy and all HR initiatives and ensuring the implementation of its principles by all units. The updated HRS4R Action Plan for the period 2026–2029 that includes the new actions is also fully consistent with the strategic action areas established in the CSIC Management Contract 2027-2030, which identifies the implementation of the Human Resources Strategy for Researchers as a cross-cutting institutional priority and highlights the need to actively promote an inclusive, safe and stimulating working environment that attracts and nurtures talent, supports professional development, and strengthens an organisational culture based on respect, collaboration and shared responsibility.
How has your organisation ensured that the proposed actions would be also implemented?	Implementation is ensured through a twofold governance and monitoring mechanism combining HRS4R-specific structures and the institution's general strategic management procedures. • **HRS4R-specific governance framework:** The FWG is composed of representatives from all relevant institutional areas and units, thereby ensuring comprehensive institutional participation in the implementation process. Information regarding the progress and status of implementation is channeled through the responsible staff members and units, allowing for continuous monitoring and coordinated follow-up. A detailed implementation timeline and roadmap are established within the Action Plan, including milestones and monitoring indicators. Any significant deviations, risks or delays identified during the implementation pro-

	cess are reported to the Governing Board (GB), which is responsible for adopting the necessary corrective and strategic measures to ensure proper implementation and alignment with institutional objectives. • **Institutional strategic and management procedures:** Since the HRS4R principles and actions are integrated into the institution's strategic planning framework, their implementation is embedded within the organization's ordinary management and operational procedures. Consequently, the adoption and deployment of the corresponding measures are mandatory for the responsible units and departments. In addition, the Management Contract includes an annual evaluation and monitoring mechanism carried out at governmental level, further reinforcing institutional accountability and follow-up of the implementation process. Certain actions foreseen in the Revised Action Plan have not yet been fully implemented, mainly due to limitations related to financial and resources capacity. These actions have therefore been rescheduled and incorporated into the Improved Action Plan in order to ensure their progressive implementation within the new implementation period. Following implementation experience, these actions have been consolidated into broader strategic actions in order to improve coherence, monitoring and institutional impact.
How are you monitoring progress (timeline)?	The FWG is responsible for the continuous monitoring and follow-up of the implementation of the Action Plan. In this context, each action owner regularly provides updates to the FWG regarding the implementation status, progress achieved and any relevant developments related to the actions under their responsibility. The FWG holds regular meetings in order to assess the progress of implementation, monitor compliance with the established timeline and provide feedback on the measures and activities carried out. This continuous follow-up mechanism ensures the systematic supervision of the implementation process and supports the timely identification of potential challenges or delays.

	The Action Plan includes an implementation schedule together with specific indicators associated with each proposed action. The FWG periodically reviews and verifies the implementation status of the planned activities and assesses progress against the established milestones and indicators. In addition, the FWG centralises suggestions, observations and potential non-conformities arising during the implementation process. The group is also responsible for identifying deviations from the planned objectives or timelines and for proposing corrective and improvement measures aimed at ensuring the effective implementation of the Action Plan. The FWG reports regularly to the Governing Board (GB) and holds periodic coordination meetings with it in order to provide structured updates on the implementation process. This governance framework ensures continuous institutional oversight, facilitates decision-making and enables a dynamic and timely response to contingencies or implementation challenges. Furthermore, the indicators defined within the Action Plan are formalised and communicated to the relevant Services and Departments responsible for their implementation and monitoring. This approach ensures the regular updating, traceability and availability of implementation data for monitoring, evaluation and reporting purposes.
How will you measure progress (indicators) for the next assessment?	Indicators related to the implementation process were carefully identified and selected by the FWG to ensure the effective monitoring of the Action Plan, its alignment with the principles of the HRS4R strategy, and the assessment of the impact of the actions implemented. The FWG is responsible for collecting, reviewing and analysing the information required to assess compliance with the defined indicators, as well as for regularly reporting on progress, achievements and areas for improvement to the relevant institutional bodies involved in the implementation process.

	Some actions have been assessed as completed based on implementation evidence and achieved outcomes. In these cases, the indicators originally defined in the Action Plan were either not measurable in practice or did not fully capture the activities ultimately implemented. This experience has informed the development of more specific, measurable and outcome-oriented indicators for the next Action Plan.
How do you expect to prepare for the external review?	The FWG maintains continuous coordination to ensure all necessary preparations for the external evalua-tion are in place, with the support of staff members directly or indirectly involved in the implementation process. The group is currently consolidating all relevant information related to the implementation of the Action Plan, including the fulfilment of actions and their associated indicators. These documents are systematically organ-ised, regularly updated, and made available to external evaluators as part of the evidence base. Any additional information required is provided during the evaluation process, including interviews and follow-up exchanges. A detailed agenda for the site visit will be prepared in advance. It will include an introduction of the external assessors to the institutional representatives involved in the HRS4R implementation, as well as an overview of the organisation and its research environment. The agenda will also feature a dedicated presentation out-lining the main aspects of the implementation of the Action Plan, together with a series of meetings and discussion sessions with relevant stakeholders involved in the process.

Additional remarks/comments about the proposed implementation process:
