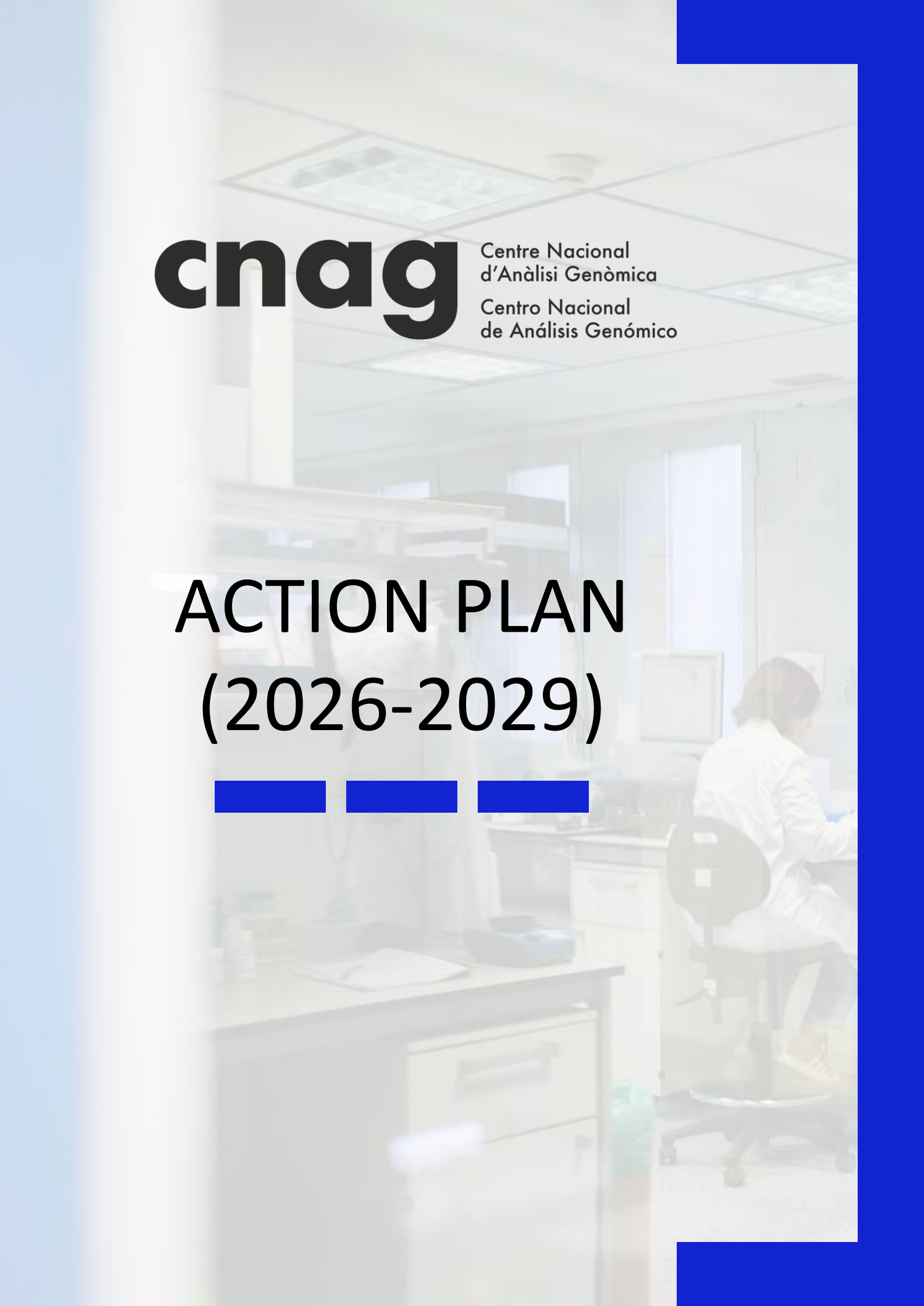


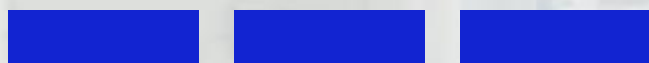


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ACTION PLAN (2026-2029)



HR EXCELLENCE IN RESEARCH STRATEGY

Process Description

The Human Resources Strategy for Researchers (HRS4R) at CNAG was initiated following the endorsement by the Management of the European Charter for Researchers.

A Steering Committee comprising the Managing Director, the Head of Human Resources, and the Director, who represents the R4 researcher profile, was established. The Steering Committee defined the HRS4R strategy, established the governance structure and methodology for the process, and appointed the corresponding committees and working groups. The Steering Committee is responsible for monitoring progress and supporting the implementation of the HRS4R Action Plan.

