

TEMPLATE 4: ACTION PLAN

Case number: 2019ES391598

Name Organisation under review:

Spanish National Research Council (CSIC)

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SUBMISSION DATE: 20/03/2019

1. ORGANISATIONAL INFORMATION

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

STAFF & STUDENTS	FTE
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	5063
<i>Of whom are international (i.e. foreign nationality)</i>	356
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	2182
<i>Of whom are women</i>	1375
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	2998
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	622
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	1442

<i>Total number of students (if relevant)</i>	957
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	10541
RESEARCH FUNDING (figures for most recent fiscal year)	€
<i>Total annual organisational budget</i>	727.681.911,91
<i>Annual organisational direct government funding (designated for research)</i>	465.696.416,81
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	218.345.116,57
<i>Annual funding from private, non-government sources, designated for research</i>	43.640.378,53
ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)	
<p>The Spanish National Research Council (CSIC) is a State Agency ascribed to the Ministry of Science and Innovation, for scientific research and technological development, and the largest public institution in Spain dedicated to research and one of the most renowned of the European Research Area (ERA).</p> <p>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.</p>	

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 free text maximum 500 words	<p>Strengths.</p> <ul style="list-style-type: none"> • 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 its own Code of Good Scientific Practices of CSIC and a Manual of Conflicts of Interest (October 2015). • An open access policy has been implemented and an institutional repository is available (Digital.CSIC). • Several units, including the Ethics Committee, Deputy Vice-Presidency (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 2018-2021 is the road map that accompanies the CSIC's strategy. • CSIC's economic balance and administrative processes are regularly audited. • Support services for research management and transparent accountability. • CSIC also has an Occupational Risk Prevention Unit. • CSIC has a Deputy Vice-Presidency (VATC) that oversees the assistance and training of issues related to IP. • Several actions are in progress within Strategic Plan 2018-2021. • Dissemination and outreach. CSIC is the Spanish institution with the highest international projection in the press media. • Leadership in Scientific Culture activities, CSIC counts on a Deputy Vice-Presidency for Scientific Culture (VACC), which is very active in direct engagement with the public and disseminating science and being the ones who receive the most funded projects from the FECYT. • Related to dissemination, outstanding participation of researchers and variety of actions and events. • Open Access Institutional Policy. • The CSIC has an Equality Plan and a Strategic Action Plan 2018-2021 which includes annual aims and specific lines of action (disseminated through the CSIC's webpage). <p>Weaknesses</p> <ul style="list-style-type: none"> • In general, there is a lack of training for researchers on several of these aspects. • Lack of training and better diffusion for R1-R4 on Ethical principles. • The dissemination of the information among the research community requires improvements, particularly for

	<p>newcomers. It is scattered in several documents and intranet pages.</p> <ul style="list-style-type: none"> • Vast majority of researchers are not familiar with the national and CSIC's own regulations. • Documents and relevant information are not written in English. • General lack of institutional recognition of outreach activities. • There were no direct procedures to evaluate the research activity of R1 and R2 researchers hired within research projects.
Recruitment and selection	<p>Strengths.</p> <ul style="list-style-type: none"> • Attractiveness of the scientific positions of the CSIC in the national and international context • As a public entity it 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. <p>Weaknesses</p> <ul style="list-style-type: none"> • CSIC does not have an official OTMR policy approved. • Although the recruitment procedures are aligned in their main aspects with the OTM-R principles, they do not fully meet the C&C and OTM-R items. • Information is scattered in several documents. • Excessive administrative burden in research management. • Recommendations and training to selection committees could be improved. • Lack of publication of job offers on Euraxess. • Foreigners are not familiar with the Spanish general recruitment information. • Information about job offers could be improved. • National regulations slow down the hiring of foreign researchers. • CSIC is not a funding organization, so it does not have an own call for proposals for R2. • Lack of actions to facilitate the continuity of R2 researchers. • Various reasons, such as national legislation or Spanish extended budgets compromise the stabilisation and promotion of postdoctoral researchers.
Working conditions	<p>Strengths</p> <ul style="list-style-type: none"> • Ability to compose interdisciplinary teams. • Offer a scientific-technical-management environment capable of attracting and retaining the best research teams and ensuring that they identify with the institution. • Tackle projects with a mission-oriented approach, understanding their role in a more complex ecosystem, in which innovators, industries and government agencies participate, to achieve greater impact.

- CSIC dimension and presence at international, state and regional level.
- Suitable working environment in terms of health and safety conditions, facilities and infrastructures heritage and scientific facilities and equipment.
- Heritage and scientific facilities and equipment.
- Connection with relevant European and international initiatives.
- Collaboration with the university environment.
- Reference position as a national and regional research body.
- Scientific Excellence, well developed research activity and areas of expertise.
- Professional recognition. It is covered by the National law of science.
- Innovation capacity.
- Prestige of the 'CSIC' brand.
- The CSIC's Staff Management Manual outlines several points of the C&C.
- Quality and Innovation 2018-2021.
- 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 launches its "Premio a la Excelencia en Prevención de Riesgos Laborales "Ramón Tobar"
- CSIC's Social Action Plan.
- It is CSIC's policy to offer a s much security of tenure as possible and to ensure the optimum duration of contract.
- CSIC applies a state initiative called "accumulated hours" for family reconciliation, among other initiatives included in the CSIC's work calendar
- Until now CSIC has drafted two equality plan and counts on a Women and Science Committee Women and a Science Commission.
- "Gender Equality Accreditation Seal".
- Also, CSIC also has recently updated the protocol against sexual harassment.
- A survey on sexual harassment and gender abuse has been conducted in September 2019.

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.
- Need for the renovation of centre buildings, facilities and equipment of the centres.
- Management procedures require greater agility and flexibility.
- Although the Training Cabinet provides a great number of training courses, and there is a centralized information section on the CSIC's intranet, there is a general lack of awareness, and the design could be improved.
- Gender policy could be improved.

	<ul style="list-style-type: none"> • Executive structure with limited management training. • There is a general concern about the few opportunities for consolidation of employment. • General lack of career advice and mentoring for researchers. • General lack of development of very clear career paths for researchers who want to work with industry, academia or teaching. • Although technology-based companies or spin offs are widely contemplated, there is low cross sectoral mobility, especially towards industrial environments. • Information about funding, salaries, professional development, access to career advice, mobility, or there is none or it is scattered on the web/intranet. • Salaries are established by national regulations and collective agreements, being thus less attractive than industrial salaries. • Being a research institution and not a university, teaching could not be considered as the main activity of our researchers. • There is not a Ombudsman or a Mediator figure to deal with complaints/appeals of researchers. • R's perception of not participating in the different representative bodies.
Training and development	<p>Strengths.</p> <ul style="list-style-type: none"> • The CSIC's Annual Plan actions within the CSIC's Strategic Plan 2018-2021 will be committed to continuing access to offer research training and continuous development. • The Training Cabinet is committed to the continuous development of on-site personnel and offers a broad range of courses. • A well-established relationship with PhD schools among universities, most of them with an internal quality management system to continuously improve the training and evaluation of R1 researchers. The School of Doctoral Studies mediates in conflicts between R1 researchers and their supervisors. • CSIC has organised, for the very first time, a CSIC PhD Day (June 2019). <p>Weaknesses</p> <ul style="list-style-type: none"> • Capacity in the training of researchers, technicians and specialists. • Slowness to adjust to new changes and requirements to remain competitive in attracting researchers. • The relationship with supervisors is not a topic that is formalized or protocolized within the framework of the CSIC. • Most researchers and service staff are not aware about of the HRS4R and C&C principles. • Lack of teaching being recognised as an important asset. • Mentorship is informally provided by the supervisor. • Lack of tracking of the career destinations of former researchers. • Lack of specialized training on team management and group leadership for researchers. • Supervisory and management duties are not sufficiently recognized in a formal manner.

	<ul style="list-style-type: none"> • Perception that supervisors might have to undergo the appropriate training.
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3. ACTIONS

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

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

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

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

PROPUESTA DE ACCIÓN	GAP Principle(s)	PLAZO DE REALIZACIÓN	UNIDAD RESPONSABLE	OBSERVACIONES (T: Targets I: Indicators)
A1. Completion of 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)	First semester 2021 - Second semester 2021	ALL	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

<p>the services and resources available at the CSIC.</p>	<p>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</p>			<p>practical point of view. In addition to what other units have suggested, VORI suggests to include issues like:</p> <ul style="list-style-type: none"> • The organisation and internal regulations of the CSIC as a whole and in the new employee’s ICU. • Infographics to show where to find relevant information for each category on the CSIC website or intranet (e.g. user cases) • Centralised FAQs, regularly updated, ordered by popularity. <p>I: Suggestions from staff on what to include in the Welcome Manual. I: Number of downloads/consultations. I: Publication of the Welcome Manual.</p>
<p>A2. Translate into English the documents to be determined by “Follow-up Working Group (FWG)”. Update and translate into English documents</p>	<p>5. Contractual and legal obligations 10. Non discrimination 12. Recruitment 13. Recruitment (Code) 15. Transparency (Code). 24. Working conditions</p>	<p>Second semester 2020 - First semester 2022</p>	<p>President’s Office - General Secretariat (SEGE)</p>	<p>T: In English (whether or not on the intranet) those essential documents that facilitate the foreign scientific personnel stay (Welcome Manual) and those documents that directly affect their employment relationship with CSIC (for example, employment contracts, translations without legal validity, informative only). T: The CSIC website will be available in English in its entirety.</p> <p>I: Number of general information documents translated. I: Number of contracts signed by foreign research staff with a sworn translation as</p>

				an attachment as is done with the MSCA.
<p>A3. Conducting an analysis on C&C 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.</p>	<p>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</p>	<p>First semester 2021 - Second semester 2021</p>	<p>ALL</p>	<p>T: Increase training in the principles of C&C and OTM-R. T: Training materials for all personnel, mainly based on manual material mentioned above and the scheduled C&C 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 C&C 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.</p> <p>I: Nº of new courses. I: Total Nº of attendees. I: Nº attendees by R. I: Satisfaction survey and report of results and recommendations.</p>
<p>A4. OTM-R Study, evaluation and development of an</p>	<p>5. Contractual and legal obligations 7. Good practice in research</p>	<p>First semester 2021 - First</p>	<p>General Secretariat</p>	<p>T: Creation of the "OTM-R Working Team", consisting of representatives of all</p>

<p>institutional policy in this area. Reflection of the OTM-R policy in all actions concerning the recruitment of research staff.</p>	<p>10. Non discrimination 11. Evaluation/ appraisal systems 12. Recruitment 13. Recruitment (Code) 14. Selection (Code) 15. Transparency (Code) 16. Judging merit (Code) 17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code) 19. Recognition of qualifications (Code) 20. Seniority (Code) 21. Postdoctoral appointments (Code). 26. Funding and salaries. 27. Gender balance 29. Value of mobility 30. Access to career advice 36. Relation with supervisors. 38. Continuing Professional Development. 39. Access to research training and continuous development</p>	<p>semester 2022</p>	<p>(SEGE)</p>	<p>services with competence in selection and recruitment of researchers. Tasks:</p> <ul style="list-style-type: none"> 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. v) Continuous internal monitoring and follow-up. <p>I: Creation of a working group for this purpose. I: OTM-R protocol and Guide defined and published on the intranet (Number of downloads from the website and evolution). I: Satisfaction survey on measures undertaken aimed at the research community. I: Schedule periodical briefings to the institution's management committees and boards to introduce the key lessons of OTM-R and C&C to the administration</p>
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				staff.
<p>A5. 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 C&C Internal and External Rules and legislation.</p>	ALL	Second semester 2020 - First semester 2022	ALL	<p>T: Information and support to all researchers. 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).</p> <p>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.</p>
<p>A6. Implementation of an initial diffusion HRS4R campaign. To carry out the campaign to publicise the actions contemplated in the CSIC's action plan for the full implementation of C&C, HRS4R, OTM-R.</p>	ALL	Second semester 2020 - First semester 2022	ALL	<p>T: Awareness: The goal is to attain an increasing application of the C&C criteria in the research community and in everyday research practices. T: Dissemination campaign including info days and leaflets with specific information about the strategy. T: Organize an OTM-R and C&C seminar for the research and HHRR staff community to present the Action Plan.</p> <p>I: Number of diffusion/communication actions. I: N° attendees and online participants in HRS4R/C&C/OTM-R seminars. I: Online material available.</p>

<p>A7. Creation of a “Follow-up Working Group (FWG)”. Creation of a working group involving all departments to supervise the correct implementation of the proposed actions.</p>	<p>ALL</p>	<p>Second semester 2020 - First semester 2022</p>	<p>ALL</p>	<p>T: Follow up the development of the actions to be done, and provide and overall assessment of the results. Awareness of HRS4R in the research community and HHRR services. T: Incorporation of new researchers that wish to join the Follow-up Working Group (FWG) for specific working teams and to become “Delegates for HRS4R”. T: Designation of “HRS4R delegates” with the collaboration of the institutional delegates.</p> <p>I: Nº of meetings. I: New members in the Follow-up Working Group. I: Nº of delegates for HRS4R (could count with help from CSIC regional delegates could help) I: Inform about HRS4R updates at each meeting of the CSIC’s governing council.</p>
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PROPUESTA DE ACCIÓN	GAP Principle(s)	PLAZO DE REALIZACIÓN (indicar primer o segundo año y semestre)	UNIDAD RESPONSABLE	INDICADOR(ES)/OBJETIVO(S)
<p>A8. Design of training courses online/presential on ethical topics</p>	<p>2. Ethical principles</p>	<p>First semester 2021</p>	<p>President’s Office / General Secretariat (SEGE) Deputy Secretary General for Human Resources</p>	<p>T: Expand training in ethical issues. I: Number of courses taught. I: Number and type (R1 to R4) of attenders.</p>

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			(SGARH)	
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	Second semester 2021	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. I: Information has been added to the Welcome Manual.
A10. Completion of the update of the Scientific Good Practises. Update of the Code of Good Practice, in alignment with the C&C and OTM-R.	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 environment 24. Working conditions 31. Intellectual Property Rights 32. Co-authorship	Second semester 2020	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. I: Nº Downloads or visits.
A11. General transfer guide.	3. Professional responsibility 5. Contractual and legal obligations 8. Dissemination,	Second semester 2020 - First semester 2022	Vice-presidency for Scientific and Technical Research (VICYT)	T: I: Guide Published. I: Dissemination of the guide. I: Number of downloads.