The Head of Human Resources was appointed as the person responsible for coordinating the HRS4R process and for overseeing the implementation and monitoring of the Action Plan in collaboration with CNAG's Executive Management.

A Working Group of 14 members was appointed to conduct the gap analysis and contribute to the identification of areas for improvement to be addressed in the Action Plan. The composition of the Working Group was designed to ensure broad representation of the CNAG research community and management functions, taking into consideration different researcher career stages, profiles, areas of expertise, and professional experience.

Thus, the Working Group included 12 researchers representing the R1–R4 career stages, together with two members representing administrative and management functions. The researcher representation comprised three R1 researchers, six R2 researchers, two R3 researchers, and one R4 researcher. The researchers involved in the Working Group represented different scientific areas, including Human Genetics, Single Cell Genomics, Biomedical Genomics, and Structural Genomics. The group also had a balanced gender representation, with seven men and seven women.

The involvement of researchers was an integral component of the development of the Gap Analysis. Presentations introducing the HRS4R strategy were organised in October and November 2024, and participants were invited to join the Working Group and contribute to the process through an online survey.

Additionally, the online survey covering the implementation of the 20 principles of the European Charter for Researchers was distributed among all researchers at CNAG. The survey allowed researchers to provide their assessment of the degree of implementation of each principle and to identify areas where further development and improvement were required.

The survey results were analysed according to researchers' career stages, providing a comprehensive overview of the situation across the organisation.

The survey identified a number of areas requiring further attention, including complaints and appeals procedures, access to career advice, evaluation and appraisal systems, supervision, career development, access to research training and continuous professional development, postdoctoral appointments, and intellectual property rights. The opinions, suggestions, and gaps identified through the survey constituted an important basis for the subsequent discussions within the Working Group and for the development of the Gap Analysis and Action Plan.

The Working Group was responsible for analysing the information collected through the Gap Analysis and contributing to the identification of priorities and actions to be included in the HRS4R Action Plan. The participation of researchers from R1 to R4 ensured that the analysis incorporated perspectives from different stages of the research career and from different scientific areas within CNAG.

In parallel, an OTM-R survey was distributed among CNAG staff involved in recruitment. The information collected through this survey was used to complete the OTM-R checklist and was also taken into consideration in the development of the HRS4R Action Plan.

Overall, the HRS4R process at CNAG was based on a combination of institutional oversight through the Steering Committee, operational involvement through the Working Group, consultation with researchers across the R1–R4 career stages, and the collection and analysis of feedback from staff involved in recruitment through dedicated surveys. This approach provided the basis for identifying existing gaps and defining the actions included in the HRS4R Action Plan.

NEW ACTION	STARTING IMPLEMENTATION	LEAD	PRINCIPLE(S)	INDICATOR(S)	TARGET(S)
PILLAR 1 – ETHICS, INTEGRITY, GENDER AND OPEN SCIENCE					
DEVELOP AND DISSEMINATE A HARASSMENT PREVENTION PROTOCOL	From 2026-Q4	PEOPLE LEGAL	(+/-) 4. GENDER EQUALITY (++) 5. EMBRACING DIVERSITY	Harassment Prevention Protocol	2026-Q4 Approve, communicate and publish to all CNAG Staff
				Training session	2027-Q1 100% of CNAG employees trained in the Harassment Prevention Protocol
				% of employees informed about the reporting channels	2027-Q1 100% of CNAG employees informed on reporting channels
IMPROVE GENDER EQUALITY AND INCLUSION INITIATIVES	From 2027-Q1	PEOPLE	(+/-) 4. GENDER EQUALITY (++) 5. EMBRACING DIVERSITY	Equality plan in english	2027-Q1 Approved, comunicated and accessible to all CNAG staff
				Gender balance commission	2027-Q1 defined and trained
				Define gender balance indicators	2027-Q1 Defined, comunicated and accessible to all CNAG staff
				Training session in the equality Plan	2028-Q1 (100% of CNAG staff)
				Annual review and update of actions	Annual review report
DISSEMINATE THE COMPLAINTS PROCEDURE AND INCREASE AWARENESS OF THE WHISTLEBLOWING CHANNEL AMONG THE CNAG COMMUNITY	From 2027-Q1	LEGAL PEOPLE	(+/-) 1. ETHICS AND RESEARCH INTEGRITY '(+/-) 4. GENDER EQUALITY (++) 5. EMBRACING DIVERSITY	Communication to all CNAG staff on the whistleblowing channel and compliance procedure	2027-Q2 (100% of staff aware)
				Include whistleblowing channel and compliance procedure in the welcome manual	2027-Q3 welcome manual available to 100% of new recruited staff
DEVELOP AND APPROVE A RESEARCH INTEGRITY POLICY	2027-Q2	DIRECTION	(+/-) 1. ETHICS AND RESEARCH INTEGRITY (+/-) 2. FREEDOM OF SCIENTIFIC RESEARCH	Research Integrity Policy	2027-Q2 approved and comunicated to CNAG researchers
				Include integrity policy in the welcome manual	2027-Q2 welcome manual available to 100% of new recruited staff
DEFINE CLEAR CO-AUTHORSHIP GUIDELINES	2027-Q4	DIRECTION	(+/-) 1. ETHICS AND RESEARCH INTEGRITY	Co-authorship guidelines	2027-Q4 approved and comunicated to CNAG researchers
				Include co-authorship guidelines in the welcome manual	2027-Q4 welcome manual available to 100% of new recruited staff