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	exploitation of results 31. Intellectual Property Rights		/ Deputy Vice-Presidency for Knowledge Transfer (VATC)	
A12. To carry out activities promoting interaction between research staff and companies. Raise awareness within the labour market regarding the value of research experience and the employability of candidates holding doctoral degrees. business community, non-profit associations and the government	4. Professional attitude 29. Value of mobility 31. Intellectual Property Rights	Second semester 2020 – First semester 2022	Vice-presidency for Scientific and Technical Research (VICYT) Deputy Vice-Presidency for Knowledge Transfer (VATC)	T: Organization of different activities approximating and integrating the research staff with all the R+T+I ecosystem. Events related to topics like: "Pitch & hire your Doctor" contest, 'What to do after your PhD? "From PhD to job market"; Talent Forum: a job and information fair for graduate students, alumni, PhD students and postdoctoral researchers'. I: Number of events. I: Assistance N° of participants by R. I: Organisation of networking events. I: Compilation of a list of contacts from the non-academic labour market/employee and employer federation that could contribute to the CSIC alumni.
A13. 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.	Second semester 2021	Vice-presidency for Scientific and Technical Research (VICYT) Department for Postgraduate and Specialisation (DPE)- Deputy	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

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			Vice-Presidency for Scientific Planning (VAPC) - General Secretariat (SEGE) Assistant Secretary General for Information Technology (SGAI)	<p>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.</p> <p>I: Creation of guidelines or official procedures for the monitoring of R1 and R2.</p> <p>I: N° of R1 and R2 monitored.</p> <p>I: Number of monitoring certificate provided.</p>
<p>A14. "Promotable". Scientific-technical monitoring "where you are in the scientific cloud", action to know your scientific situation in order to promote.</p>	<p>11. Evaluation/ appraisal systems 17. Variations in the chronological order of CVs (Code). 18. Recognition of mobility experience (Code). 19. Recognition of qualifications (Code) 20. Seniority (Code). 22. Recognition of the profession 29. Value of mobility.</p>	<p>Second semester 2020</p>	<p>Vice-presidency for Scientific and Technical Research (VICYT) / Deputy Vice-Presidency for Scientific and Technical Areas (VAACT)</p>	<p>T: Communicate to the researcher what stage of his professional career he/she is at.</p> <p>T: System adapted to the researcher for his/her promotion.</p> <p>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.</p> <p>I: Full implementation of the tool.</p> <p>I: Number and type (R1 to R4) of researchers who have used the tool and promoted it.</p>

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<p>A15.Create the CSIC's Prize for Scientific Dissemination. Recognize the continuous effort of the CSIC's staff for the dissemination of scientific results; to increase awareness among the CSIC's staff and the visibility of the public as a whole by rewarding the best projects.</p>	<p>9. Public engagement 22. Recognition of the profession</p>	<p>First semester 2021</p>	<p>Vice-Presidency for Institutional Affairs and Organisation (VORI) Deputy Vice-Presidency for Scientific Culture (VACC)- General Secretariat (SEGE) (Assistant Secretary General for Economic Affairs (SGAAE)</p>	<p>I: Design of the Award. I: Number of applications received. I: Dissemination of selected projects (social media, television, websites, etc.)</p>
<p>A16.Promotion and improvement of the management of scientific projects: Undertake a set of structured actions to promote and improve project management,</p>	<p>4. Professional attitude 5. Contractual and legal obligations 6. Accountability 24. Working conditions</p>	<p>Second semester 2020</p>	<p>Vice-presidency for Scientific and Technical Research (VICYT) (Deputy Vice-Presidency for Scientific Planning (VAPC) - General Secretariat (SEGE)</p>	<p>T: Actions that include:</p> <ul style="list-style-type: none"> • 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. <p>I: Nº of courses.</p>

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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 all regular activities or gender within research projects.	10. Non discrimination 27. Gender balance	First or Second semester 2021	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: Statistics on projects that include gender in research content.
A18. 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)	Second semester 2020 - First semester 2022	General Secretariat (SEGE)	T: Improvement of the management of the job offers. T: Use of the CSIC's Database of Expressions of Interest for the uploading of both hosting and job offers. I: Number of offers published on EURAXESS.
A19. Development of a Database of Expressions of Interest. (BDEI). Design and implementation of a corporate tool to increase the number and transparency of CSIC's job offers.	12. Recruitment 13. Recruitment (Code) 15. Transparency (Code)	Second semester 2020 – First semester 2022	Vice-presidency for Scientific and Technical Research (VICYT) Department for Postgraduate and Specialisation (DPE) – General	T: Provide greater transparency. I: Nº of offer descriptions published in English. I: Nº of offer descriptions published on BDEI I: Nº of job descriptions published on BDEI then on EURAXESS.

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			Secretariat (SEGE) Assistant Secretary General for Information Technology (SGAI)	
<p>A20.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.</p>	<p>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)</p>	<p>Second semester 2021</p>	<p>Vice-presidency for Scientific and Technical Research (VICYT) / Deputy Vice-Presidency for Scientific and Technical Areas (VAACT) - General Secretariat (SEGE)</p>	<p>T: Transparency and providing information on the process. I: Guide published. I: Nº of downloads.</p>

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<p>A21.Drafting of C&C and HRS4R recommendations for tribunals. Awareness, training and dissemination of the HRS4R/OTM-R principles and procedures to the selection committee and staff responsible of the recruiting process.</p>	<p>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) 29. Value of mobility.</p>	<p>First semester 2021</p>	<p>Vice-presidency for Scientific and Technical Research (VICYT) / Deputy Vice-Presidency for Scientific and Technical Areas (VAACT)</p>	<p>T: Improve the alignment of the CSIC selection boards practices and procedures with the principles of the Charter and Code. T: Including specific recommendations of support/best practice to help alignment the recruitment priorities for CSIC researchers. 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.</p>
<p>A22.Training for tribunal members: Design and implement a pilot programme “Training programme for members of selection committees” (on line webinar or semi-presential).</p>	<p>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</p>	<p>First semester 2021</p>	<p>Vice-presidency for Scientific and Technical Research (VICYT) / Deputy Vice-Presidency for Scientific and Technical Areas (VAACT)</p>	<p>T: Training the Selection Committee members, committing to compliance with the principles contained in the C&C and OTM-R: T: The Selection Committee members will have to know and understand the C&C principles and be commitment to apply objectively the defined scales, constantly endeavouring to make a selection according to the principles of merit and ability in a multidimensional curriculum. I: Number of trained members. I: Publish in the website, include in</p>

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				<p>Welcome Manual.</p> <p>I: The Satisfaction survey evaluates and reviews and proposes actions if adequate.</p>
<p>A23.<i>Propose and create a Working Group on Analysis and prospective in the Research Assessment in the CSIC. CSIC's Governor Council will create a "Research Assessment Working Group" working group to study and analysis of the Research Assessment in the CSIC.</i></p>	<p>2. Ethical principles. 12. Recruitment. 13. Recruitment (Code). 14. Selection (Code). 15. Transparency (Code). 16. Judging merit (Code) 22. Recognition of the profession</p>	<p>First semester 2021</p>	<p>Vice-presidency for Scientific and Technical Research (VICYT) / Deputy Vice-Presidency for Scientific and Technical Areas (VAACT)</p>	<p>T: Assess the implications of the CSIC's signing of the DORA Declaration. A document will be the result of the working 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.</p> <p>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.</p> <p>I: Creation of the group. I: Number of working group meetings. I: Document resulting from actions.</p>

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A24. Adding a clause to contracts with regulations (GDPR, confidentiality, patents, conflicts of interest, etc).	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 11. Evaluation / appraisal systems 31. Intellectual Property Rights	First semester 2021	General Secretariat (SEGE) Deputy Secretary General for Human Resources (SGARH)	T: Increase the information at the signing of the contract. I: Add that clause.
A25. Modernise the Recruitment Portal interface for applicants: Improve the accessibility to employment in the CSIC.	12. Recruitment. 13. Recruitment (Code) 15. Transparency (Code)	Second semester 2020	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.
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	First semester 2021 – Second semester 2021	Vice-presidency for Scientific and Technical Research (VICYT) Department for Postgraduate and Specialisation (DPE)	T: Define CSIC the units implicated in the centralised service for the welcoming and reception of new researchers, It could include services for: Support services on arrival, stay and departure: visas, residence permits, taxes, Social Security, health system, welcome and cultural integration actions, language, accommodation, family support, nursery

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				<p>school, processing of degree equivalences, etc. The website will have available in both Spanish and English this kind of information.</p> <p>I: Creation of the Service. I: Website or website section published and updated. I: Number of consultations received and resolved.</p>
<p>A27.Promote greater recognition of R1, R2, and R3 in the annual (Jun-Jul) research staff awards: To make visible and promote institutional recognition of the CSIC's research staff.</p>	<p>22. Recognition of the profession</p>	<p>Second semester 2020 (annual)</p>	<p>President's Office</p>	<p>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).</p> <p>I: Number of awards received by R1-R3. I: Number of recognitions in the assembly hall of R1-R3.</p>
<p>A28.Creation of a prize related to the novelty in research results and the impact and/or relevance in research: Recognition, through an award, of the research work of research staff.</p>	<p>22. Recognition of the profession</p>	<p>First semester 2022</p>	<p>President's Office – Vice-presidency for Scientific and Technical Research (VICYT)-General Secretariat (SEGE) Assistant</p>	<p>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).</p> <p>I: Dissemination of the announcement and awarding of the prize. I: Number of awards granted</p>

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			Secretary General for Economic Affairs (SGAAE)	I: Award-winning researchers.
A29. Maintain the meeting of researchers related to the new strategic plans.	22. Recognition of the profession 35. Participation in decision-making bodies	Second semester 2021	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.
A30. Include in the Welcome Manual information about: ICTS, ESFRI, "PTI", "Libro Blanco de Desafíos Científicos", Services Catalogue. Disseminate among research staff the different possibilities, so researchers have centralized information about infrastructure available.	23. Research environment 24. Working conditions	Second semester 2021	Vice-presidency for Scientific and Technical Research (VICYT) / Deputy Vice-Presidency for Scientific Planning (VAPC)	T: Include all the scientific and technological equipment available at the research groups, institutes and research centres, highlighting the available singular scientific and technological institutes (Interdisciplinary Thematic Platforms (PTI), Services catalogue, ESFRI) Also include other available scientific services, outside of CSIC, that could be accessed by the CSIC researchers. I: Number of downloads/consultations.
A31. Investment in basic infrastructures and centres.	24. Working conditions	Second semester 2020	General Secretariat (SEGE)	T: In 2020, 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.

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				I: Number of institutes involved.
<p>A32.Creation of “The CSIC most relevant PhD Thesis Award”: Encourage professional and academics recognition of R1 researchers.</p>	22. Recognition of the profession.	Second semester 2020	Vice-presidency for Scientific and Technical Research (VICYT) Department for Postgraduate and Specialisation (DPE) - General Secretariat (SEGE) (Assistant Secretary General for Economic Affairs (SGAAE)	<p>T: Design the essentials of the contest and a call on a yearly basis.</p> <p>I: Dissemination of the announcement and awarding of the prize.</p>
<p>A33.Conduct a survey on working conditions, including aspects related to:</p> <ul style="list-style-type: none"> • Professional development. • Mental health and wellness. • Workplace and sexual harassment. <p>To know the situation of the research personnel in these subjects.</p>	10. Non-discrimination. 24. Working conditions	First semester 2022	General Secretariat (SEGE)	<p>T: Analysis, evaluation and implementation of measures where appropriate.</p> <p>I: Number of people incorporated in the pilot programme.</p>

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A34. Implementation of a teleworking pilot programme. Study and design of a teleworking programme.	24. Working conditions	First semester 2022	General Secretariat (SEGE)	T: Offer greater flexibility in working conditions. I: Number of people incorporated into the pilot programme.
A35. Apply multitask of de CSIC Alumni	23. Research environment 25. Stability and permanence of employment	Second semester 2021	President's Office – Vice-presidency for Scientific and Technical Research (VICYT)	T: Use of the CSIC Alumni network for: tracking of graduates students, mentoring, impact of training/careers support, etc T: Review the use of Linked-in and other alternatives to providing an Alumni network for careers counselling purposes. I: Monitoring available data on interactions between external companies / organisations and the alumni network members as well as on the participation in entrepreneurial meet-ups. I: Number of offers published. I: Number of people participating in the activities developed for this action. I: Number of interactions and events.
A36. Specific programme of R1-R2-company interaction. "Job fair" for CSIC's Rs	4. Professional attitude 22. Recognition of the profession 25. Stability and permanence of employment 28. Career development 29. Value of mobility. 30. Access to career advice. 31. Intellectual Property Rights	Second semester 2021	President's Office – Vice-presidency for Scientific and Technical Research (VICYT) Department for Postgraduate and Specialisation (DPE) Deputy Vice-Presidency for Knowledge	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: Number of meetings/exchanges/stays with companies (2 meetings per year).