NEW ACTION	STARTING IMPLEMENTATION	LEAD	PRINCIPLE(S)	INDICATOR(S)	TARGET(S)
PILLAR 2 – RESEARCHERS ASSESSMENT, RECRUITMENT AND PROGRESSION					
CREATE CNAG'S RECRUITMENT POLICY BY REVISING THE CURRENT RECRUITMENT PROCEDURES TO ALIGN WITH HRS4R AND OTM-R PRINCIPLES	From 2026-Q4	PEOPLE	(--) 10. RECRUITMENT (-/+) 11. SELECTION	Recruitment policy in english	2026-Q4 Aproved and accessible to candidats and CNAG staff
				Percentage of recruitment processes following the policy	2027-Q4 (>50%); 2028-Q4 (>75%); 2029-Q4(100%)
				Percentage of recruitment processes with selection committees	2027-Q4 (>50%); 2028-Q4 (>75%); 2029-Q4(100%)
				Percentage of selection committees members recieving OTM-R training	2027-Q4 (>50%); 2028-Q4 (>75%); 2029-Q4(100%)
				Percentage of selection processes with a written selection report assessment	2027-Q4 (100%)
CREATE A RECRUITMENT GUIDE FOR HIRING MANAGERS AND SELECTION COMMITTEES, ALIGNED WITH HRS4R AND OTM-R PRINCIPLES	From 2026-Q4	PEOPLE	(--) 10. RECRUITMENT (-/+) 11. SELECTION	Recruitment guide for hiring managers and selection committees aligned with HRS4R and OTM-R Principle	2026-Q4 Publish and Communicate the Policy to Hiring Managers and Selection Committee Members
				Training session for hiring managers and selection committees	2026-Q4 (>50%); 2027-Q4 (>55%); 2028-Q4 (>60%);2029-Q4 (>65%)
REVIEW AND IMPROVE JOB ADVERTISING TEMPLATES	From 2026-Q4	PEOPLE	(--) 10. RECRUITMENT (-/+) 11. SELECTION	Percentatge of jobs offers published in EURAXESS	2026-Q4 (100%)
				Percentatge of job advertising templates reviewed and updated	2027-Q4 100%
				Percentatge of vacancies using the updated templates	2027-Q4 100%
				Percentatge of job advertising complying with OTM-R requirements	2027-Q4 50%; 2028-Q4 (60%); 2029-Q4 (75%)
DEVELOP AND IMPLEMENT AN E-RECRUITMENT PLATFORM	From 2027-Q2	IT PEOPLE	(--) 10. RECRUITMENT (-/+) 11. SELECTION	E-Recruitment Platform	2027-Q2 Developed,implemented and communicated
				Percentage of vacancies managed through the e-recruitment platform	2028-Q2 (>80%); 2029-Q2 (100%)
				Training session on the recruitment platform for HR team, hiring managers and selection committess	2027-Q3 (>60%); 2028-Q3 (80%)

NEW ACTION	STARTING IMPLEMENTATION	LEAD	PRINCIPLE(S)	INDICATOR(S)	TARGET(S)
PILLAR 2 – RESEARCHERS ASSESSMENT, RECRUITMENT AND PROGRESSION					
ESTABLISH CANDIDATE EVALUATION GUIDELINES	From 2027-Q2	PEOPLE	(-/+) 11. SELECTION	Candidate evaluation guidelines	2027-Q2 Approved and communicated
				Percentatge of recruitment processes applying the candidate evaluation guideline	2027-Q3 (100%)
REVIEW AND IMPROVE CANDIDATE EVALUATION TEMPLATES AND SCORING MATRICES	From 2027-Q2	PEOPLE	(-/+) 11. SELECTION	Evaluation template and scoring matrix for hiring managers and Selection Committee	2027-Q2 Developed, implement and communicated
				Percentatge of recruitment processes with evaluation template and scoring matrix	2027-Q3 (100%)
PILLAR 3 - WORKING CONDITIONS AND PRACTICES					
DEVELOP CNAG’S TELEWORKING POLICY	From 2027-Q1	PEOPLE GENERAL MANAG. DIRECTION	(+) 13. WORKING CONDITIONS, FUNDING AND SALARIES (+) 15. CONTRACTUAL AND LEGAL OBLIGATIONS	Teleworking Policy	2027-Q1 Approved and comunicated to CNAG Staff
				Include teleworking policy in the welcome manual	2027-Q2
				Percentage of teleworking arrangements formally documented	2028-Q1-(100%)
DEVELOP A WELCOME MANUAL SPECIFICALLY FOCUSED ON INTERNATIONAL RESEARCHERS	From 2027-Q2	PEOPLE GRANTS IT	(+) 13. WORKING CONDITIONS, FUNDING AND SALARIES (+) 15. CONTRACTUAL AND LEGAL OBLIGATIONS (+) 7. FREE CIRCULATION OF RESEARCHERS	Welcome manual	2027-Q2 Available to CNAG new incorporations
				Percentage of new employees receiving the welcome manual in the onboarding period	2027-Q3 -(100%)