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			Transfer (VATC) / Deputy Vice-Presidency for Scientific Planning (VAPC) - Vice-presidency for International Affairs (VRI)	
A37. 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	First semester 2022	General Secretariat (SEGE)	T: Incentivise the incorporation and retention of talent. I: Publication of calls. I: Number of researchers hired.
A38. Submit launch proposal to the MSCA- COFUND programme. If granted, the CSIC will launch calls for proposals for R1 and R2.	20. Seniority (Code) 21. Postdoctoral appointments (Code) 25. Stability and permanence of employment 26. Funding and salaries 28. Career development. 29. Value of mobility	Second semester 2020	Vice-presidency for Scientific and Technical Research (VICYT) Department for Postgraduate and Specialisation (DPE) - Vice-presidency for International Affairs (VRI)	T: Incentivise the incorporation and retention of talent. I: Publication of calls. I: Number of researchers hired.
A39. Study of a new option: indefinite contracts associated with a line of research. Development by the CSIC of the	20. Seniority (Code) 21. Postdoctoral appointments (Code) 25. Stability and	First semester 2022	General Secretariat (SEGE)	T: To offer greater stability to both researchers and lines of research. I: Number of contracts associated to a

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first final provision of Royal Decree Law 3/2019, of 8 February, on urgent measures in the field of Science, Technology, Innovation and University.	permanence of employment 26. Funding and salaries 28. Career development			research line. I: Number of lines of research. I: Approval of CSIC regulations/instructions.
A40. 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	First semester 2021	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.
A41. 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	First semester 2021	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).

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A42. 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	First semester 2021	General Secretariat (SEGE) - Deputy Secretary General for Human Resources (SGARH)	T: Provide more transparency. I: Update of the table. I: Number of visits received.
A43. Mention and recognition of the LGTBI collective. Study and analysis of the situation of the LGTBI collective.	10. Non discrimination 27. Gender balance	Second semester 2021	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.
A44. 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	Second semester 2021	Vice-presidency for Scientific and Technical Research (VICYT) Department for Postgraduate and Specialisation (DPE) – General Secretariat (SEGE) Assistant	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.

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			Secretary General for Information Technology (SGAI)	
A45. 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	Second semester 2020	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.
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.	Second semester 2020	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 in the scientific boards: Raising awareness of participation.	22. Recognition of the profession 35. Participation in decision-making bodies	Second semester 2020	Vice-Presidency for Institutional Affairs and Organisation (VORI) - Vice-presidency for Scientific and	T: Inclusion in the Welcome Manual that every researcher can be invited to participate. 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

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			Technical Research (VICYT)	<p>calls of the scientific board.</p> <p>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.</p> <p>I: Communications made to the management positions.</p> <p>I: Number of researchers by R attending scientific meetings (as measured by the FWG).</p>
<p>A48.Creation of the "Mediator" figure. Mediator, who deals with the complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and researchers.</p>	<p>34. Complaints/ appeals</p>	<p>Second semester 2021</p>	<p>President's Office</p>	<p>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.</p> <p>I: Resolution to create the figure of the Mediator.</p> <p>I: Number of complaints or queries received.</p>
<p>A49.Design, advice and institutional support for professional development: Information. Implementation of a guide or a section of the CSIC's website dedicated to provide information to researchers on the mechanisms for career</p>	<p>17. Variations in the chronological order of CVs (Code). 18. Recognition of mobility experience (Code). 24. Working conditions. 25. Stability and permanence of employment</p>	<p>Second semester 2020 - First semester 2022</p>	<p>Vice-presidency for Scientific and Technical Research (VICYT) - General Secretariat (SEGE)</p>	<p>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.</p> <p>T: Provide:</p> <ul style="list-style-type: none"> • support to researchers on their

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development and career path support offered by the CSIC.	28. Career development. 29. Value of mobility 30. Access to career advice 38. Continuing Professional Development 39. Access to research training and continuous development			<p>professional career.</p> <ul style="list-style-type: none"> • 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. <p>T: Strengthen/communicate/coordinate the training activities related to professional career.</p> <p>I: Number of online visits. I: Number of visits / number of downloads.</p>
A50. Design, advice and institutional support for professional development: 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 39. Access to research training and continuous	Second semester 2020 - First semester 2022	Vice-presidency for Scientific and Technical Research (VICYT) - General Secretariat (SEGE)	<p>T: An ideal set of internal and external trainers with academic and non-academic background, on the following topics:</p> <ol style="list-style-type: none"> 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,

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	development			<p>Research Planning Tools and Techniques, Innovation & Entrepreneurship, Commercial Awareness and Knowledge Transfer)</p> <ol style="list-style-type: none"> 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. <p>I: Nº workshops or courses. I: Number of attendees to courses.</p>
<p>A51.Design, advice and institutional support for professional development: Team management and leadership skills. Provide specialized training sessions on team management and group leadership for researchers.</p>	<p>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</p>	<p>Second semester 2021</p>	<p>Vice-presidency for Scientific and Technical Research (VICYT) / Deputy Vice-Presidency for Scientific Planning (VAPC)</p>	<p>T: Organize courses devoted to leadership and team management over the first half of the HRS4R project.</p> <p>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;</p>

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				<p>4. Initiatives are taken to help supervisors and their team members find a good work-life balance.</p> <p>I: Number of courses and people trained.</p> <p>I: Participants' feedback (Satisfaction survey).</p>
<p>A52.Design, advice and institutional support for professional development: 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.</p>	<p>11. Evaluation/appraisal systems.</p> <p>17. Variations in the chronological order of CVs (Code).</p> <p>18. Recognition of mobility experience (Code).</p> <p>24. Working conditions.</p> <p>25. Stability and permanence of employment.</p> <p>28. Career development.</p> <p>29. Value of mobility.</p> <p>30. Access to career advice.</p> <p>38. Continuing Professional Development.</p> <p>39. Access to research training and continuous development.</p>	<p>Second semester 2021</p>	<p>Vice-presidency for Scientific and Technical Research (VICYT)-President's Office</p>	<p>T: A survey will be designed and will be piloted tested by CSIC Alumni members.</p> <p>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.</p> <p>T: Use of the CSIC Alumni network to: track postgraduates, mentoring, impact of training / careers supports, etc.</p> <p>I: To keep information on the first jobs' placements of PhD graduates in the CSIC.</p> <p>I: Survey approval.</p> <p>I: Nº of responses.</p>

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<p>A53.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).</p>	<p>18. Recognition of mobility experience (Code). 26. Funding and salaries 29. Value of mobility</p>	<p>First semester 2020</p>	<p>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 and Specialisation (DPE) - Deputy Vice-Presidency for Scientific Planning (VAPC)</p>	<p>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).</p>
<p>A54.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.</p>	<p>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</p>	<p>Primer/Second semester 2021</p>	<p>Vice-presidency for International Affairs (VRI), General Secretariat (SEGE), Vice-presidency for Scientific and Technical Research (VICYT)</p>	<p>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</p>

PROPUESTA DE ACCIÓN	GAP Principle(s)	PLAZO DE REALIZACIÓN (indicar primer o segundo año y semestre)	UNIDAD RESPONSABLE	INDICADOR(ES)/OBJETIVO(S)
				<p>international mobility grants. 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.</p>
<p>A55.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.</p>	<p>17. Variations in the chronological order of CVs (Code). 18. Recognition of mobility experience (Code) 25. Stability and permanence of employment. 26. Funding and salaries. 29. Value of mobility</p>	<p>Second semester 2021</p>	<p>Vice-presidency of International Affairs (VRI) – General Secretariat (SEGE) Deputy Secretary General for Human Resources (SGARH) – Vice-presidency for Scientific and Technical Research (VICYT) Department for Postgraduate and Specialisation (DPE)</p>	<p>T; Seminars, to provide researchers with the access to this information. I: Number of actions carried out in this regard.</p>

PROPUESTA DE ACCIÓN	GAP Principle(s)	PLAZO DE REALIZACIÓN (indicar primer o segundo año y semestre)	UNIDAD RESPONSABLE	INDICADOR(ES)/OBJETIVO(S)
<p>A56.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).</p>	<p>17. Variations in the chronological order of CVs (Code) 18. Recognition of mobility experience (Code). 29. Value of mobility</p>	<p>Second semester 2021</p>	<p>Vice-presidency of International Affairs (VRI) – General Secretariat (SEGE) Assistant Secretary General for Information Technology (SGAI) – Deputy Secretary General for Human Resources (SGARH)</p>	<p>T: A registration and reporting tool for in and outgoing mobility will be design and develop. I: Number of international stays of CSIC personnel and foreign personnel in the CSIC. I: Number of stays abroad of de R1 – R4.</p>
<p>A57.Launch of a Mentoring programme. Design a pilot programme of mentors for researchers.</p>	<p>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</p>	<p>Second semester 2020 (annual)</p>	<p>Vice-presidency for Scientific and Technical Research (VICYT) Department for Postgraduate and Specialisation (DPE)</p>	<p>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</p>

PROPUESTA DE ACCIÓN	GAP Principle(s)	PLAZO DE REALIZACIÓN (indicar primer o segundo año y semestre)	UNIDAD RESPONSABLE	INDICADOR(ES)/OBJETIVO(S)
				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).
<p>A58.Launch of a “Buddy” programme. Promote national and international relations and encourage the contact between the R1, R2 and R3 of the CSIC and the new ones who are recently incorporated at our institution.</p>	<p>28. Career development 30. Access to career advice. 38. Continuing Professional Development 39. Access to research training and continuous development</p>	<p>First semester 2021</p>	<p>Vice-presidency for Scientific and Technical Research (VICYT) Department for Postgraduate and Specialisation (DPE)</p>	<p>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: N° 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 (if the program continues).</p>
<p>A59.Creation of "CSIC Alumni" (former CSIC "students"). Design and creation of an alumni network, people who used to be part of the CSIC.</p>	<p>28. Career development. 30. Access to career advice 36. Relation with supervisors 37. Supervision and managerial duties 38. Continuing Professional Development 39. Access to research training and continuous development 40. Supervision</p>	<p>First semester 2021</p>	<p>President’s Office - Vice-presidency for Scientific and Technical Research (VICYT)</p>	<p>T: Alumni and friends in Industry – guest alumni and friends shared their experiences of transitioning from academia to Industry. T: Review the use of Linked-in and other alternatives to providing alumni network for careers advice purposes. I: Number of alumni participating. I: Monitoring of number of interactions and events related to career advice on the</p>

PROPUESTA DE ACCIÓN	GAP Principle(s)	PLAZO DE REALIZACIÓN (indicar primer o segundo año y semestre)	UNIDAD RESPONSABLE	INDICADOR(ES)/OBJETIVO(S)
				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.
A60. 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	First semester 2021	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)	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.
A61. Training of PhD supervisors. Design a pilot "Training program for PhD thesis directors" (on line or semipresential).	3. Professional responsibility 10. Non discrimination 18. Recognition of mobility experience (Code) 27. Gender balance 36. Relation with supervisors. 37. Supervision and managerial duties.	First semester 2021	Vice-presidency for Scientific and Technical Research (VICYT) Department for Postgraduate and Specialisation (DPE) - Deputy Vice-Presidency	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 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

PROPUESTA DE ACCIÓN	GAP Principle(s)	PLAZO DE REALIZACIÓN (indicar primer o segundo año y semestre)	UNIDAD RESPONSABLE	INDICADOR(ES)/OBJETIVO(S)
	38. Continuing Professional Development. 39. Access to research training and continuous development. 40. Supervision		for Scientific Planning (VAPC)	candidates in order to improve their professional and personal success and satisfaction. T: The aim is that promoters and supervisors feel empowered to play a mediating role in conflicts from the outset (or as early as possible) and to be able to rely on or refer to the support of mediators. I: Satisfaction survey. I: Number of attendees. I: Follow-up indicators.

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.

1000 words maximum

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

- vi) Analysis and review the processes of selection and recruitment of researchers for the progressive adaptation to the OTM-R system.
- vii) Collection the whole set of internal rules regarding the advertisement, selection and hiring of the research staff at all levels within CSIC, as well as the procedures and practices associated to them.
- viii) Follow up of the implementation for the progressive adaptation to the OTM-R system
- ix) Awareness, training and dissemination on OTM-R policy for the Management team, administrative staff and principal investigators.
- x) Continuous internal monitoring and follow-up.

The aim is to reduce as much as possible, considering the Spanish law framework, the administrative burden for candidates and researchers hired and ensure outreach to the international visibility of the positions offered (Euraxess y BDEI) while assuring high quality standards (Quality management system for OTM-R).

The goal of the awareness actions of the OTM-R is to attain an increasing involvement of the OTM-R and C&C criteria in the research and no-research community. The “OTM-R Working Team” will support and advice on the English translation of the job offers published in Spanish and on the publication of both versions on job offer platforms.

Develop a OTM-R protocol and a guide for the researchers and to be published on the intranet, which will include the OTM-R and C&C recommendations. This guide may set clear and explicit rules and procedures for the recruitment of all researcher positions. The policy and the protocols will address the whole set of inner regulations concerning the advertising and application phase (OTM-R principles 11-15), selection and evaluation phase (OTM-R principles 16-19) and the appointment phase (OTM-R principles 20-22).

Since there may be different calls for proposals detailed in the action plan, define the procedures to generate a call to incentivise the incorporation and retention of talent, following OTM-R criteria.

The need to promote specific training in recruiting, especially for selection committees, underlying the importance of total adherence to the CSIC’s Ethical Code and to the European Code of Conduct for the Recruitment of Researchers will be evaluated.

The impact of all ad hoc actions identified to fill in gaps regarding OTM-R principles will be maximized through the implementation of Dissemination campaign for HRS4R. This action, as described above, consists of a complete communication plan aimed at promoting the existing and improved practices and procedures.

The satisfaction survey about the measures undertaken addressed to the research community and schedule periodical briefings to the institution's management committees and boards to introduce the OTM-R and C&C key lessons to the administration staff will assure that all the staff members involved in recruiting processes, from selection to recruiting, will integrate the OTM-R practices described in the "Recruitment OTM-R guide".

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

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

4. IMPLEMENTATION

General overview of the expected implementation process:

1000 words maximum CSIC

The implementation strategy of the action plan is based on the experience and practices adopted during the HRS4R process of the Gap Analysis and the Action Planning by a Steering Committee on HRS4R (SC) and the Analysis and Design Working Group (ADWG).