NEW ACTION	STARTING IMPLEMENTATION	LEAD	PRINCIPLE(S)	INDICATOR(S)	TARGET(S)
PILLAR 3 - WORKING CONDITIONS AND PRACTICES					
DEVELOP AN INDUSTRIAL AND INTELLECTUAL PROPERTY POLICY	From 2027-Q3	STRATEGY GENERAL MANAG.	(+/-) 16. DISSEMINATION AND EXPLOITATION OF RESULTS	Industrial and Intellectual Property Policy	2027-Q3 Approved and communicated to CNAG researchers
				include industrial and intellectual Property Policy in the welcome manual	2027-Q3 (100% of new recruited staff)
				Training session in intellectual Property	2028-Q1 A training/ information session addressed to researchers, with a participation of 75%.
PILLAR 4 -RESEARCH CAREERS AND TALENT DEVELOPMENT					
IMPLEMENT AN HRS4R AND OTM-R AWARENESS PROGRAM	From 2027-Q1	PEOPLE COMMUN.	(--) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT	HRS4R webpage published in English, providing access to all the HRS4R documents	2027-Q1
				HRS4R and OTMR awareness session	2027-Q2
				Percentage of employees informed about the HRS4R strategy and OTMR process	2027-Q2 (>60%); 2028-Q2 (>75%); 2029-Q2 (>90%)
DEVELOP A TRAINING PLAN FOR RESEARCH STAFF	From 2027-Q3	PEOPLE GRANTS IT LEGAL STRATEGY	(--) 19. CONTINUOUS PROFESSIONAL DEVELOPMENT	Training plan in english	2027-Q3 Approved and accessible to CNAG staff
				Percentatge of research staff participating in training actions	2028-Q3 (>30%); 2029-Q3 (>60%)
				Percentatge of planned training actions delivered	2028-Q3 (>70%); 2029-Q3 (>80%)
IMPROVE CNAG’S RESEARCH DISSEMINATION TO SOCIETY	From 2027-Q3	COMMUN.	(++) 3. OPEN SCIENCE (+/-) 16. DISSEMINATION AND EXPLOITATION OF RESULTS	Percentatge of CNAG publications in open science	2027-Q4 (>50%); 2028-Q4 (>60%); 2029-Q4 (>70%)
				Number of outreach activities	2027-Q4 (>14); 2028-Q4 (>16); 2029-Q4 (>18)
				Research staff (R1-R3) involved in outreach research activities	2027-Q4 (>4); 2028-Q4 (>5); 2029-Q4 (>6)

NEW ACTION	STARTING IMPLEMENTATION	LEAD	PRINCIPLE(S)	INDICATOR(S)	TARGET(S)
PILLAR 4 -RESEARCH CAREERS AND TALENT DEVELOPMENT					
CREATE A MENTORING PROGRAM	From 2028-Q3	PEOPLE	(-/+) 20. SUPERVISION AND MENTORING	Design a mentoring program	2028-Q3 Published and communicated to researchers
				Training session for the mentores	2028-Q4 (>50%); 2029-Q4 (>75%)
				Percentage of eligible R2 researchers participating in the mentoring programme	2029- Q3 (>50%)
DEVELOP A CAREER DEVELOPMENT PLAN FOR RESEARCHERS	From 2029-Q1	PEOPLE	(--) 9. RESEARCHERS' ASSESSMENT (2) (+/-) 12. CAREER PROGRESSION (2) (--) 18. CAREER DEVELOPMENT AND ADVICE(4)	Career Plan	2029-Q1 Approved and communicated
				Annual workshop in career development for R1 and R2 researchers	2029-Q2 (>70%)
				Review R1 and R2 researchers' career development needs through surveys	2029-Q2 (>40%)