This Action Plan 2020-2022 was approved by the Steering Committee on HRS4R (SC) and is already included in the CSIC's 2018-2021 Strategic Plan and researchers will be informed of that.

The design and implementation of this action plan has enabled the development of a model of governance, coordination mechanisms and monitoring tools that will accelerate the adoption of new policies and practices for human resources management in research which, in turn, will enable CSIC to be aligned with its European references.

As HRS4R is a transversal project that affects almost all the functions of the institution. To ensure its implementation it has been decided to:

- Include the HRS4R Action Plan in the deployment of the Strategic Plan of the CSIC 2018-2021 and subsequent strategic plan 2022-2025.

- Involve the CSIC Governing Board, Executive Bodies and Deputy Vice-Presidencies and Deputy Secretary-Generals:
 - o Vice-Presidency for Scientific and Technical Research (VICYT)
 - o General Secretariat (SEGE)
 - o Vice-Presidency for Organization and Institutional Relations (VORI)
 - o Vice-Presidency for International Affairs (VRI)
 - o President's Office
- Create a "Follow-up Working Group (FWG)" from management and researchers staff assuming the deploy of the HRS4R Action Plan, control quality and follow-up of indicators
- Designate a HRS4R technician who will track the implementation of the action plan in the units in charge of each action.

Due to the commitment of the CSIC with the Charter & Code and regardless of the duration of the evaluation process to obtain the seal, the implementation of the plan will begin in the Q3 2020.

The implementation process will be performed through three different levels of responsibility:

1. Steering Committee on HRS4R (SC) will continue being the highest responsible group for coordinating the implementation and the follow-up of the HRS4R-derived measures. It will be composed of the five Executive bodies and Deputy Vice-Presidencies and the Deputy Secretary-Generals, responsible for coordinating the implementation and the follow-up of the HRS4R-derived measures It will be composed of the President's Office, VICYT, VAACT, DPE, VRI, VORI, SEGE and SGARH. It will also communicate the advances to the CSIC's Governing Board.
2. The "Follow-up Working Group (FWG)" will be the HRS4R technician, 6-8 members of the FWG will be appointed, plus other research and administrative staff members that will be invited to participate. The FWG will deploy the HRS4R Action Plan and the HRS4R technician will also control the quality and follow-up of indicators. She/he will also communicate the advances to CSIC's Steering Committee.

Depending of the FWG:

- The "OTM-R Working Team" will be composed of 3-4 Human Resources staff members responsible, researchers and other administrative staff members. It will coordinate the deployment of the specific OTM-R-related actions from the HRS4R Action Plan and will also control the quality and monitoring of the indicators.
 - The "Research Assessment Working Group" will be composed of 1-2 Human Resources staff members responsible, 3-4 researchers and 2-3 administrative staff members. It will be the basis for studying and analysing the Research Assessment in the CSIC.
3. The HRS4R technician supported by the people designated in each unit involved in this process, will support the FWG in the preparation of deliverables, quality control and monitoring of indicators. He/she will also be responsible for a dynamic workflow articulated throughout the plan: a cloud-based tool with easy access to information, regular meetings, ad-hoc subcommittees with key people for specific matters depending on the evolution of the process, quality control and international benchmark.

Each implemented principle is outlined with the current situation at the CSIC and one or more improving actions are provided together with the corresponding indicator for evaluation, the department/s or units responsible/s for the action development and the expected completion date within the period 2020-2025.

Next step, as the last point before being submitted to the European Commission, the HR Strategy and action plan at CSIC will be published on the institutional website. The main objective is to illustrate how the CSIC will adopt the Strategy and, after the official acknowledgment by the EC, the corresponding information will be displayed in a visible place on the institutional web page.

The FWG will be responsible for the implementation of the Action Plan with a delegation to responsible members for specific action items. On its role of monitoring committee, it will internally monitor the development and compliance of the Action Plan.

The self-assessment will be conducted every two years and will result on a progress report, updating the Action Plan for the subsequent period. Timeline of the actions was thoroughly discussed with the responsible persons, who have confirmed their project routine and provided more information about milestones and indicators of success. Actions have been planned with all precautions; work plan provides milestones, controlling measures and risk management procedures.

This process enables organizations to truly integrate the principles into their own human resources policy, thereby promoting the organization as a stimulating and favourable work place.

The action plan should be seen as an evolving instrument. If when further areas for improvement are identified, they should be incorporated into the action plan with an appropriate time-scale for implementation. As internal communication has been identified as in need of improvement, it would be especially important to ensure that CSIC's personnel are informed and aware of what is taking place and can provide feedback.

Few of these actions are very complex to be fully developed, but they will represent a highly significant step to strengthen the CSIC's recruitment practices and employment conditions, so that the whole process will be highly beneficial for both researchers who work and wish to work at CSIC and for our institution itself. The main improvements expected from the implementation process are to increase our attractiveness to researchers and to provide them with a favourable working environment, high quality research and innovation, and valorisation of international mobility.

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
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<p>How will the implementation committee and/or steering group regularly oversee progress? free text 500 words maximum</p>	<p>The “Follow-up Working Group (FWG)” appointed by the Steering Committee on HRS4R (SC) will be instituted to supervise the implementation of the actions.</p> <p>Once the FWG and the HRS4R technician are appointed and members chosen, a kick off meeting will be to establish responsibilities and deadlines for all different actions on the basis of their priority.</p> <p>This group will meet in an ordinary manner at least once every 3 months in order to follow up the progress on the HRS4R Action Plan implementation and in an extraordinary way all those that are required. Progress on the HRS4R Action Plan will be established as a permanent agenda point for review at each meeting. Furthermore, each action responsible will regularly check the status of the indicators and send updates to said Committee.</p> <p>The results of the different online surveys will be a useful and powerful tool to verify the implementation and satisfaction and to follow the process. The “Follow-up Working Group (FWG)” will be in charge of the Internal Review after 24 months, where a report on the progress of implementing the actions will be compiled. The report will be the basis of the Revised Action Plan.</p> <p>The FWG will report and hold bi-annual meetings with the Steering Committee on HRS4R (SC) to inform about the implementation process. The Steering Committee on HRS4R (SC) will be in charge of supervising the whole process and at the end of each year, review the status of the implementation of the Action Plan and take decisions, if needed.</p>
<p>How do you intend to involve the research community, your main, in the stakeholders implementation process? free text 500 words maximum</p>	<p>The CSIC has targeted the participation of all research personnel (R1-R4) in the development of the Human Resources Strategy. They will be involved in certain parts of the implementation.</p> <p>All research personnel (R1-R4) will be represented as members of the “Follow-up Working Group (FWG)”. In a first instance, researchers that have participated in the discussions in the Gap Analysis and Action Plan will be invited to join the FWG, although it will be opened for the whole research community. Some could be appointed as “HRS4R Delegates”.</p> <p>Specific working groups for the implementation of most relevant actions will also be created i.e. The “OTM-R Working Team” and the Working Group on Analysis and the prospective in the Research Assessment in the CSIC.</p>

	<p>It has been proposed to collect the opinion of the CSIC research staff through the different surveys designed, to evaluate the degree of implementation and satisfaction in relation to actions within the HRS4R.</p> <p>In addition to the use of surveys, other dissemination actions are proposed, such as the “HRS4R Dissemination Campaign” to announce the actions contemplated in the CSIC Action Plan for the full implementation of the C&C, HRS4R, OTM-R.</p> <p>Also, the research community will be involved in the implementation process through the Steering Committee on HRS4R (SC) where they are represented. They could also be invited to the reviews of the implementation group. The persons in charge of the actions could also ask for them in advance, during and after the actions concerning them.</p> <p>Finally, the Scientific Committee of CSIC, which is formed by external stakeholders (internationally renowned researchers and eminences reflecting both an academic perspective and a more business oriented perspective), will be consulted about the implementation plan and their feedback will be taken in account to redirect or improve the implementation process if needed.</p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation’s research strategy, as the overarching HR policy.</p>	<p>The HRS4R is integrated into the CSIC Strategic Plan 2018-2021. Specific references to it are included in the different CSIC’s annual action plans. Any other strategic decisions will be taken bearing in mind the CSIC’s commitment to HRS4R and the Action Plan that we have developed by us.</p> <p>HRS4R will be the cornerstone of the CSIC HR Strategy and all HR initiatives will be designed to ensure that HRS4R will remain as the main driver of our HR task force. They are also implemented into the different units that are directly concerned by implementation of the CSIC’s Strategy.</p> <p>The FWG will also be responsible for verifying that CSIC norms regarding different areas are coherent with the HRS4R as well as the actions developed within these Action Plans.</p> <p>As part of the General State Administration, the CSIC applies procedures that guarantee the principles of equality, merit and capacity in its recruitment processes. Therefore, we are already aligned with the spirit of the HRS4, since its principles complement and enhance the national legislation. Acknowledging HRS4R as our main policy for human resources will place us at an advantaged position of compliance with the national</p>

	<p>legal requirements for public entities.</p> <p>The President’s Office, VICYT, SEGE, VRI and VORI of CSIC are part of the Steering Committee on HRS4R (SC) and therefore the alignment of the organizational policies with the HRS4R will be complete. In the same way, the HRS4R Steering Committee will follow up on the progress of HRS4R and ensure that the entire research strategy is aligned with it.</p> <p>According to what is established in the calendar of activities, the actions and procedures that are being developed will be presented annually to the Scientific Advisory Committee of the CSIC.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>The FWG is composed of the main responsible for each of the actions involved, so each named action responsible will have a broad competences and skills for the implementation and will report to the FWG their status.</p> <p>The FWG will ensure the appropriate progress of the Action Plan and provide support for solutions and alternatives if unexpected obstacles are encountered. FWG will systematically follow-up on the action to be taken. The FWG will monitor the established policies, attendance at the planned informative sessions and one-to-one feedback with all stakeholders in the process. Once we have received the feedback, we will be in a stronger position to take corrective measures and adjust our approach and actions accordingly.</p> <p>The FWG should also ensure that sufficient resources are available to enable the implementation and that there is regular communication on progress in the completion and implementation of the Action Plan. The FWG will also play an important role in disseminating information and progress to other staff members.</p> <p>If any deviation of the timeline is shown, the FWG will inform to the Steering Committee on HRS4R (SC) that will take the necessary decisions to control the deviations.</p> <p>A prioritization and a detailed calendar has been established in the Action Plan that will allow monitoring of the degree of implementation of all activities by the working group.</p> <p>CSIC is aware and wants to be aligned and learn from the European best practices, so the FWG and the</p>

	HRS4R technician will attend possible info days (both HRS4R and Euraxess).
How will you monitor progress (timeline)?	<p>As mentioned above, each responsible of the action will send updates to the FWG about the situation. Those responsible ones for each action will measure the established indicators.</p> <p>The FWG will monitor the progress of the Action Plan. It will organize meetings on an ordinary manner at least once every 3 months in order to follow up, monitoring the continuous progress in the Action Plan implementation and also to provide feedback on the measures that have been done.</p> <p>The Action Plan developed shows a series of indicators and a detailed calendar with all the proposed actions. The FWG will hold the meetings that are necessary to meet the objectives established in the proposed calendar.</p> <p>The FWG also will centralize the suggestions and non-conformities of those responsible for the different areas that make up the work group and will be responsible for identifying deviations in the planning and will propose specific actions for improvement.</p> <p>The FWG will report and hold bi-monthly meetings with the Steering Committee on HRS4R (SC) to inform about the implementation process. Thus, it will be possible to ensure a good progress pace and a dynamic articulation of solutions to deal with contingencies.</p> <p>The indicators defined in the Action Plan will be formalised more precisely and transmitted to the relevant Services/Departments, which will implement them to allow for monitoring, regular updates and provision of data when requested.</p>
How will you measure progress (indicators) in view of the next assessment?	<p>The Action Plan already defines some indicators related to the implementation process, but the FWG will identify, at the beginning and during of activities, the most suitable indicators, milestones and deliverables for monitoring the progress so that it can be assessed quantitatively and/or qualitatively, aiming at our self-evaluation at the end of the second year.</p> <p>A new survey will be elaborated 15 months after the activity was initiated. It will be sent a to all the CSIC employees, in order to review the implementation status of implementation of the Strategy and/or to re-</p>

	<p>evaluate satisfaction with HR policies. The results of that survey, on the degree of development of the Human Resources Strategy, will be analysed and considered for further actions.</p> <p>After 24 months, the “Follow-up Working Group (FWG)” will be in charge of the Internal Review after 24 months, when a report on the progress of implementing the actions will be compiled. The report will be the basis of the Revised Action Plan. The evaluation templates available on EURAXESS will be used for these reports. These reports will be approved by the Steering Committee on HRS4R.</p>
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Additional remarks/comments about the proposed implementation process:

<p>As an additional comment, CSIC has a Scientific Advisory Board, that is entrusted with informing and advising the CSIC Presidency and the Governing Board about scientific-technological issues. Specifically, it should prescriptively inform the management contract, the Multi-Annual Action Plans and the creation, modification or ending of CSIC institutes and research units.</p> <p>It is a permanent body and is chaired by the Presidency. The vice-presidencies and a number of renewed scientists and technologists from the public and private sector, representing different scientific areas sit on the board. The following are the committee members:</p> <p>Secretary: Federico José MOMPEÁN GARCÍA Deputy Vice-President of Scientific Planning</p> <p>Members: Elena DOMÍNGUEZ CAÑAS Vice-President for International Affairs</p> <p>Jesús Eugenio MARCO DE LUCAS Vice-President for Scientific and Technical Research</p> <p>Rosina LÓPEZ-ALONSO FANDIÑO Vice-President for Organization and Institutional Affairs</p> <p>Susana ALEMANY DE LA PEÑA Research Scientist. "Alberto Sols" Biomedical Research Institute (IIBM).</p> <p>Isabel ALLONA ALBERICH Research Full Professor of Biochemistry and Molecular Biology echnical. University of Madrid (UPM).</p> <p>Antonio ALMAGRO GORBEA Research Full Professor. School of Arabic Studies (EEA).</p>
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